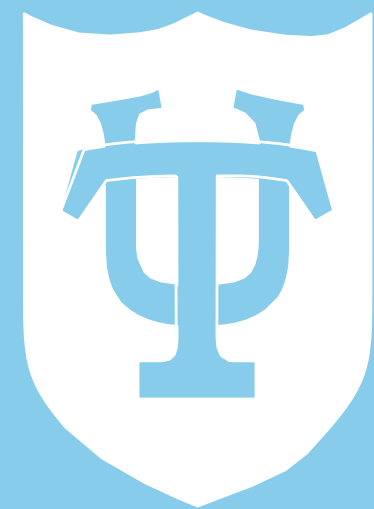


T U L A N E  
Strategy *for*  
T O M O R R O W  
2022 - 2027

*Anneliese Singh, Danette Saylor, Shelby Norman, & Eva Silvestre*    *Office of Equity, Diversity & Inclusion*

# A time for change at Tulane: EDI and RACIAL EQUITY



TULANE  
Strategy for  
TOMORROW  
2022 - 2027

## A Plan for Tomorrow: Racial Equity at Tulane

June 12, 2020

Dear Tulane Community:

Earlier this year, I listened to an interview with John Lewis, U.S. congressman and Tulane honorary degree recipient, about his life as a legendary civil rights leader. He said something that has echoed in my mind: "My philosophy is very simple: When you see something that is not right, not fair, not just, you have to stand up, you have to say something, you have to do something."

This statement goes directly to the heart of my message to you today. The deaths of George Floyd, Ahmaud Arbery, Breonna Taylor and others in the Black community have inspired hundreds of thousands of people from all walks of life to speak out. We must recognize the pain and difficulties faced by members of the Black community, including recent incidents of brutality and violence that have been captured on video, as well as the disproportionate impact of COVID-19 on communities of color.

I join our Black students, faculty and staff in affirming that racism has no place at our university or in our community. In recent years, we have made progress together toward a more diverse, equitable and inclusive Tulane. But, as recent events have illuminated, we must do more. We cannot simply state that we are against racism; we must endeavor to be actively anti-racist. We must commit to making Tulane a more inclusive and supportive home for all.

The historical significance of this moment must be underscored. Each of us is challenged to address our behaviors, practices and systems. Over the past two weeks, I have been talking with leaders across campus and the country to explore what more we can do as a university. We all have a responsibility and an important role to play.

To that end, I am announcing the plan below. These initiatives are by no means comprehensive or complete. However, these are important first steps to promote a more diverse, equitable and inclusive community that is supportive of all of its members.

Tulane University

REQUEST INFO VISIT APPLY GIVE TO TULANE ALUMNI Information For... Search

Home About A Plan for Now The Latest Commission Leadership Team Feedback

### Presidential Commission on Racial Equity, Diversity and Inclusion

#### A Plan for Now

#### A Strategy for Tomorrow

The Plan for Now provides structure and direction for initiatives already underway and identifies actions we can undertake in the coming weeks and months that will have an immediate and positive impact toward becoming a more diverse, equitable and inclusive Tulane.

#### Belonging for All

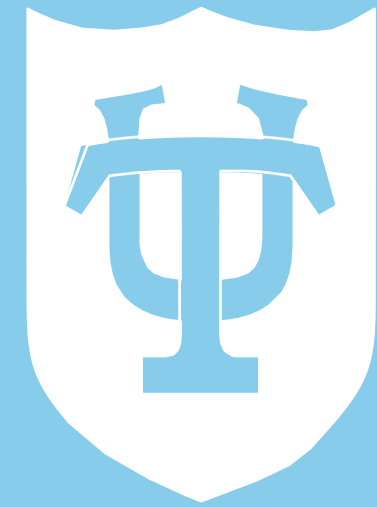
A top priority of the Commission will be to create a Tulane culture that embraces diversity and fosters a sense of belonging for all by:

1. Pursuing Racial Equity
2. Being Vigilantly Anti-Racist
3. Identifying and Addressing High-Priority Issues

[Learn More](#)

