

DCP DIVERSITY EQUITY AND INCLUSION (DEI) PLAN

April 19, 2021

DCP FACULTY COUNCIL COMMENTS 4/30/2021

1. INTRODUCTION

a. DCP Background

Founded in 1925 as the College of Architecture, the College of Design, Construction and Planning (DCP) at the University of Florida has a long and distinguished tradition of excellence and educational innovation. It is dedicated to providing an outstanding academic experience to all its students in the disciplines of architecture, construction management, urban and regional planning, landscape architecture, interior design, sustainability, and historic preservation. It is distinctive in the depth and scope of programs addressing the challenges of planning, designing, constructing, and sustaining human settlements and spaces, also the opportunities it provides to students to gain professional training through engagement with real-world challenges. DCP strives in all its endeavors to apply the principles of shared governance.

b. DCP Vision, Mission, and Values

Vision

DCP's **vision** is to be recognized globally as a preeminent College for teaching, research, creative scholarship, and outreach in the built and natural environments.

Mission

The **College of Design Construction and Planning's mission is to improve the quality of the built and natural environments by** offering exceptional educational and professional programs and research/scholarship initiatives that address the planning, design, construction, and preservation of the built and natural environments.

Values

Excellence

We pursue excellence in all our endeavors – teaching, research, creative scholarship, service/outreach, and governance – and seek excellence from our administrators, students, faculty, and staff in all aspects of their work.

Innovation

We consider innovation critical to teaching, research, creative scholarship, and service and will seek to produce graduates that embrace innovation in the planning, design, construction, operation, conservation, and preservation of landscapes and constructed facilities.

Professionalism and Ethics

We conduct all our tasks ethically and with professional and academic integrity, exercising good judgment, protecting the environment, sharing information and respecting others.

Diversity and Fairness

We embrace diversity in all its forms and will seek to enhance the diversity of the College community through proactive recruitment and retention of a diverse body of students, faculty, and staff. We strive to treat all College personnel fairly and to address any implicit biases and barriers to success.

Collaboration

We value collaboration and will work across disciplinary boundaries within and outside the College to attract and integrate expertise and experiences complementary to ours.

Sustainability

We strongly value sustainability and will seek to integrate it into our curriculum, research, creative scholarship, and service/outreach activities. In particular, we will work towards ensuring sustainability in the built and natural environments.

c. Context for DCP DEI Plan

In the Fall of 2018, the University of Florida (UF) established goals and objectives to nurture a collegial, diverse, inclusive, and inter-generational community of students, staff, faculty, and scholars ([ANOTHER STEP TOWARD POSITIVE CHANGE AGAINST RACISM](#)). DCP's Diversity, Equity and Inclusion (DEI) Plan was developed within the context of the broader UF [Diversity Action Plan](#), dated August 2011, which had the following objectives:

1. **Break down stereotypes** about faculty, students, staff, and others who are members of that group or gender and provide educational benefits to all students.
2. **Promote dissolution of isolation and marginalization** to relieve individuals who are members of that group or gender from such feelings that hinder full participation in educational, research, and service activities as individuals and not as representatives of their group or gender.
3. **Create broadly diverse classroom, laboratory, and other curricular and co-curricular experiences** to teach all students to work creatively, collaboratively and productively with individuals of different backgrounds and experiences, including those of different races, genders, a socio-economic backgrounds, those with disabilities, age, family status (e.g., parent of young children), political affiliation, and any other marginalized groups groups.
4. **Enhance the multicultural competency of the faculty and student body in teaching, learning, and research**—enabling them to include people of a wide range of perspectives, backgrounds, races, genders, and experiences— and providing opportunities to enhance learning and research outcomes by expanding the potential to broaden issue-identification, problem-solving, and collaboration.
5. **Contribute to the University's ability to serve the needs of the state of Florida, the nation, and all of society** for a well-qualified and diverse citizenry, workforce, and academic research community—with the associated benefits to our democracy, society, economic strength, and

national security--taking into account the changing demographics of the state of Florida and the United States, as well as the evolving global focus of society.

