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URGE Management Plan for University/Organization - Example Deliverable

This should be a plan to incorporate deliverables into your organization as you continue to develop, assess, and finalize policies and resources. You may want to adjust the format of this for more comprehensive plans, but this covers the essentials.

Deliverable	Existing Policy or Resource?	Initial Point of Contact(s)	Where It Is or Will Be Posted	Review/Update Interval	Racial Risk Assessment?	Training Recommended?	Approval, Check, and/or Consequence
Complaints and Reporting Policy	Yes - Office of Institutional Equity has policy outlined here	Sarah Hörst, Kalev	On website already (EPS page for EDI Cmte. includes a link to OIE's page)	Policies are reviewed annually and reports are made available.	Not planned	Recommended training for our department: OIE live training session	Not relevant to our pod
Demographic Data	Yes for graduate students, undergrad majors (though incomplete) faculty hiring. No for seminars.	Anand	Demographic data is posted in multiple locations including the Office of Institutional Research, the Office of the Provost, and in the Roadmap on	Staff and faculty data compiled every two years and released in public reports. The Office of Institutional Research provides a website with summary information of graduate student	Not planned	Not planned	Not relevant to our pod

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			Diversity and Inclusion	and undergraduate student demographics for current academic year. Reports from the Office of the Provost include graduate student data that is compiled every two years.			
Policies for Working with Communities of Color	No	Meghan (if not one else signs up for this)	Internal policy-unsure if it will be made public	This will be a new policy and should be reviewed annually	Yes	Yes-unclear of what resources are available for this currently	Unsure what approval will be necessary for implementing a new policy in the department
Admissions and Hiring Policies	Yes, but want to review, hopefully in time for next application cycle (9/1/21)	Maya, Molly Atousa	Guidelines for admissions will be posted. Rubric and review process will be posted internally	One this summer, after that every ~3 years	Yes	Yes - determine who and what this should be.	Internal review every ~3 years, one external review (two years after new policies are used)
Safety Plan	Yes, in draft	Emmy	Will be internal	Annually	Yes	Yes	Departmental approval needed?

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Resource Map	No	Meghan	Post on department website	Additions on a rolling basis	Not planned	No	Unsure
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Additional considerations for each deliverable (use this space to elaborate on table entries, organize it as appropriate for your pod):

- Agreement** - We will use this document and use it to determine our goals, deadline/benchmarks, methods of assessment, and key contacts for each task. That will be used to set a schedule for future meetings. Darlene Saporu (Assistant Dean for Diversity and Inclusion) has expressed interest in attending meetings. Additional scheduling goals include a presentation to the department about findings and future initiatives, a meeting with Dean Christopher Celenza and/or Vice Dean Bertrand Garcia-Moreno, presentation to Diversity Champions meeting at JHU.
- Pod Guidelines** - Pod guidelines will remain in place for this pod. They can also serve as a template for future working groups within the department and/or affinity group meetings within the department. There will be multiple contacts for each deliverable defined in the above table, but each will include at least one faculty member in an effort to ensure that plans are sustained over the long-term. An important question is if and how these activities will be incorporated into the departmental DEI committee, which is currently chaired by Sabine Stanley. We should develop a plan for this including who will be chair, the length of the chair's tenure, and methods for election of new chair.
- Complaints and Reporting Policy** - The reporting is done completely through the office of Institutional Equity. We should ensure our department is educated in the ways for reporting so that they can be a resource for others. This could potentially come in the form of the OIEs training which can be scheduled for the whole department. Note: some questions were sent to the OIE in regards to the deliverable. We should follow up on these.
- Demographic Data** - Demographic data is readily available from multiple offices, however this data does not break down demographics for undergraduate majors as the most specificity for undergraduate data only goes down to the Krieger School level. We can access our declared major demographic data by reaching out to Darlene Sapuro. It would be worthwhile to begin collecting this data as a department if only for internal purposes of assessing our progress.
- Policies for Working with Communities of Color** - Area with great potential for putting together a department-wide policy for our interactions with Communities of Color. This policy would include: guidance on permitting for fieldwork, guidance on collaborating with local universities and researchers, finding ways to give back to the community, engaging with local students, including local researchers on projects, communication sessions with local communities on work being performed, compensation of local participants, researching local history and traditions in order to ensure proper care is taken in sacred sites, and sharing research with local communities. Perhaps a

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document similar to a risk assessment, but for local community participation could be created.

- **Admissions and Hiring Policies** - We propose making modifications to the 1) application to graduate study, 2) graduate admissions process, 3) mentoring of research, postdoctoral, and technical staff, and 4) posting of job opportunities. Changes to the application of graduate study would include a new approach to the statement of purpose (i.e. more guidance or direct questions to answer), allowing applicants to provide explanations of certain aspects of their application, and providing feedback to applicants regarding how to improve upon their application. In regards to graduate admissions, we suggest implementing a recurring internal review of the process, developing a rubric for faculty in review of applications, creating a method to ensure all applications are considered, collecting and reviewing demographic data on applicant pool, considering anti-bias training for faculty, performing a racial risk assessment on the admissions process, and consider hiring and external review of the process. Currently, there is no mentoring program for research, postdoctoral, and technical staff, we strongly propose developing one. Lastly, we suggest reviewing how and where job openings are posted.
- **Safety Plan** - A safety plan and fieldwork code of conduct has been in the works but still needs to be finalized. There are plans to finalize this summer. Potential training should be looked into and it should be determined who should require it. A racial risk assessment must be planned.
- **Resource Map** - The resource map should be made available on the department website. Current and incoming students, faculty, staff should be made aware of the resource map. It can be included in the graduate student handbook (and any other handbooks given to members of the department). This resource should also be covered during any orientation.