#### Promoting Excellence and Leadership in Racial Equity

To equip our students to succeed and meet the challenges of an increasingly complex society and economy, it is crucial for Tulane to leverage the richness of backgrounds, experience and ideas inherent in our growing diversity. By moving forward quickly and with purpose to support student, faculty, and staff success, we can realize the intellectual and competitive advantage we need to take



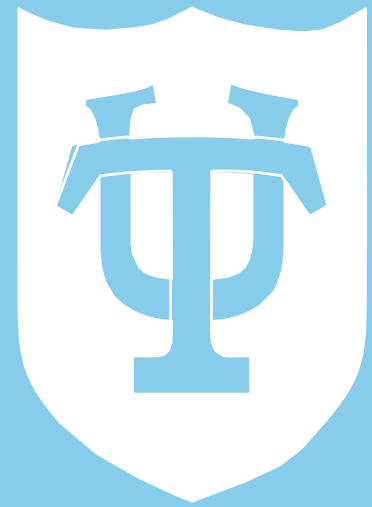
T U L A N E  
*Strategy for*  
T O M O R R O W  
2022 - 2027

# *Strategy for* TOMORROW(S4T): EQUITY, DIVERSITY & INCLUSION (EDI) STRATEGIC PLAN FOR 2022-2027

EDI  
INVENTORY  
AND S4T  
FOCUS  
GROUPS  
(APRIL-JUNE 21)

EDI  
STRATEGY  
FOR  
TOMORROW  
(JULY-DEC 21)

DEVELOP  
UNIT-BASED  
S4T  
PLANS  
(OCT 21-MAY 22)



T U L A N E  
Strategy for  
T O M O R R O W  
2022 - 2027

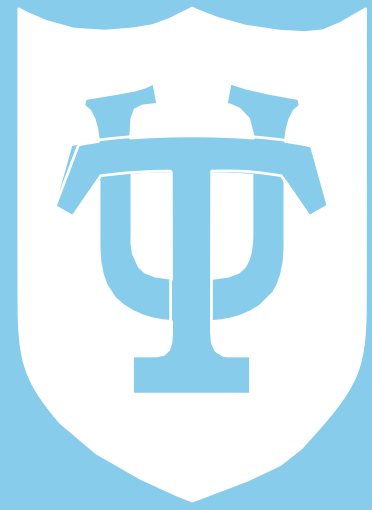
## PREAMBLE

To become a truly great university — defined by breakthrough discovery, world-class scholarship and transformative personal growth and enrichment — Tulane must be an equitable, diverse and inclusive community that welcomes and supports a wide array of students, faculty, and staff.

In the pursuit of academic excellence, the **STRATEGY FOR TOMORROW** is a guide for campus units to build learning and working environments where EDI is woven into the DNA of our university.

In this work, we create living, learning, and work environments where we take active steps wherever possible to reduce inequities experienced by our community members who are underrepresented and underserved.

Towards that aim, the **TULANE STRATEGY FOR TOMORROW** is a 5-year university-wide strategic plan that will guide our equity, diversity, and inclusion (EDI) initiatives and track the progress of our efforts from **JULY 1, 2022 THROUGH JUNE 30, 2027**.



T U L A N E  
*Strategy for*  
T O M O R R O W  
2022 - 2027

Over the past several years we have made great progress together, and we know we must do more so our EDI work does not fall disproportionately on our BIPOC and other community members who are underrepresented and underserved.

Tulane is committed to the advancement of all of our community members; and, when we advance our EDI efforts, we strengthen the campus climate for all.

Alongside existing university initiatives that advance our mission to recruit and support a community that is diverse across many dimensions, the **STRATEGY FOR TOMORROW** sets us on a new course that engages our full Tulane community of students, staff, faculty, administrators, alumni, and community partners in living our values of EDI and racial equity with one another every day.