2. DCP DIVERSITY, EQUITY, AND INCLUSION (DEI) GOALS:

Using the above key objectives of the University of Florida's Diversity Action Plan as an overarching set of guiding principles, the main goals of DCP's DEI plan are aligned with those of the University and are as follows:

- A. Clearly define and publicize the DCP's and University's commitment to diversity;
- B. Create a welcoming environment for individuals of all races, genders, nationalities, religions, sexual orientation, sexual identity and expression, viewpoints, ethnicities, for those with disabilities, and all other minority and diverse groups.
- C. Recruit and retain more women and individuals from diverse backgrounds in faculty positions.¹;
- D. Recruit, retain, and graduate more undergraduate and graduate minority students;
- E. Provide incentives to academic units and academic support units for developing best practices and models for increasing diversity;
- F. Provide high-quality diversity education, orientation, and training available to all members of the university community;
- G. Collect data and create databases to systematically and effectively assess progress to achieve diversity goals.

The details of the above goals are presented below with additional information on specific activities, initiatives, strategies, metrics (as appropriate), priority levels, and responsible parties for the various aspects.

¹ These targeted outreach and recruitment efforts are undertaken to provide meaningful opportunities for all, including people from under-served groups, within the context of broad-based outreach and recruitment.

3. DEI GOALS, STRATEGIES AND METRICS

A. Clearly define and publicize the University's commitment to diversity.

Overview:

This initiative has been primarily implemented in the university-wide administrative offices at UF. DCP should adopt some of the same ideas to support an inclusive, diverse, and equitable culture at the college level.

	Sub-Goals	Key Strategies/Actions	Metrics	Priority Level	Responsibility
A1	Promote Diversity in DCP using social media and Unit-level promotional materials	Provide regular input to the Directors and Chairs regarding communications strategies, including the type of media, character, and quality, and representation of the unit to gain outside perspective.	Ongoing monitoring of current communications and best practices.	H	Directors/Chairs DCP Diversity Cttee Unit website/media committees
		Ensure that inclusiveness, equity, and diversity are reflected in all marketing materials and encourage featured presentations of diverse members of the unit's community in its media communications.	Ongoing monitoring of current communications and best practices.	H	Directors/Chairs DCP Diversity Cttee Unit website/media committees
		Establish separate sections of the DEI plan on the DCP website with links to: <ul style="list-style-type: none"> • DCP DEI Plan – DCP Diversity Committee • “Alumni Spotlight” – features diverse alumni. • “Diverse Community” – feature com.engage. • Establish DEI Awards • Other efforts to promote DEI generated 	Website updates completed; features ongoing; awards est.; add efforts generated	M	DCP Advancement & Unit website/media committees to update as needed and generate regular features; DCP Awards Com. to est. awards; DCP Diversity Com. – an ongoing review.

A2	Promote Cultural Diversity through Community Engagement	Establish a task force to explore the collaboration with the relevant local outreach partners to address needs among neighboring marginalized communities.	Task Force issues report with action steps.	M	Dean's Office to est. Task Force & issue charge incl. deadline for action
		Increase the extent to which the Programs engage the community through various planning, design, or construction projects to address DEI-related issues.	Facilitate info. sharing on current outreach & incentivize further engagement	H	Dean's Office Directors/Chairs
		Faculty should be strongly encouraged to serve on local and regional community and municipal boards, and participate in public school events to promote DCP professions.	Facilitate info. sharing on current outreach & incentivize further engagement	H	Dean's Office Directors/Chairs

B. Create a welcoming environment for individuals of all races, genders, nationalities, religions, sexual orientation, sexual identity and expression, viewpoints, ethnicities, and for those with disabilities.

Overview:

This goal involves supporting a diverse, inclusive and equitable culture and creating a welcoming and nurturing environment within DCP. This means finding ways that our students, staff, faculty, and those who engage with DCP off-campus can participate and build capacity through our programs and activities. This will also entail developing new relationships and building mutual respect. Inclusivity is a way of thinking about how to be creative to make DCP a place where all can participate and reflects the expectation that we want all our stakeholders to be appreciated and accepted.

