Georgia Tech

Diversity, Equity, and Inclusion (DEI) Blueprint
Updated: August 4, 2021

Themes	Goals	Objectives	Strategies (22 Total)	Metrics
**Goal 1: Create an Equitable and Inclusive Community**				
**Aspirational Statement** **Georgia Tech will be a national leader in modeling a culture of inclusive leadership and fostering an environment that reflects our values of diversity, equity, and inclusion for all campus members.**				
Cultivate Well-Being	To strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.	Strengthen a culture of well-being and psychological safety among students, faculty, and staff.	Strategy 1: Design all student and employee orientation/on-boarding processes to clearly define Georgia Tech's Diversity, Equity, and Inclusion (DEI) values, principles, and behavioral expectations.	Metric 1: Increased percentage of students, faculty, and staff and campus leaders who complete orientation/onboarding, and ongoing DEI education and training that defines Georgia Tech's DEI values for creating a more inclusive climate/culture. Metric 2: Increased percentage of Georgia Tech's students, faculty and staff who utilize biased response protocols to remediate instances of biased behavior.

Amplify Impact	To embrace our power as agents of change for the public good and generate talent, ideas, and solutions with unmatched impact and scale to help define and address the most critical problems of our time, locally and globally.	Provide all students with transformative learning experiences to grow as creative, ethical, globally aware, technologically sophisticated leaders who can define and solve problems to improve the human condition.	Strategy 2: Create, equip, and empower an Institute wide DEI structure that assures coordination, support, and accountability for our DEI commitments and priorities.	Metric 1: Increase in the number of academic and administrative units that designate a dedicated diversity strategist role/position.
				Metric 2: Increase in the number of academic and major administrative units that develop and implement unit-level DEI action plans to create equitable and inclusive communities and promote organizational and culture change.
Cultivate Well-Being	To strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.	Strengthen a culture of well-being and psychological safety among students, faculty, and staff.	Strategy 3: Ensure all employee performance assessments promote DEI accountability and recognition.	Metric 1: 100% of employee performance evaluations include DEI competencies.

Cultivate Well-Being	To strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.	Strengthen a culture of well-being and psychological safety among students, faculty, and staff.	Strategy 4: Provide physical spaces dedicated to self-reflection, inclusive representation, and/or cross-cultural interaction and learning consistent with our inclusive values.	Metric 1: Increased campus physical space (i.e., Black Cultural Center, Multicultural Center, etc.) dedicated to inclusive representation, cross- cultural engagement, learning, and cultural competency that enhances sense of belonging by all cultural groups.
				Metric 2: Increased gender inclusive and accessible (Americans with Disabilities Act [ADA] compliant) facilities within the built environment.
Lead By Example	To develop a world-class workforce committed to enhancing employee skills and providing a diverse, equitable, and inclusive environment.	Be an anchor institution, partner, and catalyst of inclusive entrepreneurship, social innovation, and economic opportunity in Atlanta and Georgia.	Strategy 5: Expand and resource DEI programming within and beyond the Georgia Tech community to facilitate cross- cultural learning, increase cultural competency, and reflect the diversity of social identities within our university community.	Metric 1: Increased multicultural events on campus, amplifying the reach to students, faculty, staff, and our surrounding community engagement with all three of the aforementioned sectors.

Cultivate Well-Being	To strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.	Strengthen a culture of well-being and psychological safety among students, faculty, and staff.	Strategy 6: Expand commitment to gender equity (inclusive of transgender and non- binary) support programs and initiatives.	Metric 1: Increased financial and human resource allocations to units within IDEI (ADVANCE, IMPACT, Office of Minority Educational Development [OMED], LGBTQIA, SDIE, WST) and Complete Georgia, Center for Teaching and Learning [CTL], etc. that provide academic and personal support services to women and URM populations.