**STRATEGIC PRIORITY 1:**

**Build equitable relationships** amongst Tulane, local, regional, and global communities

**OBJECTIVE 1:**  
COMMIT TO BECOMING A MORE EQUITABLE UNIVERSITY

- ▶ **ACTION 1:** Examine historical and systemic racism and other societal inequities at Tulane and identify areas for change
- ▶ **ACTION 2:** Engage in continuous EDI academic, professional, and leadership development in pursuit of academic excellence
- ▶ **ACTION 3:** Build a healthy learning, living, and work environment where BIPOC and other underrepresented and underserved members of our community thrive
- ▶ **ACTION 4:** Cultivate mutually-enhancing relationships with BIPOC and other underrepresented and underserved New Orleans community partners

**OBJECTIVE 2:**  
INCREASE AWARENESS OF AND ACCESS TO RESOURCES WITHIN SCHOOLS AND CAMPUS UNITS AT TULANE THAT ADVANCE EDI

- ▶ **ACTION 1:** Develop initiatives to address barriers to academic excellence that are faced by students, staff, and faculty who are underrepresented and underserved
- ▶ **ACTION 2:** Establish collaborative campus partnerships to increase attention to disability and digital accessibility
- ▶ **ACTION 3:** Increase opportunities for supplier diversity, especially local BIPOC contractors and vendors

**OBJECTIVE 3:**  
RECRUIT, RETAIN, AND NURTURE A DIVERSE AND EQUITABLE TULANE COMMUNITY

- ▶ **ACTION 1:** Increase access to a Tulane undergraduate and graduate education
- ▶ **ACTION 2:** Improve the recruitment, promotion, and retention of a diverse workforce, especially at the management level
- ▶ **ACTION 3:** Embed EDI into co-curricular activities, organizations, and other living and learning environments
- ▶ **ACTION 4:** Create and strengthen EDI alumni partnerships and initiatives

**STRATEGIC PRIORITY 2:**

**Promote EDI excellence** in research, teaching, and service

**OBJECTIVE 1:**  
ADVANCE EDI EXCELLENCE IN RESEARCH

- ▶ **ACTION 1:** Conduct research with an EDI lens and enhance research environments more broadly
- ▶ **ACTION 2:** Include recognition of EDI efforts into promotion and tenure processes
- ▶ **ACTION 3:** Expand and enhance culturally-responsive research mentorship

**OBJECTIVE 2:**  
DEVELOP EDI PEDAGOGY AND CURRICULA

- ▶ **ACTION 1:** Identify and implement discipline-specific best practices in pedagogy and curricula
- ▶ **ACTION 2:** Develop intercultural awareness and competency teaching skills
- ▶ **ACTION 3:** Engage in continuous assessment to improve teaching in diverse environments
- ▶ **ACTION 4:** Establish recognition for those leading EDI teaching initiatives

**OBJECTIVE 3:**  
CULTIVATE RESPECTFUL APPROACHES TO SERVICE ACROSS ALL PLATFORMS (I.E., UNIVERSITY SERVICE, COMMUNITY ENGAGEMENT)

- ▶ **ACTION 1:** Develop student, staff, and faculty skills in culturally- responsible service
- ▶ **ACTION 2:** Increase community-engaged research efforts that address societal inequities in New Orleans, the Gulf region, and the world

**STRATEGIC PRIORITY 3:**

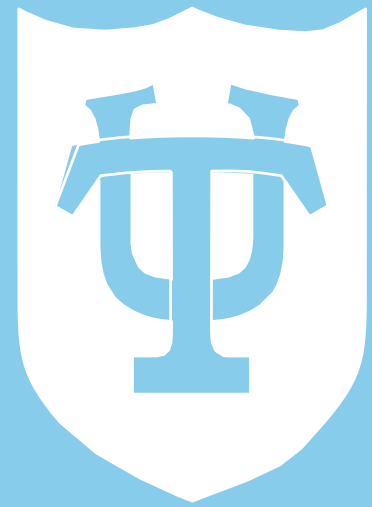
**Build a campus climate** where **all can succeed**

**OBJECTIVE 1:**  
COMMIT TO CONTINUOUS EDI ASSESSMENT AND COMMUNICATE PROACTIVELY ABOUT EDI VALUES AND PROCESSES

- ▶ **ACTION 1:** Create a system to track compositional diversity and EDI initiatives
- ▶ **ACTION 2:** Create and implement a communication plan for EDI values, processes, policies, and progress
- ▶ **ACTION 3:** Cultivate trust in the bias reporting system and identify areas for improvement and harm reduction