	Sub-Goals	Key Strategies/Actions	Metrics (inc. timeline)	Priority Level	Responsibility
B1	Support a diverse, inclusive, and equitable culture	Promote diversity of the student body, faculty, staff, curriculum, and extra-curricular programs within each DCP unit.	Improved diversity representation-statistics	H	Assistant Provost & Director, Institutional Planning and Research Dean's Office Directors/Chairs
		Assist Directors and Chairs in setting additional DEI goals within their units' various activities and relationships.	Listing of unit-level diversity goals.	H	Directors/Chairs DCP Diversity Cttee
		Review the actions and activities of the units and report annually on their progress in achieving related diversity, equity, and inclusion goals.	Review reports and actions taken.	H	Directors/Chairs DCP Diversity Cttee
		Hear and provide counsel to Directors and Chairs from actions brought through any university or college grievance processes regarding discrimination or equity issues.	No. of issues identified.	M	DCP Diversity Officer and HR
		Directors and Chairs to have regular meetings with and diversity advocacy groups (e.g. DCP Diversity Ambassadors) to promote awareness of DEI issues.	No. of meetings per year.	M	Directors/Chairs
B2	Create a welcoming and nurturing environment	Identify factors that create a favorable climate for DEI in DCP.	List of factors	H	Dean's Office DCP Diversity Cttee
		Provide all resources to inform policies and performance	DCP Plus 1 Challenge	H	DCP Diversity Cttee
		Raise awareness of DEI issues by offering related workshops, training, and activities to begin developing a shared knowledge base that informs new/expanding processes for increasing diversity and inclusion as well as structural inequities.	Percentage uptake of training amongst DCP faculty, staff and students.	H	DCP Dean's Office
		Conduct annual climate surveys to gauge faculty, students, and staff perceptions on the DEI climate at DCP, and update the DCP DEI Plan as appropriate.	Annual survey results. Number of plan revisions.	H	DCP Diversity Cttee

C. Recruit and retain more women and individuals from diverse backgrounds in faculty positions.²

Overview

The goal is to provide equal opportunities for all qualified candidates for open positions, regardless of race, religion, sex, age, political view, or other personal characteristics. Also, offer mentoring and professional development opportunities for all faculty members to retain a diverse workforce, including those from underrepresented groups.

	Sub-Goals	Key Strategies/Actions	Metrics (inc. timeline)	Priority Level	Responsibility
C1	Recruit a Diverse Faculty Body	In hiring, before beginning the search, determine how the new position will contribute to the university, college, and unit goals of diversity, inclusion, and justice.	Change in DCP's diversity statistics.	H	Dean's Office Directors/Chairs
		In hiring, before beginning the search, ensure search committee members are trained about the problems of unconscious bias.	Training Records	H	Search Committees, Dean's Office
		In writing the job advertisement, reflect a range of interests, backgrounds, and experiences in the description of the position, unit, and institutions.	Review search advertisement	H	Directors/Chairs Search Committees
		In writing the job advertisement, clearly describe the position's role, its impact, and how it contributes to diversity, inclusion, and justice.	Review search advertisement	H	Directors/Chairs DCP Diversity Cttee
		Advertise in venues that attract a diverse set of scholars.	Review search advertisement venues	H	Search Committees

² These targeted outreach and recruitment efforts are undertaken to provide meaningful opportunities for all, including people from under-served groups, within the context of regular, broad-based outreach and recruitment.

		When recruiting, reach out to colleagues and candidates from demographically diverse institutions.	Records of mails or emails or other communications	M	Search Committees
		When recruiting, ensure the applicant pool matches the nationally available pool of recent PhDs from underrepresented groups. If not, consider ways of reaching those who are missed, even if that requires extending the deadline for applications and review.	Records of applicants	M	Search Committees, Directors/Chairs
		After the initial review of candidates, if a high percentage of underrepresented candidates were not advanced, investigate the reason. Evaluate possibilities of reconsidering the pool with a more inclusive lens or extending the search.	Records of applicants	H	Search Committees
C2	Retain a Diverse Faculty Body	Ensure salary, resources, and opportunities start and remain equitable to encourage retention.	Salary and resource allocation records	H	Dean's Office Directors/Chairs
		Clearly communicate the College's active position of being anti-racist (and anti-other forms of discrimination) and vigorously support diverse faculty to address discrimination and conflict when it arises.	DCP and Unit mission statements and documentation policies	H	Dean's Office Directors/Chairs
		Continuously ask diverse faculty about their concerns (individual and collective) and what the College and Units can do to provide a supportive climate while taking care not to overload faculty with this kind of service.	Meeting minutes and annual evaluations	H	Dean's Office Directors/Chairs
		Follow up with diverse faculty who leave the College to ask about climate-related reasons; do this after they are established elsewhere (immediate exit interviews tend not to be as candid). Apply the lessons to achieve greater retention.	System description and records	H	Dean's Office Directors/Chairs