	Goal 2A: Recruit, Retain, and Develop a Diverse Community – Students			
	Aspirational Statement **Be the nation's leader in the production of traditionally underrepresented students for** **technology-related fields and advancing social equity in technology and higher education endeavors.**			
Themes	**Goals**	**Objectives**	**Strategies**	**Metrics**
Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Be the nation's top producer of women and underrepresented minority (URM) graduates in technology- related fields.	Strategy 1: Invest in Institute academic initiatives, organizations, and units designed to retain women and underrepresented student populations through degree completion.	Metric 1: Parity in admission, enrollment, retention and graduation rates by degree level and discipline for women and URM students (racial/ethnic groups; women; lesbian, gay, bisexual, transgender, queer, intersex, and asexual [LGBTQIA]; limited-income; and first- generation students).
Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Be the nation's top producer of women and URM graduates in technology- related fields.	Strategy 2: Expand recruitment strategies and programs until the percentage of women and underrepresented communities enrolled at the Institute reflects Atlanta and national populations by 2030, especially in disciplines where they are currently underrepresented.	Metric 1: Increased and strengthened partnerships/pipelines, and pathways with public schools in Atlanta and throughout Georgia who are equipped to assist in preparing/cultivating URM and low-income students to pursue learning and career pathways in science and technology.

Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Remove barriers for financially vulnerable students and those traditionally underrepresented at Georgia Tech.	Strategy 3: Expand practices such as admission waivers, stipends, scholarships, fellowships, completion grants, innovation grants, and funding programs to increase compositional diversity in awards to women, URM, LGBTQIA, first-generation, and limited/low- income students.	Metric 1: Increased number of women, URM, LGBTQIA, first-generation, and limited/low- income students supported by endowments, fellowships, scholarships, waivers, and grants/completion grants on an annual cycle over a 5-year period.
Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Remove barriers for financially vulnerable students and those traditionally underrepresented at Georgia Tech.	Strategy 4: Increase initiatives to broaden the scope of social innovation and entrepreneurship, experiential learning, and graduate research programs/services for historically underserved student populations.	Metric 1: Engagement of historically underserved student populations with social innovation, entrepreneurship, experiential learning, and graduate research programs/services.

| Cultivate Well-Being | To strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives. | Strengthen a culture of well-being and psychological safety among students, faculty, and staff. | Strategy 5: Increase accountability and incentives for unit departments, Colleges, schools, students, staff, and faculty that promote psychological safety of students by addressing cultural (ethnic, gender/sexuality, abilities, etc.) barriers in environment, processes, and language. | Metric 1: Increase the capacity of staff and faculty to promote psychological safety of students through addressing cultural (ethnic, gender/sexuality, abilities, etc.) barriers in the learning environment, processes, and language.

Metric 2: Increased specificity of guidance for graduate students that sets clear expectations and timely and constructive feedback about academic and research performance to improve retention and degree completion. |

Goal 2B: Recruit, Retain, and Develop a Diverse Community – Faculty

Aspirational Statement
Georgia Tech and each of its units will be recognized as exemplars among technological research universities for our relentless commitment to breaking new ground in addressing faculty equity, diversity, and inclusion.

Themes	Goals	Objectives	Strategies	Metrics
Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Be a national leader in inclusive excellence whereby a diverse faculty in technology-related and other academic fields are treated equitably and have a strong sense of belonging, empowerment, and support for realizing their full potential.	Strategy 1: Develop and instill a consistent and continual cultural narrative in our values, behaviors, processes, and rewards to change the composition of the faculty and Institute leadership to increasingly reflect the demographic diversity of society at large.	Metric 1: Participation by all faculty in DEI training modules (similar to annual ethics training). Target 100%.
				Metric 2: Climate surveys showing increasingly positive perceptions and experiences of the campus climate and culture.
				Metric 3: Demographic and social identities in leadership positions reflect larger societal demographic composition.
				Metric 4: Increased number of URM and women and disabled faculty who are hired and attain tenure.
				Metric 5: Increased number of URM and women faculty who received post-milestone and post-tenure resources; and in dollars provided per URM and women faculty.
				Metric 6: Increased allocation of provost-provided funds for "opportunity" hires to realize the goals of faculty diversity in all faculty categories.

Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Wholeheartedly prioritize best practices that are proactive and effective in attracting, developing, advancing, and retaining a diverse faculty.	Strategy 2: Utilize faculty evaluation processes and criteria that reflect and support our DEI values and best practices to yield increased diversity outcomes in hiring, retention, promotion, and tenure.	Metric 1: Reappointment, Promotion and Tenure (RPT) processes: a) recognize DEI/social justice scholarship, b) make scholarship related to inclusive and innovative teaching as equivalent to basic science research in the promotion and tenure process and c) require a statement about inclusive teaching and research in faculty promotion and tenure packets in every academic unit by 2022.
				Metric 2: Pay equity with all startup package offers.
Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Be a national leader in faculty diversity, especially in technology-related fields.	Strategy 3: Develop high-quality culturally, racially, and gender- sensitive mentoring, coaching, and sponsorship (both formal and informal) to increase diverse faculty success.	Metric 1: Increased mentoring support and career development opportunities for women and underrepresented faculty appointees.
				Metric 2: Increased participation in nationally sponsored faculty development programs.
				Metric 3: Increased number of Institutional leadership development experiences created; the number of women and URM faculty participating in campus-based leadership development experiences; the types of leadership development experiences offered; and faculty satisfaction with development experiences.
				Metric 4: Increased satisfaction with short-term shadowing experiences that lead to advancement into leadership roles.

Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Be a national leader in faculty diversity, especially in technology-related fields.	Strategy 4: Develop a diverse faculty recruitment pipeline that includes early identification and contact, relationship-building activities, and opportunities to access faculty appointments through postdoctoral fellowships and other early career faculty appointments.	Metric 1: Increased number that (i) apply to Georgia Tech, (ii) obtain offers, (iii) accept offers.
				Metric 2: Increased number of women and underrepresented faculty who participate in the Presidential Postdoctoral Fellowship Program (PPFP), number of faculty hired from PPFP, and number recruited from other PPPF programs.
				Metric 3: Increased strategic opportunity hiring funds to grow faculty diversity hiring outcomes.

	Goal 2C: Recruit, Retain, and Develop a Diverse Community – Staff			
Aspirational Statement **Recruit and retain a world-class workforce where all staff feel supported, valued, respected, productive, and engaged.**				
Themes	**Goals**	**Objectives**	**Strategies**	**Metrics**
Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Be a national leader in recruitment and staffing diversity across all units and levels.	Strategy 1: Improve flexibility of pay policies and practices to routinely make equitable adjustments based on the Atlanta market for all staff.	Metric 1: Increased pay equity adjustments annually to achieve highly competitive market positions for all job categories and for retention as the market or internal equity demands. Metric 2: Increased competitive retention offers, and salary offers made to staff moving into higher pay grades, titles, and/or making lateral moves.
Cultivate Well-Being	To strengthen our culture of well-being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives.	Strengthen access to well-being services and resources for all members of the Georgia Tech community.	Strategy 2: Innovate in the ways we attract, develop, and retain compositional diversity of staff leadership to increase gender, racial, LGBTQIA, and abilities representation across the Institution.	Metric 1: Increased representation of Black, Indigenous, and People of Color (BIPOC), women, LGBTQIA, and people with disabilities groups in leadership positions.