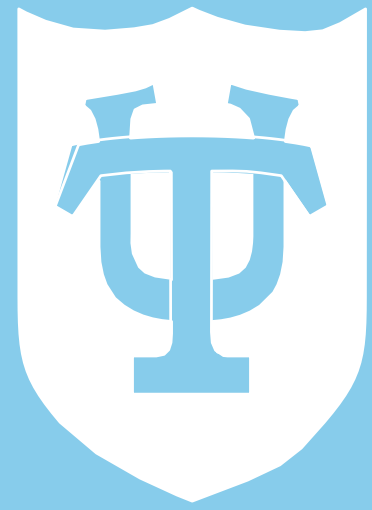
**OBJECTIVE 2:**  
ENHANCE EQUITY THROUGH ACADEMIC AND PROFESSIONAL DEVELOPMENT AND ADVANCEMENT OPPORTUNITIES

- ▶ **ACTION 1:** Bolster and expand academic support programs for underrepresented and underserved students
- ▶ **ACTION 2:** Create and support professional, academic, and developmental pathway programs
- ▶ **ACTION 3:** Support students in becoming thoughtful and transformative global citizens



T U L A N E  
Strategy for  
T O M O R R O W  
2022 - 2027

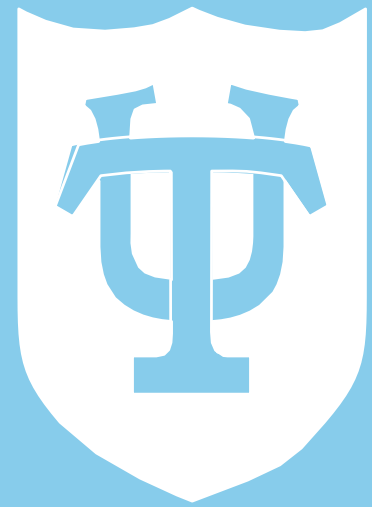
- ▶ **STRATEGIC PRIORITY 1:**  
**Build equitable relationships** amongst Tulane, local, regional, and global communities
- ▶ **STRATEGIC PRIORITY 2:**  
**Promote EDI excellence** in research, teaching, and service
- ▶ **STRATEGIC PRIORITY 3:**  
Build a **campus climate** where **all can succeed**



T U L A N E  
Strategy for  
T O M O R R O W  
2022 - 2027

- ▶ **STRATEGIC PRIORITY 1:**  
**Build equitable relationships** amongst Tulane, local, regional, and global communities
- OBJECTIVE 1:**  
COMMIT TO BECOMING A MORE EQUITABLE UNIVERSITY
- ▶ **ACTION 1:** Examine historical and systemic racism and other societal inequities at Tulane and identify areas for change
- ▶ **ACTION 2:** Engage in continuous EDI academic, professional, and leadership development in pursuit of academic excellence
- ▶ **ACTION 3:** Build a healthy learning, living, and work environment where BIPOC and other underrepresented and underserved members of our community thrive
- ▶ **ACTION 4:** Cultivate mutually-enhancing relationships with BIPOC and other underrepresented and underserved New Orleans community partners





T U L A N E  
Strategy for  
T O M O R R O W  
2022 - 2027

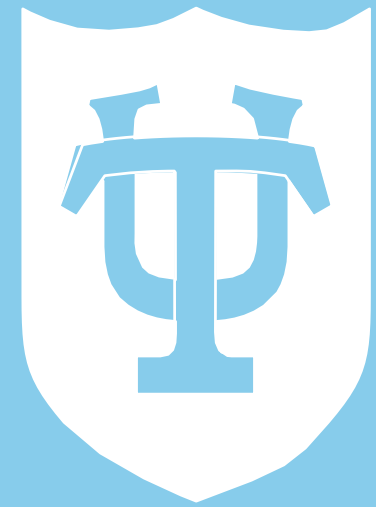
▶ **STRATEGIC PRIORITY 1:**

**Build equitable relationships** amongst Tulane, local, regional, and global communities

**OBJECTIVE 2:**

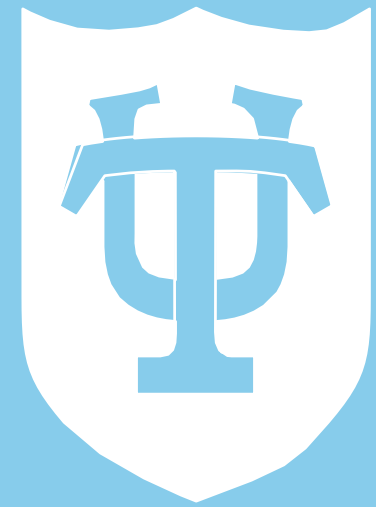
INCREASE AWARENESS OF AND ACCESS TO RESOURCES WITHIN SCHOOLS AND CAMPUS UNITS AT TULANE THAT ADVANCE EDI

