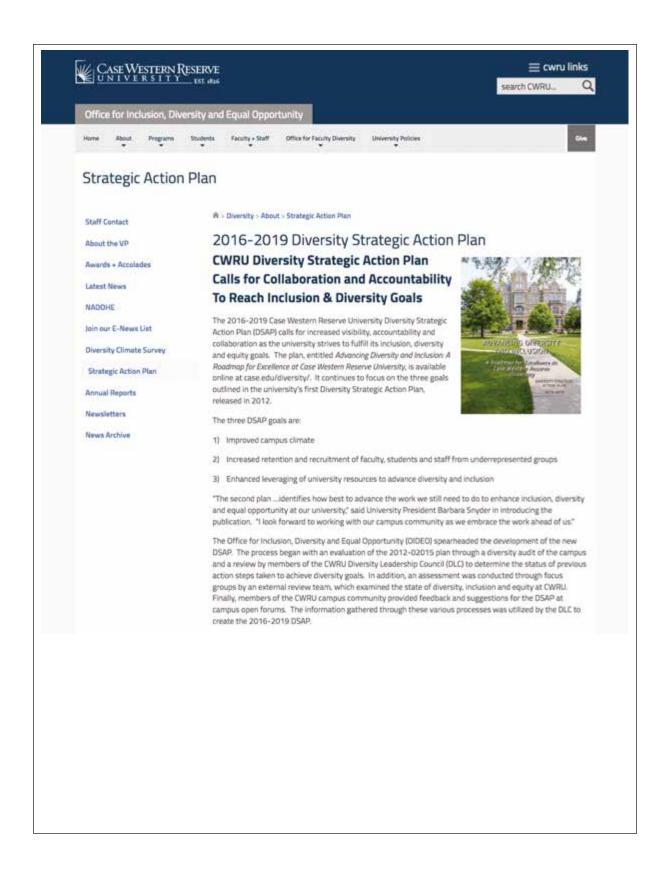
# Institution Diversity Goals, Values, Statements

#### CASE WESTERN RESERVE UNIVERSITY

2016–2019 Diversity Strategic Action Plan

https://case.edu/diversity/about/strategic-action-plan/



# CASE WESTERN RESERVE UNIVERSITY

2016–2019 Diversity Strategic Action Plan

https://case.edu/diversity/about/strategic-action-plan/

"The new plan stresses visibility because we know our campus community wants changes that are transparent," said Vice President for Inclusion, Diversity and Equal Opportunity Marilyn S. Mobley, PhD. "In addition, the plan stresses accountability because we know that results are critical and that members of our campus community want to know, at every step, who is accountable for the change we want to see." In addition, Mobley said greater collaboration across campus would increase coordination among programs, avoid duplication of efforts and make better use of collective resources.	
The new DSAP outlines specific actions that offices, departments and administrators should take in an effort to move the university forward in reaching its diversity and inclusion goals. Goals included in the plan include:	
<ul> <li>establish a diversity certificate program for faculty and staff to provide incentives for annual diversity training</li> </ul>	
<ul> <li>develop curricular offerings to support cross-cultural understanding and skills in working with diverse individuals and groups</li> <li>develop diversity workshops through graduate programs and professional schools to increase recruitment and retention of women and underrepresented faculty, staff and students.</li> <li>provide institutional financial support for faculty diversity recruitment and retention</li> <li>appoint a diversity leader for each CWRU school to assist deans and oversee diversity and inclusion programs, projects and initiatives</li> <li>require an annual review, assessment and progress reports on performance metrics for CWRU schools and UGEN (university general) divisions. UGEN refers to CWRU administrative offices, such as Office of Finance, General Counsel, Human Resources and others.</li> <li>The DSAP can be downloaded here: 2016-2019 Diversity Strategic Action Plan</li> <li>For questions or additional information about the DSAP, contact Assistant Vice President and Director of Equity Christopher Jones, csj 173@case.edu.</li> </ul>	
Home Latest News My Diversity 360 Staff Contact Facellook  © 2017 Case Western Reserve University, 10900 Euclid Ave., Cleveland, 0%io 44106 216.368.2000  (legal notice) (privacy statement)	Ä

# **Toward New Destinations** 2016-2017 APPENDIX: University Goals Structures 1. University Diversity Goals 2. Diversity Goals Summary (Matrix Format) 3. Measurement and Standards

Toward New Destinations 2016—2017. Appendix: University Goals Structures http://diversity.cornell.edu/sites/default/files/documents/TND 2016 Appendix doc final.pdf

# 1. University Diversity Goals

The structure below provides the broader context of University Diversity Goals, which represent the full reach of Cornell's commitment to diversity. Each item in the Menu of Annual Initiatives identifies a specifically focused means of advancing one of these broader University Diversity Goals. The Diversity Goals Summary that follows repeats—in a condensed matrix format—these University Diversity Goals.