		Update College tenure and promotion criteria, and advise Units to update theirs, to recognize diverse faculty members' unique responsibilities and range of scholarship.	DCP and Unit T&P guidelines	M	Dean's Office Directors/Chairs
		Protect untenured diverse faculty from excessive demands for service related to DEI.	Unit annual reports	H	Dean's Office Directors/Chairs
		Update College tenure and promotion criteria, and advise Units to update theirs, for all faculty to promote Diversity, Equity, and Inclusion, to create a supportive climate and equitably share DEI service.	DCP and Unit T&P criteria	M	Dean's Office Directors/Chairs
		Provide support for faculty to understand and support concerns of diverse faculty, such as training in anti-racism, implicit bias, cross-cultural competence, having difficult conversations, and workplace bullying.	Training records	M	Dean's Office Directors/Chairs
		Complement the existing mentoring program with elements to support the needs of diverse faculty, including facilitating mentoring relationships with diverse faculty in other colleges.	Mentoring program documents	H	Dean's Office Directors/Chairs
		Foster an inclusive climate (rather than one with factions and exclusion) by hosting inclusive social events, reaching out to diverse faculty and their loved ones in friendship, and assisting diverse faculty to join supportive communities within the University and Gainesville.	Administrators' annual reports	M	Dean's Office Directors/Chairs

D. Recruit, admit, retain, and graduate more undergraduate and graduate students from underrepresented groups prepared for employment in occupations where they are not well represented.

Overview: The goal is to promote a diverse, inclusive, and equitable culture, and aspires to have a College enrollment that reflects a diverse student body including individuals from underrepresented groups and individuals whose viewpoint, interests, and background expand the College's perspective on diversity and inclusion. The student body includes individuals from underrepresented groups as well as individuals

whose views, interests, and backgrounds extend the College’s perspective and intellectual dialogue about race, gender, ethnicity, religion, and gender identity.

Sub-goals		Key Strategies/Actions	Metrics (inc. timeline)	Priority Level	Responsibility
D1	Achieve parity with State and National demographic percentages for all underrepresented groups by increasing the population of each underrepresented group by 10% each year until parity is achieved.	Create and publish a DCP diversity profile. Identify underrepresented groups among student populations as a percentage of State of Florida and National demographics.	Develop baseline by August 2021 and publish on DCP website	H	UF graduate and undergraduate admissions DCP & Unit administrators
		Self-assess to determine what assets DCP possesses and additional assets required to create a diverse student body.	Establish assets by January 2022	H	DCP & Unit administrators Staff Faculty
		Develop College-wide and discipline-specific strategies for engaging and communicating effectively with underrepresented groups	Complete preliminary strategic plan by January 2022; finalize by May 2022	H	DCP & Unit administrators Staff Faculty Students
		Create a database of predominate minority-serving high schools and colleges (HBCUs for example)	Complete by January 2022	H	DCP Staff
		Hire a full-time recruiter and “diversity officer.”	Complete by January 2022	H	DCP Dean’s Office
		Develop college-wide and discipline-specific online targeted open houses.	Complete by May 2022	M	DCP & Unit administrators Staff & Faculty
		Establish a budget for travel to high schools and colleges with large populations of underrepresented groups.	Complete by August 2021	M	DCP Dean’s Office
		Invite guest speakers that are part of the DCP underrepresented groups	Implement starting fall 2021	M	DCP & Unit administrators
D2	Recruit more undergraduate students	Work with UF undergraduate admissions to allow DCP some input in student admissions.	August 2021	H	DCP & Unit administrators

