<table>
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<th>Recommendation Name</th>
<th>Description / Rationale</th>
<th>Necessary Actions</th>
<th>Responsible Division and/or Unit</th>
<th>Timeframe</th>
<th>Resources / Funding</th>
<th>Progress Markers</th>
<th>Accountability</th>
<th>Other Considerations</th>
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<td><strong>Define</strong> 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 versed around a common understanding of the terms. A unified language and understanding.</td>
<td>1. Develop glossary of key terms to be applied to all division community policies and procedures; list should include at least the following terms:</td>
<td>IP and Chief Diversity Officer in collaboration with Definitions Working Group</td>
<td>All key post-final recommendations, no later than March 1, 2021</td>
<td>Working group to draft the terms and definitions. The glossary should also include what is a policy – what are the procedures to implement the policy.</td>
<td>Draft of terms and definitions for university-wide DEI glossary. Finalize the U-DEI University-wide DEI glossary of terms and definitions.</td>
<td>IP and Chief Diversity Officer.</td>
<td></td>
<td><strong>Process</strong> Drexel’s policies and procedures lack consistency in form and function. Due a lack of oversight and process, policies and procedures are not consistently formalized, 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.</td>
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1. **Anti-racism Policy Statement**
   - VP and Chief Diversity Officer
   - Due later than March 1, 2021
   - Includes alignment with the vision, mission, and goals of the University.

2. **Diversity of the Board of Trustees**
   - Office of the President
   - Due later than March 1, 2021
   - Develops a recruiting strategy that includes intentional considerations for members from under-represented groups.

3. **Doing Business with and Investment in Partners that support anti-racism**
   - Office of the Executive Vice President, Treasurer & COO
   - Due later than March 1, 2021
   - Include as part of a larger procurement strategy related to the University's goals and objectives.

4. **Using Social Media to promote anti-racism**
   - VP and Chief Diversity Officer
   - Due later than March 1, 2021
   - Include as part of a larger communication strategy related to the University's goals and objectives.

5. **Faculty Tenure and Retention**
   - Office of Faculty Affairs
   - Due later than March 1, 2021
   - 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
   - Due later than March 1, 2021
   - Develop guidance for search committees. This may be accomplished with an overall guidance on committees formation which could be used universally across Drexel administrative and academic units.

7. **Speakers on Campus**
   - VP and Chief Diversity Officer
   - Due later than March 1, 2021
   - Develop criteria for hiring speakers 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
   - Due later than March 1, 2021
   - Create 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 component of 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.

9. **Training & Technical Assistance (TTA) approach to implementation**
   - UAC on Institutional Policy, Human Resources Learning & Development
   - Due later than May 31, 2021
   - Training in small/large group settings e.g., seminars, workshops, courses, to teach key concepts/strategies followed by technical assistance (targeted support) in the form of one-on-one consultation, small group facilitation, web-based clearingshouse to build capacity to create change. TTA could be provided on the policy, development of implementation plan, and then technical assistance could be provided in support of implementation.

10. **Update the Diversity, Equity and Inclusion Learning Bundle on Drexel Online**
    - Human Resources/Learning & Development
    - Due later than May 31, 2021
    - Ensure alignment and support of the University's goals and objectives.

11. **Anti-oppression Resource Lens Review(s):**
    - UAC on Institutional Policy
    - Due later than May 31, 2021
    - Suggest consultants for Equity and Training Alliance (AORTA). Board meeting timing; Social media campaigns.

12. **Create a communication plan to roll out the UAC on Institutional Policy’s process (audit, communication, etc.)**
    - UAC on Institutional Policy
    - Due 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.

13. **Implement a central repository (intranet) and website (internet) for all University policies and procedures.**
    - UAC on Institutional Policy
    - Due later than March 31, 2021
    - Centralized repository for all University policies and procedures.

14. **Conduct a review of all University schools, colleges, departments and programs to publicize policies and guidelines through a standardized University mechanism.**
    - UAC on Institutional Policy
    - Due later than March 31, 2021
    - Create a working group to collect and review all policies in all academic and administrative units to ensure that they align with the central policies.

15. **Introduce a requisite level of transparency into defined and publicized procedures with that community members can clearly understand the processes in which they are involved, and how determinations are reached.**
    - UAC on Institutional Policy
    - Due later than May 31, 2021
    - This is defined in the Policy on Policies. 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 upset the integrity of the policy.

16. **Publicize the Policy on Policies (once finalized).**
    - UAC on Institutional Policy
    - Due later than May 31, 2021
    - Dissemination plan to publish and conduct training for all administrative and academic units on the Policy on Policies.

17. **Establish new process to allow for the implementation of policies.**
    - UAC on Institutional Policy
    - Due later than May 31, 2021
    - The new policy allows for the implementation of policies.

18. **Folks could provide feedback on existing and future policies.**
    - UAC on Institutional Policy
    - Due later than May 31, 2021
    - Folks could be provided with feedback on existing and future policies.

19. **Implement a new policy on policy management.**
    - UAC on Institutional Policy
    - Due later than May 31, 2021
    - The new policy allows for the management of policies.
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<th>Review</th>
<th>Details</th>
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<td>1. Annual/Biennial Review of Policies</td>
<td>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.</td>
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<td>2. Regular Update of Affirmative Action/Diversity, Inclusion, Equity Report</td>
<td>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.</td>
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### Resources

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<th>Name</th>
<th>Website</th>
<th>Contact</th>
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<tr>
<td><a href="http://www.justinstruction.org">www.justinstruction.org</a></td>
<td>Kate Gerson, Founding Partner</td>
<td>New York, NY</td>
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<tr>
<td><a href="http://www.inclusivityed.com/">www.inclusivityed.com/</a></td>
<td>Dr. Akuoma Nwadike, Founder</td>
<td>Silver Spring, MD</td>
</tr>
<tr>
<td><a href="http://www.fulpdiversity.com">www.fulpdiversity.com</a></td>
<td>Carol Fulp, CEO</td>
<td>Boston, MA</td>
</tr>
<tr>
<td><a href="http://www.kimcrowderconsulting.com">www.kimcrowderconsulting.com</a></td>
<td>Kim Crowder, CEO + President</td>
<td>Silver Spring, MD</td>
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<tr>
<td><a href="http://www.lighthousephilanthropy.com">http://www.lighthousephilanthropy.com</a></td>
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