#### **Core Diversity Principles**

The University Diversity Goals are defined according to the four Core Diversity Principles—COMPOSITION, ENGAGEMENT, INCLUSION, and ACHIEVEMENT:

- composition refers to the demographic make-up of the unit or institution;
- engagement reflects personal, social, and professional commitment to institutional goals and activities;
- inclusion comprises climate and interpersonal relations; and
- achievement reflects levels of attainment for underrepresented individuals or groups.

#### **Constituency Areas**

Cornell's diversity goals are organized according to the seven constituency areas:

- undergraduate students;
- graduate and professional students;
- postdocs and academic professionals (those with terminal degrees who have responsibilities in research, teaching, or the libraries, but are not included in the tenure-track ranks);
- tenure-track faculty (including tenured and non-tenured faculty);

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Toward New Destinations 2016—2017. Appendix: University Goals Structures http://diversity.cornell.edu/sites/default/files/documents/TND 2016 Appendix doc final.pdf

- administration (including academic administration) and nonacademic staff;
- off-campus constituents—vendors/ businesses and local community organizations and institutions; and
- Cornell's extended community—parents, alumni, donors, and friends of Cornell.

## **Diversity Goals**

#### I. COMPOSITION

undergraduate students	Achieve a diverse demographic composition that matches the comparison population.
graduate & professional students	Achieve a diverse demographic composition that matches the comparison population.
postdocs & academic professionals	Achieve a diverse demographic composition that matches the comparison population.
tenure-track faculty	Achieve a diverse demographic composition that matches the comparison population.
administration & non- academic staff	Achieve a diverse demographic composition that is consistent with institutional diversity goals.
off-campus constituents	Cultivate partnerships with the widest spectrum of off-campus entities and include a fully diverse range of off-campus participants in Cornell's events, contracts, services, and initiatives.
extended community	Not applicable.

#### II. ENGAGEMENT

	Nurture and expand a culture in which students of all identities and
students	backgrounds experience the full range of dynamic and stimulating
	exchange across difference with others in all facets of their Cornell
	experience.

Toward New Destinations 2016—2017. Appendix: University Goals Structures <a href="http://diversity.cornell.edu/sites/default/files/documents/TND">http://diversity.cornell.edu/sites/default/files/documents/TND</a> 2016 Appendix doc final.pdf

graduate &	Nurture and expand a culture in which students of all identities and
professional students	backgrounds participate in the full range of Cornell programs and
students	activities that promote professional, intellectual, social, cultural, and
	personal development and exchange.
postdocs &	Nurture and expand a culture in which postdocs and academic
academic	professionals of all identities and backgrounds experience the full range of
professionals	dynamic and stimulating exchange across difference with others in all of
	their Cornell activities and responsibilities, and social, cultural, and
	personal development and exchange.
tenure-track	Nurture and expand a culture in which faculty of all identities and
faculty	backgrounds experience the full range of dynamic and stimulating
	exchange across difference with others in their research and teaching, their
	outreach and institutional service activities, and their social, cultural, and
	personal development and exchange.
administration	Nurture and expand a culture in which administrators and non-academic
& non- academic staff	staff members of all identities and backgrounds participate fully in
	professional activities, events and programs, institutional initiatives and
	conferences, and social, cultural, and personal development and exchange.
off-campus	Nurture and expand a culture in which those we serve, contract and
constituents	engage with, and purchase from participate in Cornell-sponsored events
	and programs.
extended	Nurture a culture in which the extended community is enabled to
community	experience the dynamic and stimulating exchange across difference
	available at Cornell.