- ▶ **ACTION 1:** Develop initiatives to address barriers to academic excellence that are faced by students, staff, and faculty who are underrepresented and underserved
- ▶ **ACTION 2:** Establish collaborative campus partnerships to increase attention to disability and digital accessibility
- ▶ **ACTION 3:** Increase opportunities for supplier diversity, especially local BIPOC contractors and vendors



T U L A N E  
Strategy for  
T O M O R R O W  
2022 - 2027

- ▶ **STRATEGIC PRIORITY 1:**  
**Build equitable relationships** amongst Tulane, local, regional, and global communities
- OBJECTIVE 3:**  
RECRUIT, RETAIN, AND NURTURE A DIVERSE AND EQUITABLE TULANE COMMUNITY
  - ▶ **ACTION 1:** Increase access to a Tulane undergraduate and graduate education
  - ▶ **ACTION 2:** Improve the recruitment, promotion, and retention of a diverse workforce, especially at the management level
  - ▶ **ACTION 3:** Embed EDI into co-curricular activities, organizations, and other living and learning environments
  - ▶ **ACTION 4:** Create and strengthen EDI alumni partnerships and initiatives



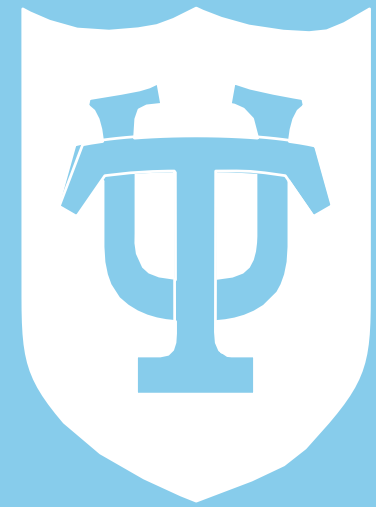
T U L A N E  
Strategy for  
T O M O R R O W  
2022-2027

▶ **STRATEGIC PRIORITY 2:**  
**Promote EDI excellence** in research, teaching, and service

**OBJECTIVE 1:**

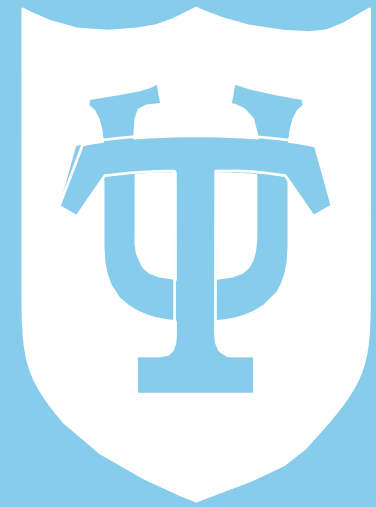
ADVANCE EDI EXCELLENCE IN RESEARCH

- ▶ **ACTION 1:** Conduct research with an EDI lens and enhance research environments more broadly
- ▶ **ACTION 2:** Include recognition of EDI efforts into promotion and tenure processes
- ▶ **ACTION 3:** Expand and enhance culturally-responsive research mentorship



T U L A N E  
Strategy for  
T O M O R R O W  
2022-2027

- ▶ **STRATEGIC PRIORITY 2:**  
**Promote EDI excellence** in research, teaching, and service
- OBJECTIVE 2:**  
DEVELOP EDI PEDAGOGY AND CURRICULA
- ▶ **ACTION 1:** Identify and implement discipline-specific best practices in pedagogy and curricula
- ▶ **ACTION 2:** Develop intercultural awareness and competency teaching skills
- ▶ **ACTION 3:** Engage in continuous assessment to improve teaching in diverse environments
- ▶ **ACTION 4:** Establish recognition for those leading EDI teaching initiatives



