URGE Management Plan for University/Organization

This is a draft plan to incorporate deliverables into USF CMS as we continue to develop, assess, and finalize policies and resources.

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/Code of Conduct	Yes, but needs work.	David Naar / Sami Francis for students; Tim Trowbridge for Staff.	On website already, consolidation of resources on college website this summer	Reviewed and re advertised every 2 years (or more often if needed).	Recommended	Yes (staff/faculty are required to take Title IX trainings and training for recognizing signs of student psychological distress (kognito.com)	Academic Grievance Committee "For conduct that has a deleterious effect on the unique academic environment of USF-CMS, that cannot be resolved by the parties, and is deemed significant by either a faculty member, student, or staff member."
Demographic Data	Yes, but not consolidated among Colleges and Departments; all data are not accessible to everyone	Bernard Bartson (USF), David Naar (CMS), Sami Francis (CMS), Tim Trowbridge (CMS)	Currently internal but would like to see data on the CMS website	Annually	Recommended	Not planned	TBD

Policies for Working with Communities of Color	No	Ana R. Arellano (CMS), Elizabeth Hordge-Freeman (USF)	Post on organization website	Recommend annually	Recommended	Yes	Approval and Consequence
Admissions and Hiring Policies	Yes, but needs work. University policy is purposefully open to allow different types of searches.	Admissions: Sami Francis, Nancy Williams, Hiring: Tim Trowbridge, Tom Frazer	Internal (currently), ideally should make more policies public	No set interval, recommend annually	Recommended	Yes, in particular implicit bias training.	Approval
Safety Plan	Yes, but they are only in reference to equipment, chemical, and environmental hazards	Modified Small Boat Safety Committee to be Field & Small Boat Safety Committee? TBD	On main USF website, would want revised plans on CMS website	Annually, but also after any major reported incidents	Recommended	Yes	Approval and Consequence
Resource Map	No	Sarah Grasty (USF CMS), Dr. Elizabeth Hordge-Freeman (USF)	Post on College website	Additions on a rolling basis	Recommended	No	Approval

Additional considerations for each deliverable (use this space to elaborate on table entries, organize it as appropriate for your pod):

- **Agreement** - This agreement can be adapted to outline how you will interact and meet with leadership about these policies, as well as regular meetings with key contacts such as the Dean, diversity/inclusion committees, HR, etc.

- **Pod Guidelines** – These guidelines can be incorporated into the CMS Code of Conduct, longer term plans/bylaws, and adopted by future DEI committees/initiatives at the College.

- **Complaints and Reporting Policy –** There are several existing complaints and reporting policies but they are in need of some work to properly serve POC. Policies and procedures are also not well "marketed" to the College and we need better protocols to encourage people to submit complaints. Complaint submission process could be made clearer, and it is not on the USF CMS internal site. Due to being a small College, people may also be hesitant to submit complaints that are initiated within our community, having more third-party involvement and support and improved confidentiality could alleviate some of this hesitancy.

- **Demographic Data -** There are issues to work through on how demographic data are collected and made public at the USF College of Marine Science. As it currently stands, CMS does not have comprehensive public information about historical or current demographic data at the college for students, staff, faculty, or administrative roles. The College does highlight Underrepresented Minority Students (URMs) on its website but more could be done to be transparent about how demographics have or have not changed over time so we know where there is work to be done. We will need to work closely with HR, the Office of Decision Support, and CMS Academic Affairs on this and it may take several years and/or involvement of additional departments for wider aggregation of data.

- **Policies for Working with Communities of Color -** Racial risk assessment is recommended for the College and has been included in our list of action items. Training is necessary to implement successful use of the policies. Incorporation of the policy in planning as well as understanding of the benefits of working with communities of color needs to be addressed. Below is an example policy from AGU and Sea Grant. To the best of our knowledge, trainings specific to working with Communities of Color do not exist at USF and the main DEI office would be the most appropriate group to develop such resources. Training should be mandatory for any Faculty, Staff, or Students who intend to work on any research or outreach programs with Communities of Color and this should be done well in advance of the proposal development. This is important so all groups understand the importance of this new policy as well as for how to implement the policy itself. Approval process can be incorporated into travel approval, e.g. check if travel or work will involve communities of color and has this new policy been reviewed and followed in the plans for this trip; consequence of not following policy would be assigned readings and additional training.

- **Admissions and Hiring Policies -** These are proposed modifications to the existing Hiring policy. These are not currently public, but we recommend as much information as possible on the policies be posted publicly on the jobs board for potential candidates as well as on the College's website. Anti-bias training may need to be part of this as the policies are reviewed and updated by staff to ensure bias does not impact the development of these policies, as well as afterward for implementing the policy itself. Approval process would be part of hiring

staff (or admitting students), e.g., does your plan to hire a new position adhere to the updated policies. University of Florida has a strong implicit bias training program that could serve as a good model to strive towards.

- **Student Admissions**: This year, the admissions committee implemented an evaluation rubric, a short implicit bias training, and a holistic admissions webinar/training (offered by ETS). This was the first year served for all committee members, except for the chair and coordinator (non-voting members). A debriefing meeting was held to discuss the process, revisit the rubric, and discuss application material requirements. The rubric was revised, and there are plans to revise the essay prompts. The GRE will be considered moving forward until the faculty vote to remove this requirement. Still there is more to be done including offering more robust training in implicit bias, holistic admissions, and risk/potential evaluation to the committee (mandatory) and the admitting faculty (strongly encouraged, ideally mandatory); annually revisit application requirements and align them with the rubric, faculty values, and the Principles of Community; discuss and evaluate committee composition and the values behind composition selection.

- **Safety Plan –** The draft deliverable has added anti-racism specific policies to the Safety policies in the Employee Handbook. Training should be paired with the training for the deliverable on working with communities of color to emphasize the importance of these new policies, and then also on the details associated with implementing the safety plan policy. Approval process can be incorporated into travel approval, e.g. check if racial risk assessment has been done on this travel location; consequence of not following policy would be additional scrutiny on future travel requests, assigned readings, and additional training. We would like to include a clause in the CMS code of conduct and on our website dealing with Title IX while being in the field or/and at sea. We would also like to see the modification of the CMS Small Boat Safety Committee to the Field & Small Boat Safety Committee that would take specific action to see that POC are ensured safety in the field, both domestically and abroad. We should also tap into the resources and connect with leadership at the USF Environmental Health & Safety

- **Resource Map -** There is no resource map for people of color, but this could be part of onboarding and/or orientation and incorporated into the employee handbook as well as new graduate student orientation. CMS does have a Campus Resources page, but this is geared towards students and does not have any specific additional resources of POCs. It could also be more inclusive to include resources for the LGBTQ+ community as well as staff and faculty. The approval can be incorporated along with the admissions and hiring policy, as part of a proposal to hire a staff member or admit a student then HR would check that the person they report to has a plan to go through the resource map with them.