# III. INCLUSION

undergraduate students	Provide and cultivate an environment free of bias in which students of all identities and backgrounds feel welcomed, included, and at home in the
	full range of Cornell's academic and co-curricular opportunities and services.
graduate & professional students	Provide and cultivate an environment free of bias in which students of all identities and backgrounds successfully take part in the full range of Cornell's academic and co-curricular opportunities and services.
postdocs & academic professionals	
tenure-track faculty	Provide and cultivate an environment free of bias in which faculty of all identities and backgrounds successfully take part in Cornell's full range of academic and collegial activities, committee and governance assignments, and services.

Toward New Destinations 2016—2017. Appendix: University Goals Structures http://diversity.cornell.edu/sites/default/files/documents/TND 2016 Appendix doc final.pdf

administration & non- academic staff	Provide and cultivate an environment free of bias in which individuals of all identities and backgrounds take part in the full range of Cornell's
academic stair	departmental and university-sponsored programming.
off-campus constituents	Provide a business and outreach environment in which the broad
	spectrum of those we serve, contract and engage with, and purchase from
	report satisfaction with their relationship with Cornell.
extended	Provide and cultivate an environment free of bias in which individuals and
community	families of all identities and backgrounds are welcome and able participate
	fully in available university-sponsored programs, events, and activities.

#### IV. ACHIEVEMENT

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undergraduate	Provide and extend a context in which students of all identities and		
students	backgrounds are represented equitably at the highest levels of academic,		
	co-curricular, and extra-curricular accomplishment, and in honors and		
	awards on and off campus.		
graduate &	Provide and extend a context in which students of all identities and		
professional students	backgrounds are represented equitably in regard to attrition and		
students	completion rates, time to degree and career outcomes, as well as in		
	successful participation in research, publications, presentations, external		
	fellowships, and honors and awards on and off campus.		
postdocs &	Provide and extend a context in which postdocs and academic		
academic	professionals of all identities and backgrounds are represented equitably		
professionals	at all the levels of responsibility, and in all the honors, awards, and		
	collegial opportunities available to them on and off campus.		
tenure-track	Provide and extend a context in which faculty of all identities and		
faculty	backgrounds are represented equitably at all ranks and levels of		
	responsibility, and in all honors, awards, and professional opportunities		
	on and off campus.		
administration	Provide and extend a context in which individuals of all identities and		
& non-	backgrounds are represented equitably in leadership programs,		
academic staff	professional development opportunities, and promotions.		
off-campus	Provide and extend a context in which Cornell's commitment to diversity		
constituents	leads to an increase in the efforts to address diversity and inclusion among		
	those we serve, contract and engage with, and purchase from.		
extended	Not applicable.		
community			

Toward New Destinations 2016—2017. Appendix: University Goals Structures http://diversity.cornell.edu/sites/default/files/documents/TND 2016 Appendix doc final.pdf

