Diversity and Inclusion Action Plan
Swearer Center
Brown University
August 12, 2016

Goals

1 - Staff Hiring (inclusive representation)

2 - Staff Development (inclusive pedagogy)

3 - Co-Curriculum Development (inclusive content)

4 - Student Development (inclusive pedagogy/representation)

5 - Community (inclusive representation)
Goal 1- Staff Hiring (inclusive representation)

Objectives
- Develop and sustain staff diversity and inclusion at all levels.
- Increase the number of staff members from historically underrepresented backgrounds, particularly with regard to race, class, sexuality, nationality, and gender.
- Increase the number of staff who are prepared to work with students from diverse backgrounds (by nature of their own background or their previous training), and who are open and trained to engage ideas of power/privilege/oppression.
- Increase the number of staff who are people of color to five of 14 total staff by September of 2016.

Action Plan
- Build diversity and inclusion recruitment into all searches moving forward.
- Execute at least three searches by December 2016.
- Commit to a standard that at least 50% of our competitive applicant pool be comprised of people who are critically conscious and prepared to work with students from diverse backgrounds before a search can be completed.
- Commit to a standard of at least 50% of our competitive applicant pool be comprised of people of color before a search can be completed.
- Include students and community members’ voices in hiring decisions.

Responsible Parties
Mathew Johnson, Kate Trimble, and Search Committee members (which include students and community members. Both students on the Search Committee for the Community Partnership Coordinator were people of color.).

Identifiable Timeline/Deadline
Hiring is ongoing.

Stakeholders
Brown students, Swearer staff, community members, Brown staff and faculty colleagues, and Swearer program participants are all impacted by diverse and inclusive representation at the Swearer Center.

Collaborators
- Members of Swearer Search Committees
- Alumni of color affinity groups for recruitment
- Human Resources (currently, though, there is minimal support from HR to be a collaborator for diverse hiring)
**Assessment**
- Swearer Center staff demographics will be measured and communicated by HR and Mathew Johnson.
- Critical consciousness and readiness to engage in discussions of power/privilege/oppression will become part of search screening processes for any new hire.

**Reporting/Communications**
New hires are widely communicated to students, partners and Swearer alumni. All hiring is reported to the Dean of the College as well as the Swearer Student Advisory Committee.

**$$$/Staff/Resources**
We commit staff time for job searches, which are time-consuming. Students’ and community members’ labor on search committees is uncompensated.

**Potential Barriers to Implementation**
Overly narrow channels for distribution of job postings through HR.

**Supporting or Related Strategies**
Staff development on diversity and inclusion. All members of the Swearer community will receive training regarding the availability of the University’s ombudsman office as a source of and process for seeking redress of issues related to diversity and inclusion at the Swearer Center.
Goal 2 - Staff Development (inclusive pedagogy)

Objectives
- Engage as a Swearer Center staff to learn about and address topics including structural racism, historical context of racism in RI and at Brown, methods of supporting students from historically underrepresented groups, cultural humility, power and power sharing, and more.
- Integrate staff engagement with diversity and inclusion topics as an expectation into professional development and measure progress through annual performance reviews.
- Expect staff members to share information with full staff about professional development sessions they attend.

Action Plan
- Build structured time and space in weekly staff meetings and bi-monthly half-day retreats for staff development.
- Convene staff to discuss the Report from the Steering Committee on Slavery and Justice.
- Hire Providence community members with expertise in cultural understanding to train Swearer staff.
- Encourage and expect staff to participate in campus discussions such as those offered by the Institutional Diversity and Inclusion Offices.
- Provide staff with an inventory of training opportunities and other resources at Brown and outside of Brown.

Responsible Parties
Mathew Johnson, Kate Trimble

Identifiable Timeline/Deadline
This work is ongoing, continuing, and never completed. We will convene a minimum of six staff development meetings per year to discuss issues of diversity and inclusion.

Stakeholders
Brown students, Swearer staff, community members, Swearer program participants, Brown staff and faculty colleagues are all impacted by a focus at Swearer on staff development related to diversity and inclusion.

Collaborators
Swearer staff members, trained facilitators on and off campus
**Assessment**
Number, type, and intensity of trainings and professional development opportunities that staff members participate in, as noted on their annual performance reviews. Swearer senior leadership team members are responsible for this assessment. All staff and supervisors will be asked to comment explicitly on their contributions to accomplishing this plan in annual reviews.

**Reporting/Communications**
Staff development topics and trainings will be shared with the Dean of the College as well as the Swearer Student Advisory Committee.

**$/Staff/Resources**
We have doubled our budget for staff development, which includes funding to pay for facilitators. We have already allocated staff time on calendars going forward for the purpose of staff development in diversity and inclusion.