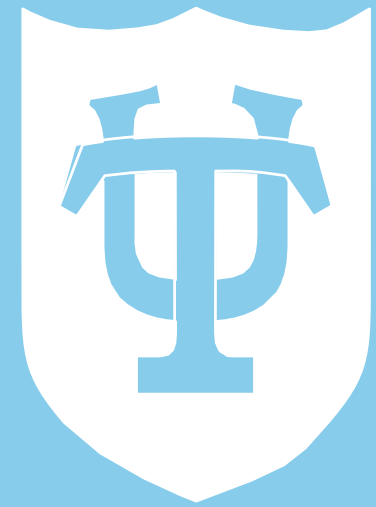
T U L A N E  
Strategy for  
T O M O R R O W  
2022 - 2027

▶ **STRATEGIC PRIORITY 2:**  
**Promote EDI excellence** in research, teaching, and service

**OBJECTIVE 3:**

CULTIVATE RESPECTFUL APPROACHES TO SERVICE ACROSS ALL PLATFORMS (I.E., UNIVERSITY SERVICE, COMMUNITY ENGAGEMENT)

- ▶ **ACTION 1:** Develop student, staff, and faculty skills in culturally-responsible service
- ▶ **ACTION 2:** Increase community-engaged research efforts that address societal inequities in New Orleans, the Gulf region, and the world



T U L A N E  
Strategy for  
T O M O R R O W  
2022-2027

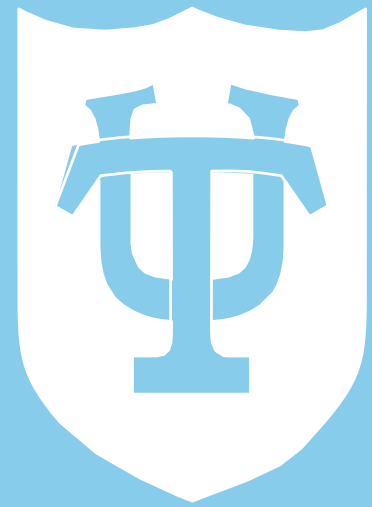
## ▶ **STRATEGIC PRIORITY 3:**

Build a **campus climate** where **all can succeed**

### **OBJECTIVE 1:**

COMMIT TO CONTINUOUS EDI ASSESSMENT AND COMMUNICATE PROACTIVELY ABOUT EDI VALUES AND PROCESSES

- ▶ **ACTION 1:** Create a system to track compositional diversity and EDI initiatives
- ▶ **ACTION 2:** Create and implement a communication plan for EDI values, processes, policies, and progress
- ▶ **ACTION 3:** Cultivate trust in the bias reporting system and identify areas for improvement and harm reduction



T U L A N E  
Strategy for  
T O M O R R O W  
2022-2027

▶ **STRATEGIC PRIORITY 3:**

Build a **campus climate** where **all can succeed**

**OBJECTIVE 2:**

ENHANCE EQUITY THROUGH ACADEMIC AND PROFESSIONAL DEVELOPMENT AND ADVANCEMENT OPPORTUNITIES

- ▶ **ACTION 1:** Bolster and expand academic support programs for underrepresented and underserved students
- ▶ **ACTION 2:** Create and support professional, academic, and developmental pathway programs
- ▶ **ACTION 3:** Support students in becoming thoughtful and transformative global citizens



**STRATEGIC PRIORITY 1:**

**Build equitable relationships** amongst Tulane, local, regional, and global communities

**OBJECTIVE 1:**  
 COMMIT TO BECOMING A MORE EQUITABLE UNIVERSITY

- ▶ **ACTION 1:** Examine historical and systemic racism and other societal inequities at Tulane and identify areas for change
- ▶ **ACTION 2:** Engage in continuous EDI academic, professional, and leadership development in pursuit of academic excellence
- ▶ **ACTION 3:** Build a healthy learning, living, and work environment where BIPOC and other underrepresented and underserved members of our community thrive
- ▶ **ACTION 4:** Cultivate mutually-enhancing relationships with BIPOC and other underrepresented and under-served New Orleans community partners

**OBJECTIVE 2:**  
 INCREASE AWARENESS OF AND ACCESS TO RESOURCES WITHIN SCHOOLS AND CAMPUS UNITS AT TULANE THAT ADVANCE EDI