ONSTITUENTS			D. C. LIGION	A CHARLES AND THE
undergraduate students	COMPOSITION  Achieve a diverse demographic composition that matches the comparison population.	ENGAGEMENT  Nurture and expand a culture in which students of all identities and backgrounds experience the full range of dynamic and stimulating exchange across difference with others in all facets of their Cornell experience.	INCLUSION  Provide and cultivate an environment free of bias in which students of all identities and backgrounds feel welcomed, included, and at home in the full range of Cornell's academic and co-curricular opportunities and services.	
graduate & professional students	Achieve a diverse demographic composition that matches the comparison population.	Nurture and expand a culture in which students of all identities and backgrounds participate in the full range of Cornell programs and activities that promote professional, intellectual, social, cultural, and personal development and exchange.	Provide and cultivate an environment free of bias in which students of all identities and backgrounds successfully take part in the full range of Cornell's academic and co-curricular opportunities and services.	Provide and extend a context in which students o identities and backgrounds are represented equit in regard to attrition and completion rates, tim degree and career outcomes, as well as in succesparticipation in research, publications, presentatie external fellowships, and honors and awards on off campus.
postdocs & academic professionals	Achieve a diverse demographic composition that matches the comparison population.	Nurture and expand a culture in which postdocs and academic professionals of all identities and backgrounds experience the full range of dynamic and stimulating exchange across difference with others in all of their Cornell activities and responsibilities, and social, cultural, and personal development and exchange.	Provide and cultivate an environment free of bias in which postdocs and academic professionals of all identities and backgrounds successfully take part in the full range of activities and services available to them.	Provide and extend a context in which postdocs academic professionals of all identities backgrounds are represented equitably at all the le of responsibility, and in all the honors, awards, collegial opportunities available to them on and campus.
tenure-track faculty	Achieve a diverse demographic composition that matches the comparison population.	Nurture and expand a culture in which faculty of all identities and backgrounds experience the full range of dynamic and stimulating exchange across difference with others in their research and teaching, their outreach and institutional service activities, and their social, cultural, and personal development and exchange.	Provide and cultivate an environment free of bias in which faculty of all identities and backgrounds successfully take part in Cornell's full range of academic and collegial activities, committee and governance assignments, and services.	Provide and extend a context in which faculty o identities and backgrounds are represented equit at all ranks and levels of responsibility, and in honors, awards, and professional opportunities on off campus.
administration & non- academic staff	Achieve a diverse demographic composition that is consistent with institutional diversity goals.	Nurture and expand a culture in which administrators and non-academic staff members of all identities and backgrounds participate fully in professional activities, events and programs, institutional initiatives and conferences, and in social, cultural, and personal development and exchange.	Provide and cultivate an environment free of bias in which individuals of all identities and backgrounds take part in the full range of Cornell's departmental and university-sponsored programming.	Provide and extend a context in which individual all identities and backgrounds are represer equitably in leadership programs, profession development opportunities, and promotions.
off-campus constituents	Cultivate partnerships the widest spectrum of off- campus entities and include a fully diverse range of off- campus participants in Cornell's events, contracts, services, and initiatives.	Nurture and expand a culture in which those we serve, contract and engage with, and purchase from participate in Cornell-sponsored events and programs.	report satisfaction with their relationship with Cornell.	Provide and extend a context in which Corn commitment to diversity leads to an increase in efforts to address diversity and inclusion among it we serve, contract and engage with, and purch from.
extended community		Nurture a culture in which the extended community is enabled to experience the dynamic and stimulating exchange across difference available at Cornell.	Provide and cultivate an environment free of bias in which individuals and families of all identities and backgrounds are welcome and able to participate fully in available university-sponsored programs, events, and activities.	

Toward New Destinations 2016–2017. Appendix: University Goals Structures http://diversity.cornell.edu/sites/default/files/documents/TND 2016 Appendix doc final.pdf

#### 3. Measurements and Standards

# **Assumptions and Standards**

- The concept of "diversity" extends well beyond race and sex, and the university is committed to collecting and disseminating a greater variety of diversity data in addition to these categories, but in reflection of our legal obligations to collect and report data about race and sex, metrics relating to these specific concepts are very commonly used.
- While it may be important to describe the actions a unit has undertaken pursuant to a given diversity initiative, assessment should rely primarily on data from or about constituent populations.
- Wherever possible, the efficacy of diversity initiatives should be assessed in light of centrally-maintained institutional data and widely-accepted definitions of key concepts, systematically measured and contextualized. This practice facilitates internal comparisons (such as across units at Cornell) and external bench-marking (such as with peer universities).
- It most cases, comparisons should be made as percentages and with reference to the populations and pools most relevant to a given constituency.

#### **Institutional Support and Unit Responsibility**

- The public Diversity Dashboard and the secured-access Executive Diversity Dashboard are resources that facilitate the examination of diversity by sex and race/ethnicity among Cornell constituencies.
- While there are centralized resources (such as Institutional Research & Planning and the Department of Inclusion & Workforce Diversity) that may