**Potential Barriers to Implementation**
Staff time

**Supporting or Related Strategies**
Incorporation of diversity and inclusion in our student development approach. All members of the Swearer community will receive training regarding the availability of the University's ombudsman office as a source of and process for seeking redress of issues related to diversity and inclusion at the Swearer Center
Goal 3 - Co-Curriculum Development (inclusive content)

Objectives
- Develop, source, and scale a Center-wide community engagement co-curriculum for students with learning outcomes that include cultural understanding and humility ("cultural humility" is an emerging framework that recognizes and values knowledge within communities).
- Engage Swearer students with issues of privilege, oppression, and positionality as related to both students’ own identities and their relationships as Brown students to the RI community, backed by an understanding of how these issues have developed historically and contextually in Providence.

Action Plan
- Develop learning outcomes, associated competencies, and framework for the Swearer co-curriculum.
- Develop reciprocal policies to support multiple centers on campus that have been engaging in anti-oppressive work for decades and to avoid redundancy.
- Partner with community members to lead or co-lead workshops.
- Offer 3-5 co-curricular workshops in the fall semester.

Responsible Parties
Mathew Johnson, Betsy Shimberg, Allen Hance, Juan Carlos Carranza, Swearer student leaders

Identifiable Timeline/Deadline
Ongoing; Co-curriculum will be implemented with limited offerings in fall 2016 and scaling up. Student intern will be hired for summer 2016 to assist with development.

Stakeholders
Any interested Brown student, Swearer Center student leaders, Swearer Center volunteers, Bonner Community Fellows, interested Brown faculty and/or staff members, as well as Providence community members may participate in the co-curriculum.

Collaborators
Multiple centers on campus that have been engaging in anti-oppressive work, potentially to include the Sarah Doyle Center, LGBTQ Center, Student and Employee Accessibility Services, the Brown Center for Students of Color, Student Veterans and Commissioning Programs, HR’s Office of Diversity and Inclusion, and the Office of Student Life. Other collaborators include community members, centers of community engagement at peer institutions and the 70+ campuses in the Bonner Network.
**Assessment**
Student assessments of the co-curricular workshops. Feedback from community partners about Brown students’ preparedness to enter communities and provide them with high levels of capacity building. Mathew Johnson, Allen Hance, and Betsy Shimberg are responsible for tracking progress on building a co-curriculum that includes workshops to address issues of diversity and inclusion.

**Reporting/Communications**
Progress on the development of the Co-Curriculum is shared with the Dean of the College as well as the Swearer Student Advisory Committee.

**$/Staff/Resources**
Two full-time Swearer staff people including one Director and one Program Manager will be dedicated to training and development of students. A second Director will be collaborating on the co-curriculum development. Financial resources have been committed to funding some trainers and workshop leaders.

**Potential Barriers to Implementation**
Curricular barriers; limited ADA compliant spaces on campus

**Supporting or Related Strategies**
Incorporation of diversity and inclusion in our staff development approach. All members of the Swearer community will receive training regarding the availability of the University’s ombudsman office as a source of and process for seeking redress of issues related to diversity and inclusion at the Swearer Center
Goal 4 - Student Development (inclusive pedagogy/representation)

Objectives

- Understand and recognize the experiences of current Swearer student participants and provide volunteers with increased supports and training.
- Identify, recruit, support and stipend historically marginalized and underrepresented groups of Brown students (including first generation students and students with high economic need, differently-abled students, African American, Latinx, Southeast Asian, Native American, Pacific Islander and undocumented students, among other identities) to engage with the work of communities and their partners.
- Recognize and work to more clearly define and address the participation differences among demographic groups of students in Swearer Center programs.
- Develop supports for local RI students to engage with the work of the Swearer Center and with the resources of Brown.

Action Plan

- Clearly define which student demographic groups are underrepresented in the context of the Center, through improved data collection.
- Gather feedback from current Swearer participants to understand if and how holding a marginalized identity(ies) has affected their community engagement experiences.
- Build a Bonner Community Fellows program to identify, recruit, support, and stipend diverse students to engage with Swearer programs and offset their opportunity costs of engagement. See www.bonner.org for more detail.
- Partner with advisors, mentors, and centers on campus who are already working with historically marginalized groups of students.
- Expand the trainings and workshops currently offered to all Swearer students to engage in critical reflection, ethical practice, and effective action to build their capacities to engage effectively with communities.
- Create a cohort program for students who are not members of the Bonner Community Fellows program, but are participating in Swearer Center engagement, and are from historically marginalized backgrounds.
- Require Swearer student leaders to read and reflect on the Report from the Steering Committee on Slavery and Justice.
- Hold meetings in campus spaces that are accessible to people of all abilities, as our building is not.

Responsible Parties
Mathew Johnson, Betsy Shimberg, and Juan Carlos Carranza, as well as stipended students on the Bonner Developer and Bonner Leadership Team
**Identifiable Timeline/Deadline**
A Swearer Center student survey that collects demographic information will be distributed by May 3, 2016. Prospective Bonner students are being identified now by admissions, according to their financial aid eligibility. Initial applications are due June 17th, with the cohort to be selected by early August. First cohort of 40 Bonner Community Fellows arrives September, 2016. Additional supports for students will be designed this summer and implemented over the fall 2016.

