Deliverable - Management Plan

Education is essential but action is also imperative for achieving the objectives of URGE. Therefore, each topic is paired with concrete deliverables for the individual pods to develop, draft, and share. This deliverable is a management plan for incorporating URGE deliverables.

The deliverables that your pod drafted throughout the sessions of URGE build on one another and are sometimes interwoven with existing policies. Some policies outlined in the deliverables will already be in place within your organization but may need to be improved (e.g., hiring/admissions policies), whereas others may require creating new structures and procedures (e.g., policies for working with communities of color). Please return to each deliverable to strategize on how to propose changes or adopt new policies in ways that will increase the probability that the drafted policies will be effectively used and updated at appropriate times. Additionally, plan to use a Racial Equity Impact Assessment 4 where appropriate to determine the implications of adopting policies or taking actions.

As you revisit your deliverables, you may be tempted to continue to develop your drafts with the knowledge gained through additional readings and discussions. Don't worry - we will get to this later. For now, we want to ensure that pursuit of perfection does not stand in the way of action. So, this deliverable is a plan to ensure that policies and resources are adopted, implemented, enforced, and improved.

Consider the current structure and procedures of your organization, institution, company, department, or lab and discuss the following:
- What challenges may exist in implementing each deliverable? Which ones will require external feedback / approval? Which can be implemented immediately?
  - Group Norms and Pod Agreements
    - Group norms were already implemented
    - This deliverable was the easiest to implement, as it set the standard for group dynamics during this program. Continuing the culture of respect and education in the face of hard topics is something that we can all continue in the lab, even after this program ends.
  - Policy for Dealing with Complaints
    - Policies reported were already implemented
    - This deliverable summarized the complaint and reporting process already in place for TAMUG. However, if additions or revisions were to be made they would require external feedback and approval from administrators. This could pose a challenge for amendments due to the majority of TAMUG and TAMU policies being intertwined. Changes at the administration level may be lengthy and difficult.
  - Statistical Analysis of Program and its History
    - Accomplishing measurable goals listed for diversity and inclusion will require external feedback/approval
    - This deliverable reported demographics for TAMUG and listed measurable goals for our campus to improve diversity and inclusion.

Although these goals will require approval and work by committees
                    outside of our pod, the most tangible influence our pod can have on these
                    goals is in the hiring process and welcoming of diverse faculty/staff
                    (thanks Dr. Quigg!).
        ○ Policies for Working with Communities of Color
            ■ Most policies were not currently applicable, so they are not yet
              implemented
            ■ This deliverable was the least applicable to previous work in our pod, as
              most projects are lab-based. However, with a new international project in
              the works some of our members will have first hand experience soon
              (thanks Sarah!). Approaching future projects with these goals in mind will
              make implementation smoother and allow collaboration to be
              holistic/inclusive.
        ○ Admissions and Hiring Policies
        ○ Lab and Field Code of Conduct
        ○ Asset Map of Resources to Combat Racism
- What checks and balances / approval steps currently exist for ensuring that people
  adhere to policies that are already in place? (e.g., approval process for reimbursable
  travel) Are they effective? How are the existing policies enforced?
- How are new policies introduced? What kinds of training or informational sessions are
  effective and why?
- How will you ensure the policies and resources developed through URGE will be
  maintained and supported over the long term, e.g. through staff/student turnover?

1 R. E. Bernard, E. H. G. Cooperdock, No progress on diversity in 40 years. Nature Publishing
Group. 11, 1–5 (2018). 2 https://notimeforsilence.org/ 3
https://www.change.org/p/geoscientists-call-for-a-robust-anti-racisim-plan-for-the-geosciences 4
https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment_v5.pdf