	from underrepresented groups	Establish a college-wide summer enrichment program targeted at underrepresented groups	Program development January 2022 Implementation summer 2022	H	DCP Deans Office Unit Offices
		Visit and market DCP programs to 10 high schools per year, serving predominately underrepresented groups at DCP	Implement starting fall 2021	H	DCP & Unit administrators
		Develop special high school brochures, handouts, social media for each unit, and DCP targeted at underrepresented groups	DCP Fall 2021 Units January 2022	M	DCP Communications team & Unit administrators
		Create a student-run online tutoring group open to High School students from underrepresented groups	August 2023	L	DCP Diversity Officer Search Committees
D3	Recruit more graduate students from underrepresented groups	Create \$2.5 million (\$100K/yr.) college-wide scholarship fund for students from underrepresented groups by 2030	Begin development January 2022	H	DCP Development Units
		Visit and market DCP programs to 10 colleges per year with large student populations of underrepresented groups at DCP	Implement starting fall 2021	H	DCP & Unit administrators
		Develop academic partnerships with HBCU (Historical Black Colleges and Universities)	Implement starting fall 2022	M	DCP & Unit administrators
		Create faculty exchange program with Colleges and Universities serving student populations of underrepresented groups at DCP	Implement starting fall 2023	M	DCP & Unit administrators
		Establish a mentoring program to encourage diverse under-represented DCP Masters level students to join a Ph.D. program	Implement January 2022	H	DCP, Unit administrators, and faculty
		Establish combined degree programs in each unit with undergraduate programs, to encourage students from underrepresented groups to continue into Master's programs	Implement starting fall 2021	H	Unit administrators and faculty

D4	Retain, and graduate more undergraduate and graduate students from underrepresented groups	Establish peer mentoring groups	Fall 2022	M	Unit administrators, faculty, and students
		Assign faculty partners to students from underrepresented groups as mentors.	Fall 2022	H	Unit administrators and faculty
		Evaluate all courses to determine if texts, reading, examples, etc., present topics that promote contributions from diverse populations.	Begin Fall 2021 complete revisions/additions by Fall 2022	H	Unit administrators and faculty
		Financially support and promote existing and develop new student groups focused on diverse student populations (e.g., NOMAS).	Implement starting fall 2022	M	DCP admin, unit administrators, and faculty
		Financially support and promote annual student publications featuring design and research work by students in underrepresented groups from all units.	Begin January 2022 publish first issue Spring 2023	H	DCP admin, unit administrators, and faculty
		Sponsor Annual College Colloquium is featuring a diverse panel of alumni and guests representing all disciplines in DCP.	Begin Spring semester 2022	L	DCP admin, unit administrators, and faculty
D5	Prepare undergraduate and graduate students from underrepresented groups for employment in occupations where they are not well represented.	Create a “special” interview day for firms/companies committed to a diverse workplace.	Implement starting AY2022-2023	M	DCP communications
		Sponsor annual roundtable of panelists from underrepresented groups to discuss issues in the workplace.	Implement starting AY2022-2023	H	DCP admin, unit administrators, and faculty
		Mentor students from underrepresented groups to prepare for licensure in their disciplines.	Implement Fall 2021	H	Faculty
		Establish internship programs focused on students in underrepresented groups.	Implement starting AY2023-2024	L	Unit administrators and faculty

E. Incentives to academic units and academic support units for developing best practices and models for increasing diversity.

Overview

The goal is to provide various incentives to support units to broaden opportunities to increase diversity of students, staff, and faculty.

	Sub-Goals	Key Strategies/Actions	Metrics (inc. timeline)	Priority Level	Responsibility
E1	Provide Faculty DEI Awards	Support faculty regularly participating in DEI activities and offer recognition for those taking leadership in creating DEI activities.	Change in DCP's diversity statistics, other DEI achievements	M	Dean's Office Directors/Chairs
E2	Provide Student DEI Awards	Encourage students to participate in different DEI activities.	Change in DCP's diversity statistics, other DEI achievements	M	Dean's Office Directors/Chairs
E3	Provide Staff DEI Awards	Support staff regularly participating in different DEI activities.	Change in DCP's diversity statistics, other DEI achievements	M	Dean's Office Directors/Chairs
E4	Offer Scholarships	Support units that are actively promoting diversity by offering student scholarships	Change in DCP's diversity statistics, other DEI achievements	M	Dean's Office Directors/Chairs

F. Provide high-quality diversity education, orientation, and training available to all members of the college community.

