

Recommendation Name	Description / Rationale	Necessary Actions	Responsible Division and/or Unit	Timeframe	Resources/ Funding	Progress Markers	Accountability	Other Considerations
Define	A clear directive regarding key terms that are essential to any anti-racism agenda. Create a centralized glossary of key terms, where key terms are clearly defined so that faculty, staff and students are coralled around a common understanding of the terms. A unified language and understanding.	1. Develop Glossary of Key Terms to be applied to all Drexel community policies and procedures; List should include at least the following terms:	VP and Chief Diversity Officer in collaboration with Definitions Working Group	30 days post final recommendations, no later than March 1, 2021	Working group to draft the terms and definitions. The glossary should also include defining what is a policy v. what are the procedures to implement the policy.	Draft of terms and definitions for University-wide DEI glossary. Finalize the U+B13 university-wide DEI glossary of terms and definitions.	VP and Chief Diversity Officer.	
		a. Define and assign as a Key Term: "Racism"						
		b. Define and assign as a Key Term: "Equity"						
		c. Define and assign as a Key Term: "Inclusion"						
		d. Define and assign as a Key Term: "Justice"						
		e. Define and assign as a Key Term: "Anti-racist"						
		f. Define and assign as a Key Term: "Diversity"						
		g. Define and assign as a Key Term: "Micro Aggressions"						
		h. Define and assign as a Key Term: "Implicit Bias"						
		i. Define and assign as a Key Term: "Equity Lens"						
j. Define and assign as a Key Term: "Institutional Racism"								
Process	Drexel's policies and procedures lack consistency in form and function. Due a lack of oversight and process, policies and procedures are not consistently formatted, drafted, approved, implemented, applied or decommissioned. This leaves the University's colleges, schools and departments, and administrative units to autonomously develop, implement and apply policies and procedures with minimal guidance and accountability, leading to inconsistency in application with harmful impacts on Black students, faculty and staff.	1. Review the University Advisory Committee (UAC) on Institutional Policy's documents with an "Equity Lens"	VP and Chief Diversity Officer	No later than 30 days post establishment of definitions, no later than March 31, 2021	Committee on Committees to review the UAC's Policy on Policies documents	University-wide DEI glossary of terms and definitions to be incorporated into the Policy on Policies. There is a a Keywords and Definitions section in the Policy on Policies document.	UAC on Institutional Policy	Policy on Policies lives within the Office of Compliance, Privacy and Internal Audit once completed.
		2. Establish criteria for appropriate representation of Black Drexel community members on UAC, and supporting advisory committees to ensure that the composition of Policy Advisory Committee membership representational, diverse and inclusive. This should be incorporated into the UAC on Institutional Policy's PAC Charge and Membership document. Ultimate goal is to ensure students, faculty and staff policy review councils are staffed and provide equally weighted input in to review polices and procedures	UAC on Institutional Policy	No later than 30 days post establishment of definitions, no later than March 31, 2021	Committee on Committees to review the UAC's Policy on Policies documents. The UAC on Institutional Policy's Policy on Policies states "The University Community is responsible for reviewing draft Policies during the Public Comment Period and providing timely feedback during the 30-day window if they wish to have their comments taken into consideration."	The Committee on Committee guidance has been incorporated into the relevant Policy on Policies documents. There is a Stakeholder Engagement Process included in the UAC on Institutional Policy documents. There is a process for reconciling Public Comments. The reconciliation process is defined as a systematic process of incorporating the feedback of each stakeholder into the policy. This is outlined in the Policy on Policies document.	VP and Chief Diversity Officer	Policy on Policies lives within the Office of Compliance, Privacy and Internal Audit once completed.
