Action Area	Action Item	Primary Responsible (+collaborators)	AY21 Q3	Q4	AY22 Q1	Q2	Q3	Q4	AY23-AY26	Legend	Progress Narrative (next tab)
1. DEI Plan Updates	a. Request and analyze historical data from CU's Institutional Research and Planning to understand the social and demographic characteristics of CIW's students over the previous 5-10 years	CIW Director (+SARC, Student Services Assoc)								**Targeted Start of Action**	
	b. Consult with university administrators to develop appropriate five-year diversity targets and the means to achieve those targets	CIW Director								**In Process**	
	c. Develop a retrospective climate survey and administer it to recent cohorts of CIW students	CIW Director (+SARC)								**Completed**	
	d. Solicit feedback on the interim DEI strategic plan from all current faculty and staff, the SCE, the CIW Steering Committee, the university D&I Office, CIW alums and other stakeholders.	CIW Director								**Complications**	
	e. Revise the DEI Strategic Plan based on the above inputs and experience gained in implementing the current plan during the first year	CIW Director (+Assoc Dir, SARC, Director of Admin)									
2. Faculty & Staff Development	a. Establish continuous recurring trainings on issues of diversity, equity, justice, and inclusion	CIW Director (Assoc Director, SARC) Director of Admin									
	b. Monitor completion of six modules of the Advancing Diversity, Equity, and Inclusion at Cornell training by all CIW faculty and staff.	CIW Director (+Assoc Director, Dir. of Admin)									
	c. Provide resources for staff and faculty to do meaningful self-work in unlearning harmful stereotypes and biases around issues of marginalization	CIW Director, Dir. of Admin, SARC)									

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	d. Support staff and faculty through this process by setting aside times for dialogue around what folks are learning and unlearning	CIW Director, (Assoc Director, SARC Director of Admin)									
	e. Provide some hours during the work week to allow staff to read a common read or to journal, reflect, and engage with self-work	Director of Admin									
	f. Provide semesterly faculty trainings on creating an inclusive learning environment in the classroom	Associate Director (SARC)									
	g. Develop a standard operating procedure (SOP) for how to respond to concerns or complaints reported by students or bystanders	SARC									
3. Faculty and Staff Recruitment and Retention	a. Deploy a search and recruitment strategy that yields a diverse CIW staff, including graduate student and regular staff members	CIW Director, Assoc Director, Director of Admin									
	b. Deploy a search and recruitment strategy that yields a diverse faculty and brings diversity into course offerings and course content	CIW Director, Assoc Director									
	c. Urge the university to deploy a search and recruitment strategy that brings diversity to the CIW Director position	CIW Director									
4. Academic Program	a.Add a course examining social justice issues in Washington DC to Fall 2021 schedule.	Assoc Director									
	b.Add a course examining engaging with DEI issues to Spring 2022 schedule.	Assoc Director									

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	c.Facilitate student research projects in Inquiry course on underrepresented ideas and topics.	Assoc Director									
	d. Create a bi-weekly newsletter in the Issues course looking at a range of issues, including underrepresented ones.	Assoc Director									
	e.Work with elective faculty to enable diverse and inclusive guest voices in their classes.	Assoc Director									
	f.In core course, have students evaluate their policy proposals on how they impact issues of equity and diversity.	Assoc Director									
	g.Locate faculty & courses that engage with topics of social justice on main campus for potential recruitment and publicize these opportunities to faculty on the main campus.	Assoc Director									
	h.Create a diverse and inclusive speaker series in the Issues course.	Assoc Director									
	i.Work with elective faculty to enable diverse and inclusive guest voices in their classes.	Assoc Director									
5. Engagement Program within the CIW community	a. Develop the 2-credit LWYL course, including a syllabus and all materials needed for instruction	SARC, Student Services Assoc, Assoc Director									
	b. Work with the Vice Provost for Undergraduate Education to get a designated UNILWYL course	SARC, Student Services Assoc, Assoc Director									
	c. Find organizations with whom CIW can partner to provide opportunities of civic engagement and service projects	SARC, Student Services Assoc									

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	d. Begin implementing the course	SARC, Student Services Assoc, Assoc Director									
	e. Provide opportunities for conversations around current events, power, privilege, oppression and implicit bias	SARC									
	f. Provide frequent multicultural programming, focusing on identity-based themes for months and days of the year	SARC									
	g. Benchmark inclusive practices (e.g., land acknowledgements, sharing personal pronouns, pronouncing and remembering names) and write them into the current SOPs	Everyone									
	h. Develop an SOP on how students can respond to concerns of bias and how that will be communicated to students	SARC									
6. Engagement Within DC	a. Highlight locations around DC in our newsletter and provide suggestions for excursions/museums of diverse perspectives	SARC									
	b. Compliment the already established semesterly excursions with opportunities for students to learn and experience DC from other diverse perspectives	SARC									
	c. Build relationships with non-profit organizations, diverse local DC organizations, and local high schools	SARC									
	e. Build relationships with other DC-based university programs to create affinity groups and other engagement opportunities for students	SARC									