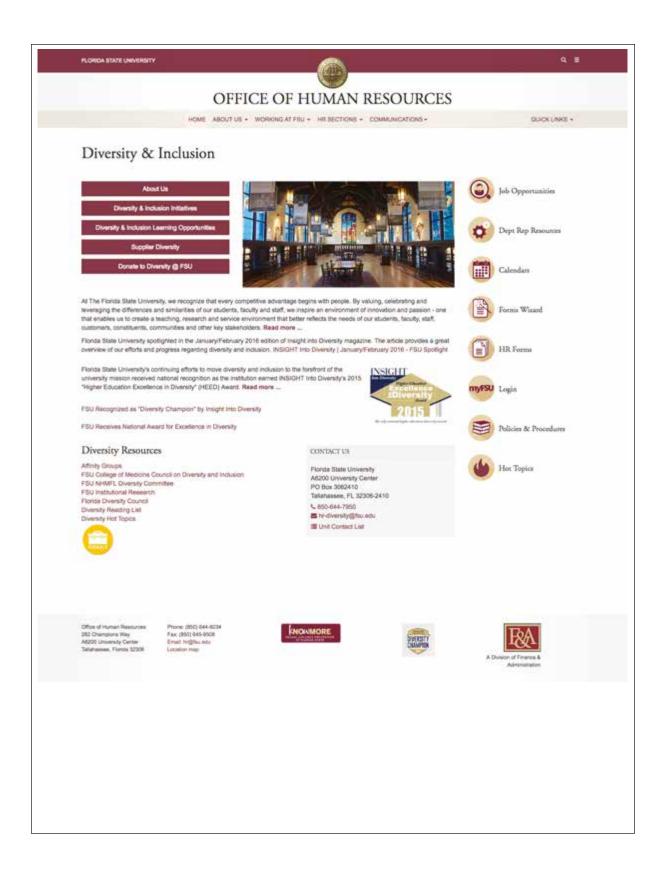
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be able to help units with measurement, units are ultimately responsible for the assessment of their own initiatives.
• Data drawn from university records and other centralized data sources can be supplemented, when necessary, with other kinds of data collected from or about diverse populations. The use of qualitative data sources, such as focus group or structured interviews, used in conjunction with quantitative measures can provide a fuller assessment.
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#### FLORIDA STATE UNIVERSITY