		3. Formalize review process to include: 1) need, 2) development, 3) approval, 4) review, 5) decommissioning.	PMOE/Compliance - ultimate responsibility for process oversight and implementation	No later than May 15, 2021	Launch working group representing Human Resources, EMSS, etc. to standardize key terms such as student, employee, etc. Dedicated resource to oversee process, including Policy Director and Policy Analyst. Funding to include position salaries and benefits.	Need to determine if there are existing definitions which may require gathering together all policies from academic and administrative units.	UAC on Institutional Policy	
		4. Ensure consistent policy enforcement, proscribing process for determination of what constitutes a violation and appropriate sanctions/discipline.	UAC on Institutional Policy		The Committee on Committee guidance has been incorporated into the relevant Policy on Policies documents. There is a Stakeholder Engagement Process included in the UAC on Institutional Policy documents.	Review the policy on policies workflow to ensure it is incorporated into the process and ensure the necessary guidance is aligned with the process	UAC on Institutional Policy	
		5. Purchase and implement policy management system. Ensure system has anti-bias tools built in.	UAC on Institutional Policy	Purchase by December 31, 2020. Implementation by March 31, 2021.	Establish a working group consisting of - Project Management and Operational Effectiveness Office, UAC on Institutional Policy, Information Technology - to identify and source software to make a recommendation for purchase. Funding would need to be committed from central administration/information technology. Estimated cost for policy management system: \$25,000.00	Workgroup should utilize the policy on policies workflow process and its components to ensure that the software tool aligns with the process and is user-friendly. If possible, software should integrate with existing systems/tools used within the University to prevent duplicity.	PMOE Information Technology	
		6. Complete a process/policy review related to HR policies, not limited to hiring, recruitment, promotion, training, and handling of complaints especially as related to BIPOC.	Office of the Executive Vice President, Treasurer & COO; Office of the Provost	No later than May 31, 2021	Gathering all of the HR policies that exist in the University both centrally from all administrative and academic units.	Reduction in the number of the overlapping policies and more explicit guidance on how to develop procedures to implement the policies that are clear, succinct and align with central policy. No rogue interpretation of policies. Reduction of administrative burden on faculty, staff, students.	UAC on Institutional Policy	This could be part of an external review process
		7. Specific oversight and process review, the continuation of which should be established as and remain a resource, including as a resource for reporting, investigation and resolution of incidents of microaggression, racism and bias.	Office of Compliance, Privacy and Internal Audit and OED	No later than March 31, 2021		Integrated (compliance & OED) approach to oversight to prevent duplicity of efforts and to remain coordinated.	VP and Chief Diversity Officer	**rephrase to get to the core of the problem - move OED beyond compliance; is this more about strategic planning and vision. Compliance is not the only/best/highest use of OED resources; need to create organizational space for OED to take a stronger role in strategic planning and visioning

		8. Training on the Drexel policy on policies for the executive council and board members, who are often engaged as the final approvers for policy (board has official final approval of official policies).	UAC on Institutional Policy & Human Resources Learning & Development	No later than May 31, 2021	Train executive council/board on the Drexel's policy on policies. This should be done by the UAC on Institutional Policy for consistency of message and context.	Identify trainer experienced in working with executive leaders. Recommending that we use the UAC on Institutional Policy for consistency of message and context.	UAC on Institutional Policy	Board meeting timing; Social distancing requirements (in-person versus virtual).	
		9. Training & Technical Assistance (TTA) approach to implementation.	UAC on Institutional Policy, Human Resources Learning & Development	No later than May 31, 2021	Training in small/large group settings e.g., seminars, workshops, courses, to teach key concepts/process followed by technical assistance (targeted support) in the form of one-on-one consultation, small group facilitation, web-based clearinghouse to build capacity to create change. Folks could be trained on the policy, develop an implementation plan, and then technical assistance could be provided in support of implementation.	Set goals for number of trainings to be completed to ensure there is steady training and updates for those trained. Document and track the number of trainings/workshops scheduled and completed each quarter.			
Draft	To further its anti-racism agenda, Drexel must establish NEW policies aimed at eradicating institutional and systemic racism. Policies and procedures must be developed that provide Drexel standards in areas where racism is known or has the potential to exist.	1. Anti-racism Policy Statement	VP and Chief Diversity Officer	No later than March 1, 2021	Ensure alignment with the vision, mission and goals of the University.	Draft in hand by end of first quarter 2021	UAC on Institutional Policy	OGC	
		2. Diversity of the Board of Trustees	Office of the President		Develop a recruiting strategy that includes intentional considerations for members from under-represented groups.	Progress made with the announcement of Angela Dowd-Burton and Jerry Martin. Next marker should be announcement of additional members, to include more BIPOC.			
		3. Doing Business with and Investment in Partners that support anti-racism	Office of the Executive Vice President, Treasurer & COO		Include as part of a larger procurement strategy related to the university's goals and objectives.	Identification and communication of new strategy and policy			
		4. Using Social Media to promote anti-racism	VP and Chief Diversity Officer		Include as part of a larger communication strategy related to the university's goals and objectives.	Communication regarding current issue and our policy			
		5. Faculty Tenure and Retention	Office of Faculty Affairs		Ensure that an equity lens is applied to existing and future efforts.				