Expand Access	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Be a national leader in providing professional and career development.	Strategy 3: Implement systemic, equitable professional development that serves the advancement and fulfillment of staff.	Metric 1: Increased number and diversity of staff participation in programs, educational events, and professional development activities or services. Metric 2: Improved interpersonal and professional performances over time that are associated with professional development or opportunities for achievement of professional goals.
Lead by Example	To empower people of all backgrounds and stages of life to learn and contribute to technological and human progress.	Develop a world-class workforce committed to enhancing employee skills and providing a diverse, equitable, and inclusive environment.	Strategy 4: Develop exceptional people leaders who consistently demonstrate self-awareness, emotional intelligence, cultural competency, inclusiveness, and responsibility for a culture of inclusive innovation and excellence.	Metric 1: Measure leadership knowledge and behaviors for alignment with Georgia Tech values, DEI values, and the practice of development of inclusive leadership. Metric 2: Increased opportunities for people leaders and emerging people leaders to receive inclusive leadership development, DEI coaching, and other DEI programs/activities. Metric 3: Increased institutional resources (budget and staffing) to manage and grow staff engagement in DEI leadership development. Metric 4: Increase accountability measures for people leaders who repeatedly fail to make equitable (fair) decisions with direct reports.

Goal 3: Support Innovative and Inclusive Scholarship and Teaching

Aspirational Statement
Fulfill our commitment as a public university by centering diversity, equity, and inclusion
in our scholarship and teaching to expand full participation of marginalized and non-traditional learners;
model social and ethical responsibility; and make Georgia Tech a university known for social and technological innovation.

Themes	Goals	Objectives	Strategies	Metrics
Connect Globally	To strengthen our role as a convener of worldwide collaboration and build a global learning network to expand our reach and amplify our impact.	Prepare all Georgia Tech students to be cross-culturally competent, globally minded leaders.	Strategy 1: Pursue curricular innovations that prepare Georgia Tech students to be cross- culturally competent, globally minded leaders.	Metric 1: Increase the number of DEI/social justice curricular and co- curricular experiences that prepare students to be cross-culturally, globally minded leaders. Metric 2: Increase the number of new and existing classes, degrees, certificate programs, and curricula that incorporate UN Sustainable Development Goals. Metric 3: Increase the number of courses engaged with service-learning- based DEI curriculum and pedagogy.

| Amplify Impact | Be one of the nation's most research-intensive academic institutions, recognized as a leading contributor to solving the most critical and complex challenges of our time. | Lead the nation in the application of diversity, equity, and inclusion scholarship in science and technology as we strive to solve the most critical and complex challenges of our time. | Strategy 2: Ensure that our academic scholarship and research addresses diversity, inclusion, and social justice issues in technology environments to impact our local, regional, and national culture. | Metric 1: Recognize DEI scholarship that creates and legitimizes collaborations among existing Georgia Tech faculty as well as local, state, regional, and international research partners.

Metric 2: Incorporate measurement/assessments of candidate's commitment to an experience with DEI practices, concepts, and research in new academic faculty, research faculty, research staff hiring decisions.

Metric 3: Increased seed grants invested in "research that matters" that supports DEI research.

Metric 4: Increased collaborations and partnerships with Historically Black Colleges and Universities (HBCUs), Minority Serving Institutions (MSIs), and for Hispanic-Serving Institutions (HSIs) to enrich the intellectual diversity of DEI research. |

| Cultivate Well-Being | To strengthen our culture of well- being and create an environment of holistic learning where all members of our community can grow and learn to lead healthy, purposeful, impactful lives. | Strengthen a culture of well-being and psychological safety among students, faculty, and staff. | Strategy 3: Create equitable and inclusive learning and research environments through inclusive teaching and mentoring practices. | Metric 1: Increased instructor use of inclusive teaching practices through a) developing expectations for inclusive instructional practices, b) providing inclusive teaching resources (e.g., development of a repository of easy-to- access inclusive teaching resources that will be updated annually) and c) assessing and monitoring student surveys about the nature of classroom interactions.

Metric 2: Increased faculty use of inclusive mentoring practices through a) developing expectations for inclusive faculty mentoring of graduate students/postdoctoral scholars, b) provide inclusive mentoring training for researchers (e.g., expanding the way implicit bias and safe space training have been adopted by Georgia Tech Research Institute [GTRI]), and c) assessing and monitoring student and faculty reaction to mentoring relationships.

Metric 3: Increased competitive and amplified recognition and rewards support for teaching and research practices that demonstrate inclusive principles. |
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