- ▶ **ACTION 1:** Develop initiatives to address barriers to academic excellence that are faced by students, staff, and faculty who are underrepresented and underserved
- ▶ **ACTION 2:** Establish collaborative campus partnerships to increase attention to disability and digital accessibility
- ▶ **ACTION 3:** Increase opportunities for supplier diversity, especially local BIPOC contractors and vendors

**OBJECTIVE 3:**  
 RECRUIT, RETAIN, AND NURTURE A DIVERSE AND EQUITABLE TULANE COMMUNITY

- ▶ **ACTION 1:** Increase access to a Tulane undergraduate and graduate education
- ▶ **ACTION 2:** Improve the recruitment, promotion, and retention of a diverse workforce, especially at the management level
- ▶ **ACTION 3:** Embed EDI into co-curricular activities, organizations, and other living and learning environments
- ▶ **ACTION 4:** Create and strengthen EDI alumni partnerships and initiatives

**STRATEGIC PRIORITY 2:**

**Promote EDI excellence** in research, teaching, and service

**OBJECTIVE 1:**  
 ADVANCE EDI EXCELLENCE IN RESEARCH

- ▶ **ACTION 1:** Conduct research with an EDI lens and enhance research environments more broadly
- ▶ **ACTION 2:** Include recognition of EDI efforts into promotion and tenure processes
- ▶ **ACTION 3:** Expand and enhance culturally-responsive research mentorship

**OBJECTIVE 2:**  
 DEVELOP EDI PEDAGOGY AND CURRICULA

- ▶ **ACTION 1:** Identify and implement discipline-specific best practices in pedagogy and curricula
- ▶ **ACTION 2:** Develop intercultural awareness and competency teaching skills
- ▶ **ACTION 3:** Engage in continuous assessment to improve teaching in diverse environments
- ▶ **ACTION 4:** Establish recognition for those leading EDI teaching initiatives

**OBJECTIVE 3:**  
 CULTIVATE RESPECTFUL APPROACHES TO SERVICE ACROSS ALL PLATFORMS (I.E., UNIVERSITY SERVICE, COMMUNITY ENGAGEMENT)

- ▶ **ACTION 1:** Develop student, staff, and faculty skills in culturally- responsible service
- ▶ **ACTION 2:** Increase community-engaged research efforts that address societal inequities in New Orleans, the Gulf region, and the world

**STRATEGIC PRIORITY 3:**

**Build a campus climate** where **all can succeed**

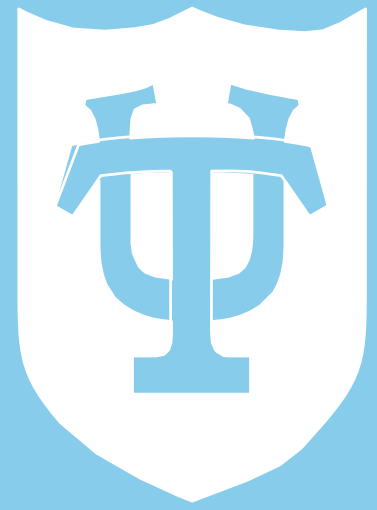
**OBJECTIVE 1:**  
 COMMIT TO CONTINUOUS EDI ASSESSMENT AND COMMUNICATE PROACTIVELY ABOUT EDI VALUES AND PROCESSES

- ▶ **ACTION 1:** Create a system to track compositional diversity and EDI initiatives
- ▶ **ACTION 2:** Create and implement a communication plan for EDI values, processes, policies, and progress
- ▶ **ACTION 3:** Cultivate trust in the bias reporting system and identify areas for improvement and harm reduction