**Stakeholders**
Brown students, community members, community partner agencies, Swearer staff, and Swearer program participants are all impacted by the Swearer Center's focus on engaging, training, and advising a more diverse and inclusive groups of Brown students.

**Collaborators**
Maityrayee Bhattacharyya, Yolanda Rome, Ricky Gresh, Vernicia Elie, multiple student-facing centers on campus, pre-orientation programs, centers for community engagement at peer institutions and the 70+ campuses in the Bonner network.

**Assessment**
Self-reported experiences of Swearer volunteers. Feedback from community partners about Brown students’ preparedness to enter communities and provide them with high levels of capacity building. Number of applicants to the Bonner program, retention rate of Bonners in the cohort, number of Bonner Fellows remaining in academic good standing, assessment of Bonner Fellows by community partners. Future surveys of Swearer students that demonstrate a more diverse group participating in our programs. Mathew Johnson, Betsy Shimberg and Juan Carlos Carranza are responsible for tracking student development.

**Reporting/Communications**
Student development work is reported to the Dean of the College as well as the Swearer Student Advisory Committee.

**$/Staff/Resources**
Two full time Swearer staff including one Director and one Program Manager are working on the development of student engagement programs including the Bonner Community Fellows program. A committee of paid student Bonner Developers began meeting regularly at the beginning of the spring semester (three of the four students on this committee are people of color). Another Director will be collaborating on advising and mentoring practices for the Center. We have budgeted money for Bonner Fellows to attend national network conferences, experience a service learning trip (potentially to Tougaloo College in Mississippi to build on this partnership with Brown) and to fund their ongoing training.
**Potential Barriers to Implementation**
Staff capacity; student time and capacity, limited ADA compliant spaces on campus

**Supporting or Related Strategies**
Incorporation of diversity and inclusion in the development of the Co-Curriculum, Staff development and hiring. All members of the Swearer community will receive training regarding the availability of the University’s ombudsman office as a source of and process for seeking redress of issues related to diversity and inclusion at the Swearer Center
Goal 5 - Community (inclusive representation)

Objectives
- Provide pathways for community members to engage with Brown, including access to Brown resources and facilities.
- Frame Swearer relationships with communities through a diversity and inclusion lens, with a focus on addressing just power sharing in a context of historically unequal power relations between Brown and the community

Action Plan
- Build a Swearer Community Advisory Board to hold the Swearer Center accountable to its values of community agency and reciprocity and open pathways for community members to be engaged in decision-making levels. Intentionally build a Board that includes community members with differing backgrounds and experience, with an emphasis on those who have less access to traditional power structures (i.e. not just non-profit executives but community members at large, or staff in entry-level positions).
- Build and support a network of Swearer community partners and provide them with networking opportunities.
- Develop a policy for compensating community members, create awards to recognize community excellence, build fellowship platforms that community members can access.
- Survey and inventory community engagement activities throughout Brown and connect Swearer with community partners who are working with Brown students and may not be aware of services offered by Swearer.
- Influence institutional decision-making around topics that impact community residents, particularly public safety (for example advocate to Brown administrators to appoint community members to the university’s Public Safety Committee).
- Seek to hold meetings in campus spaces that are accessible to people of all abilities, as our building is not.

Responsible Parties
Mathew Johnson, Kate Trimble, Community Partnership Coordinators Tiesha Nieves and Joshua Rodriguez

Identifiable Timeline/Deadline
Ongoing. Community Partnership Coordinators will be hired by June, 2016. Community Advisory Board will be established by the fall.

Stakeholders
Brown students, Swearer staff, community members and staff of community partner agencies, and Swearer program participants are affected by policies that encourage diversity and inclusion among
Swearer community partnerships.

**Collaborators**
Community members who will be thought partners at the decision table, faculty who are engaging with communities, people on campus who are engaged in community work outside of the Swearer Center, and Brown committees that may benefit from community participation (facilities, public safety as examples) are impacted by this goal of inclusive representation.

**Assessment**
Community members and agencies' self-reporting about their interaction with Brown. Kate Trimble will be responsible for tracking this goal.

**Reporting/Communications**
Engagement with communities is reported to the Dean of the College as well as the Swearer Student Advisory Committee.

**$/Staff/Resources**
Three full time Swearer staff people including one Director and two Coordinators will be dedicated to community engagement.

**Potential Barriers to Implementation**
Brown's department of public safety, which at times engages in unwarranted surveillance of community members; limited ADA compliant spaces on campus

**Supporting or Related Strategies**
Incorporation of diversity and inclusion in the development of the co-curriculum and student/staff development. All members of the Swearer community will receive training regarding the availability of the University’s ombudsman office as a source of and process for seeking redress of issues related to diversity and inclusion at the Swearer Center