Overview

The goal is to offer DEI resources, orientation, and training for DCP students, staff, and faculty. This will help to create a sense of belonging for individuals from underrepresented groups. The aim is to enrich and expand the current training and Extra-Curricular Activities to promote Diversity, Inclusion, Equality, and Equity. This should help students, faculty, and staff thrive professionally and socially.

	Sub-Goals	Key Strategies/Actions	Metrics (inc. timeline)	Priority Level	Responsibility
F1	Diversify Extra-Curricular Activities in DCP Programs	Establish a new role for DCP Student Diversity Ambassadors (DA). Student representatives from each unit, including undergrad, graduate, and Ph.D. students, will actively engage in activities to advance diversity and inclusion in DCP.	DCP DA activities	H	DCP Diversity Committee
		Engage the DCP Graduate Student Association (GSA) to address diversity in their mission to acknowledge and support the current diversity of the graduate student body.	GSA statistics	M	Directors/Chairs DCP Diversity Cttee
		Encourage each program's Extra-Curricular Activities to connect to its national professional organizations or societies on diversity matters. Examples: <ul style="list-style-type: none"> ○ Architecture: National Organization of Minority Architects (NOMA) that is listed as a SoA student organization. ○ Construction Management: National Association of Women in Construction (NAWIC) that is listed as a Rinker student organizations. ○ Landscape Architecture: American Society of Landscape Architecture (ASLA) Diversity Summit ○ Interior Design Educators Council (IDEC) IDEC Diversity Programming ○ Urban Planning: ACSP POCIG (Planners of Color Interest Group); American Planning Association 	Unit reports	M	Directors/Chairs

		(APA) Planners Advocacy Network includes Latinos and Planning Division, LGBTQ and Planning Division, Planning and the Black Community Division, and Women and Planning Division.			
		Promote public/student awareness on Diversity in Extra-Curricular Activities. Examples include: <ul style="list-style-type: none"> ○ Publish units' extra-Curricular activities information on the DCP website. ○ Send out a college-wide e-newsletter to students on diversity-related extra-curricular activities. ○ Offer DEI orientation for incoming students 	Unit reports	M	Directors/Chairs
		a			
		Provide college financial support on the program's Extra-curricular Activities on Diversity engagement.	Amount of support	H	DCP Dean's Office
F2	Provide training and educational resources for staff and faculty	Offer various DEI training and educational resources that can assist faculty and staff in thriving professionally and socially.	No. of training programs and educational resources.	H	Dean's Office DCP Diversity Cttee

G. Collect data and create databases to systematically and effectively assess progress to achieve diversity goals.

Overview:

This goal supports ongoing monitoring and collection of data to document the diversity and provide measures towards college-wide and unit goals as well as recruitment and retention of a **diverse staff**. The DEI committee has already collected historical data on demographics across the College and will collaborate with the units and College as necessary or requested to obtain data on an ongoing basis to mark progress in our collective goals.

	Sub-Goals	Key Strategies/Actions	Metrics (inc. timeline)	Priority Level	Responsibility
G1	Maintain a Diversity Database; Collect and	Ensure complete data is maintained and updated on student race, gender, ethnicity, religion, and gender identity.	Develop baseline by 2023	H	UF DCP Dean's Office Unit Offices

	Update relevant demographics as needed	Maintain faculty data on race, gender, ethnicity, religion, and gender identity.	Assess promotion by race/gender	H	DCP Staff
		Maintain staff data on race, gender, ethnicity, religion, and gender identity.	Compare to distribution defining the State of Florida	H	DCP Staff
		Maintain salaries and equitable pay data and conduct analyses.	Monitor and address salary compression trends, focusing on race/gender	H	DCP Staff

4. GLOSSARY OF DEI TERMS

UF currently does not have a list of definitions of terms related to DEI. Since most of these terms are ever-expanding and changing, it is difficult to come up with a comprehensive glossary of these term. However, the following links provide a good place to start.

- 1- <https://diversity.umich.edu/about/defining-dei/>
- 2- <https://www.pacificu.edu/life-pacific/support-safety/office-equity-diversity-inclusion/edi-resources/glossary-terms>
- 3- https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/attachments/2020/10/dei_glossary_of_inclusive_terms_updated_for_2020_1.pdf