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	f. Create a list of identity-relevant clubs and associations in DC for social and networking purposes	SARC									
	g. Be intentional about promoting and doing business with BIPOC-owned businesses	SARC									
7. Internships	a. Include professional development in CIW's new 1-2 credit seminar in order to prepare students more for the internship search	SARC, Student Services Assoc, Assoc Director									
	b. Maintain and make available to students a list of organizations that provide paid internships	Assoc Director, Student Services Assoc									
	c. Work with Public Service Center and Financial Aid to solidify work study potential for internships.	Assoc Director, Student Services Assoc									
	d. Maintain and make available a list of organizations/businesses whose mission and visions relate to DEI work in the DC community, nationally and internationally	Assoc Director, Student Services Assoc									
8. Financial Accessibility	a. Explore funding opportunities for students who accept unpaid internships, such as Federal Work-Study, scholarships/grants etc.	Director of Admin, Student Services Assoc									
	b. Work with the university financial aid office to ensure that financial aid packages for CIW students are in line with the actual costs of participating in the program	Director of Admin									
	c. Work with the university financial aid office to clarify financial aid polices	Director of Admin									

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	d. Work in partnership with the CU Financial Aid office, International Service Office of Global Learning, CU Accessibility Office, Engaged Cornell, and the Cornell Club of Washington to ensure that one on one support is available to each student to address their individual concerns before and throughout their experience.	Director of Admin, Student Services Assoc									
	e. Post on website and flyers comparison of expenses in DC and Ithaca to be updated annually by CIW ambassadors	Student Services Assoc									
	f. Develop in-house programming a the CU Wolpe Center to teach students how to prepare budget friendly meals, manage time and funds, and introduce the myriad of free cultural and entertainment resources in DC	SARC, Director of Admin									
9. Marketing and Recruitment	a. Evaluate the application and admission procedures to ensure and enhance its inclusivity and deploy new application and admissions procedures as appropriate.	CIW Director									
	b. Establish relationships with all offices across campus that serve these student populations, including but are not limited to the Africana Studies and Research Center, American Indian Studies Program, LGBT Resource Center, Asian and Asian American Center, DEI programs, and other academic departments	Student Services Assoc									
	c. Partner with departments and offices across campus to host DEI events that serve as recruitment and networking opportunities	Student Services Assoc									

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	d. Increase awareness of Cornell in Washington by strategically partnering with diverse business/organizations in the DC area and bringing them to Ithaca campus to network and mentor CIW's diverse student population. For example, Black Owned Businesses and non-profits that work with marginalized communities in D.C	Student Services Assoc, SARC									
	e.Partner with CIW Alumni who are in the DC area and host networking and recruitment events on Cornell's Ithaca campus, to highlight the successes of our CIW alumni and provide our prospective and current CIW students a chance to network, establish connections and a sense of belonging with DC professionals.	Student Services Assoc									
10. Alumni Engagement	a.Create an advisory group of former CIW students, CU Office of Alumni Affairs and Development and the Cornell Club of Washington	Director of Admin, SARC, Assoc Director, Student Services Assoc									
	b. Work with the advisory group to identify a range of ways in which alumni can engage with CIW	Director of Admin, SARC, Assoc Director, Student Services Assoc									
	c. Conduct outreach with alums to identify volunteers for various activities	Director of Admin, SARC, Assoc Director, Student Services Assoc									
	d. Establish a diverse alumni network that CIW can partner with for professional development opportunities, internship opportunities and mentoring opportunities	Director of Admin, SARC, Assoc Director, Student Services Assoc									

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11. Accountability and Evaluation	a. Assign primary responsibility for each of the elements of the DEI Strategic Plan to a specific CIW staff member, and modify position descriptions to reflect this, with the CIW Director taking overall responsibility	CIW Director									
	b. Develop and maintain a DEI Progress Tracker with goals, timetables and descriptions of progress and obstacles for each element of the DEI Strategic Plan	CIW Director									
	c. Hire a consultant to modify the orientation survey, end-of-semester survey, course evaluations, internship evaluation survey and internship search survey to include items related to diversity, equity and inclusion. Develop and implement a climate survey	CIW Director (+Dir of Admin)									
	d. Review the DEI Progress Tracker and survey results at the end of each quarter, take steps to address any concerns and use these tools as part of annual performance reviews with staff	CIW Director (+All staff)									
	e. Submit an annual progress report on CIW's DEI initiatives to the university administration and the Office of Diversity and Inclusion at the end of June each year	CIW Director (+All staff)									
	f. Continuously review the policies and procedures of similar programs as they pertain to DEI and implement programs to promote positive change	CIW Director (+SARC)									
	g. Update all CIW evaluation surveys to include attention to DEI aspects	CIW Director, Assoc Director, SARC									

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	h. Advocate for an external evaluation of the DEI plan and progress after AY22	CIW Director									