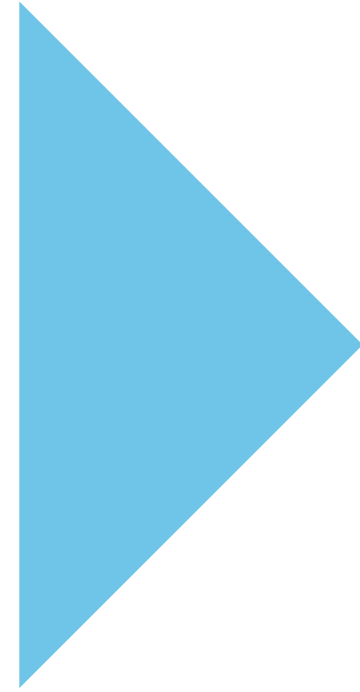
**OBJECTIVE 2:**  
 ENHANCE EQUITY THROUGH ACADEMIC AND PROFESSIONAL DEVELOPMENT AND ADVANCEMENT OPPORTUNITIES

- ▶ **ACTION 1:** Bolster and expand academic support programs for underrepresented and underserved students
- ▶ **ACTION 2:** Create and support professional, academic, and developmental pathway programs
- ▶ **ACTION 3:** Support students in becoming thoughtful and transformative global citizens

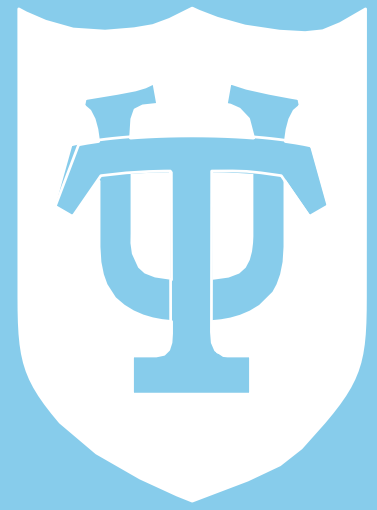




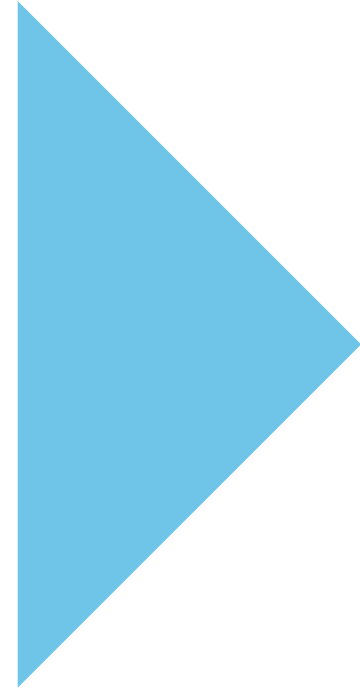
T U L A N E  
*Strategy for*  
T O M O R R O W  
2022 - 2027



# Brief Q & A



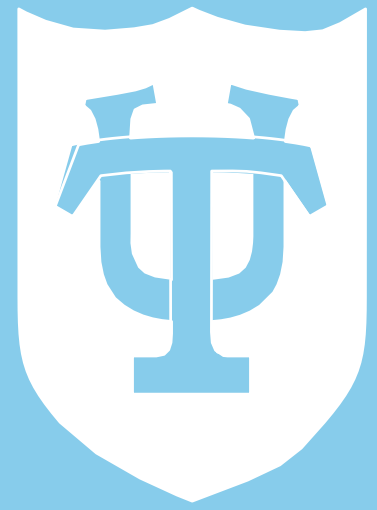
T U L A N E  
Strategy for  
T O M O R R O W  
2022 - 2027



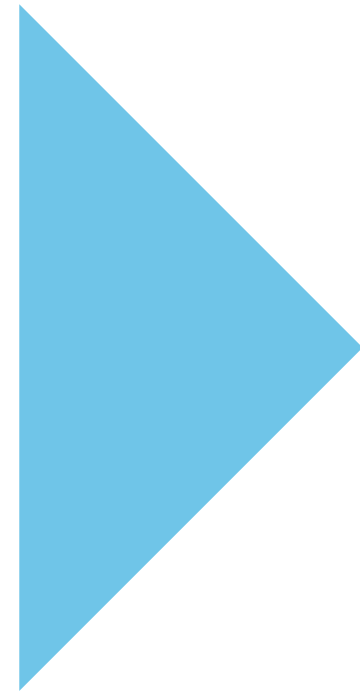
# Break-Out Rooms

*What are your next steps?*

*What questions do you have for us?*



T U L A N E  
*Strategy for*  
T O M O R R O W  
2022 - 2027



Q

&

A