		6. Senior Administrator Search Committees	Office of the Executive Vice President, Treasurer & COO; Office of the Provost		Develop guidance for search committees. This may be accomplished with an overall guidance on the committees formation which could be used universally across all Drexel administrative and academic units.				
		7. Speakers on Campus	VP and Chief Diversity Officer		Develop criteria for hiring a speaker to ensure alignment and support of the University's goals and objectives.				
		8. Annual Anti-racism Training for all Drexel trustees, students, faculty, staff and third parties.	Human Resources and VP and Chief Diversity Officer		Convene a working group that includes Human Resources/Learning & Development and relevant stakeholders to determine the content of the anti-racism training. Anti-racism training becomes a required compliance training for all faculty, students and professional staff. Executive committee/board should participate in anti-racism training that is consistent with the rest of the University community.	Update the Diversity, Equity and Inclusion Learning Bundle on Career Pathway.			
Communicate	Drexel's policies and procedures are often not formalized. Where policies are formalized, they are often not publicized or easily accessible by community members, which leads to distrust, and the appearance of bias, assumptions of bias, or actual bias in the application of policies.	1. Develop a communication plan to roll out the UAC on Institutional Policy's process (pilot, communication, etc.).	UAC on Institutional Policy	No later than March 31, 2021	There is a Policy Communication Plan included in the UAC on Institutional Policy documents. Dissemination plan to publish and conduct training for all administrative and academic units on the Policy on Policies	All of the administrative and academic units are trained on the Policy on Policies	UAC on Institutional Policy	Policy on Policies lives within the Office of Compliance, Privacy and Internal Audit once completed.	
		2. Implement a central repository (intranet) and website (internet) for all University policies and procedures.	UAC on Institutional Policy		Centralized repository for all University-wide policies			Is this accomplished through the policy management software?	
		3. Require all University schools, colleges, departments and programs to publicize policies and guidelines through a standardized University mechanism.	UAC on Institutional Policy		Convene a working group to collect and review of all policies in all academic and administrative units to ensure that they align with the central policies.				
		4. Introduce a requisite level of transparency into defined and publicized procedures such that community members can clearly understand the processes in which they are involved, and how determinations are reached.	UAC on Institutional Policy		This is defined in the Policy on Policies in that there are instructions on the completion of the team for policy creation. We need to provide clearer guidance in the development of procedures related to the implementation of policies, so as to not usurp the integrity of the policy.				
		4 Publicize the Policy on Policies (once finalized).	UAC on Institutional Policy		Dissemination plan to publish and conduct training for all administrative and academic units on the Policy on Policies				
		1. Equity Lens	VP and Chief Diversity Officer; Office of Compliance, Privacy and Internal Audit		The equity lens is being applied in the Policy on Policies documents. Periodic compliance review to ensure process is being followed.		UAC on Institutional Policy	Suggest consultants for Equity Lens Review(s): 1. Anti-Oppression Resource And Training Alliance (AORTA)	

Review	Drexel's policies and procedures are not subject to external, objective review against proven benchmarks and best practices for the promotion of Drexel's anti-racism agenda, as detailed in Drexel's Strategic Plan. Drexel must commit to regular objective, external review of its policies and procedures to ensure it meets its stated goal of promoting an anti-racist agenda.	2. Annual/Biennial Review of Policies	Form an advisory/oversight committee comprised of internal stakeholders and external experts. This should be part of the process within the Policy on Policies for an annual/biennial review.		http://aorta.coop/consulting/ Worker-Owned Cooperative 2. Just Instruction www.justinstruction.org Kate Gerson, Founding Partner New York, NY
		3. Regular Update of Affirmative Action/Diversity, Inclusion, Equity Report			3. Inclusionity Education, LLC www.inclusionityed.com/ Dr. Akuoma Nwadike, Founder Silver Spring, MD 4. Bulp Diversity LLC Carol Fulp, CEO Boston, MA 5. Kim Crowder Consulting www.kimcrowderconsulting.com Kim Crowder, CEO + President 6. Lighthouse Philanthropy Advisors http://www.lighthousephilant