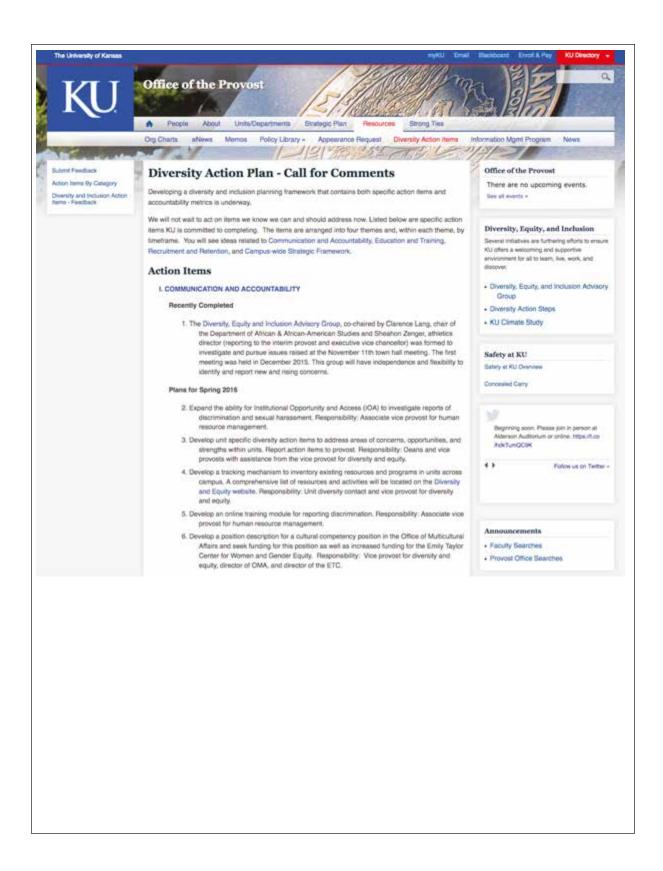
Diversity & Inclusion

http://hr.fsu.edu/?page=diversity/diversity\_home



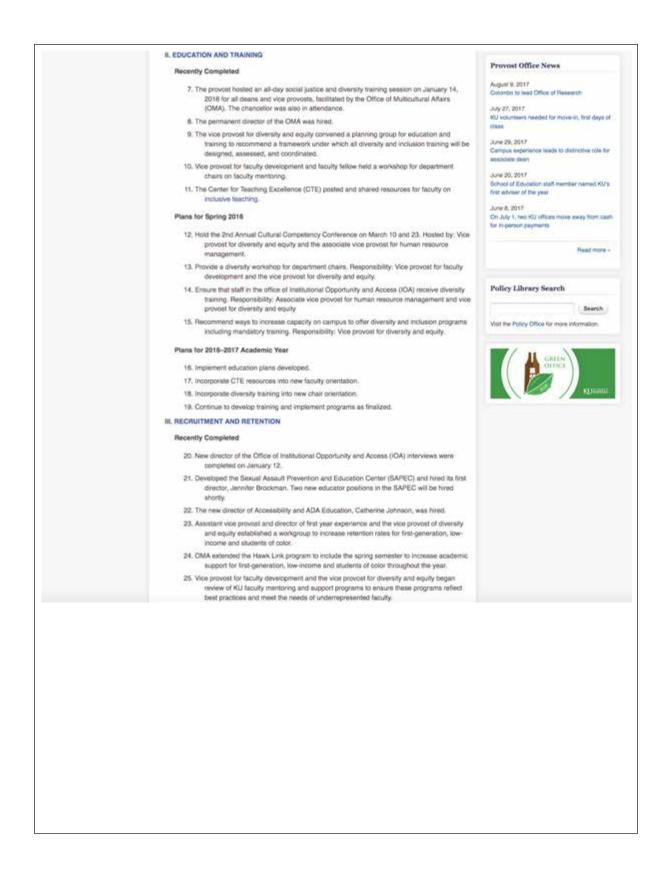
Diversity Action Plan — Call for Comments

https://provost.ku.edu/diversity-and-inclusion-action-steps



#### Diversity Action Plan — Call for Comments

https://provost.ku.edu/diversity-and-inclusion-action-steps



# Diversity Action Plan — Call for Comments

https://provost.ku.edu/diversity-and-inclusion-action-steps

26. Vice provost for diversity and equity formed a workgroup to examine and evaluate the MU. Advising Corps model for recruiting and supporting the success of more first generation, low income, and students of color.

#### Plans for Spring 2016

- Consider a leadership program to help students from underrepresented populations connect and be successful. Responsibility: Vice provost for diversity and equity in cooperation with academic and student support units.
- Review and develop processes to attract diverse applicant pools in all faculty, staff, and administrative hires. Responsibility: Vice provost for faculty development and associate vice provost for human resource management.
- Implement comprehensive set of strategies and factics designed to attract an academically qualified, diverse applicars and admit pool. Responsibility. Vice provost for enrollment management and director of admissions.
- Create clear and timely transfer pathways. Responsibility: Vice provost for enrollmen management, director of admissions and vice provost for academic affairs.
- 31. Complete review of KU faculty mentoring programs and develop models to support underrepresented faculty success. Responsibility: Vice provest for faculty development and vice provost for diversity and equity in cooperation with deans and department chairs.
- Complete diversity and equity workgroup's evaluation of the MU Advaing Corps model as a means for KU to recruit more first-generation, low-income and students of color to KU and set them up for success. Responsibility: Diversity and equity workgroup.

#### Plans for 2016-2017 Academic year

- Continue to expand participation in the Multicultural Scholars Program (MSP). The provost office has provided funding to double the number of students who were served in 2014.
- Implement processes to attract diverse applicant pools in all faculty, staff, and administrative hires.
- Implement a mentoring program in Hawk Link to increase student success. Responsibility: Office of Multicultural Affairs
- 36. Implement faculty mentoring programs.
- University Innovation Aliance (UIA) and the U.S. Department of Education's First in the World (FITW) advising initiative is underway for 2016-2019, and involves KU students. The project analyzes gaps in attainment and offers proactive advising.
- Conduct a search to fill two new positions in Counselling and Psychological Services (CAPS) to better serve underrepresented students.

#### IV. CAMPUS-WIDE STRATEGIC FRAMEWORK

#### Recently completed

 Started KU Climate Study. Responsibility: Vice provost for diversity and equity, and associate vice provost for human resources

#### Plans for Spring 2016

- Host the 4th Annual Diversity Symposium on April 12. Responsibility. Vice provost for diversity and equity and the diversity leadership council.
- Develop a diversity framework that includes action steps and metrics that can integrate into KU's next strategic plan. Responsibility. Deans and vice provosts.
- Ensure that the diversity initiatives put forth in Bold Aspirations are prioritized and addressed. Responsibility: Provost.

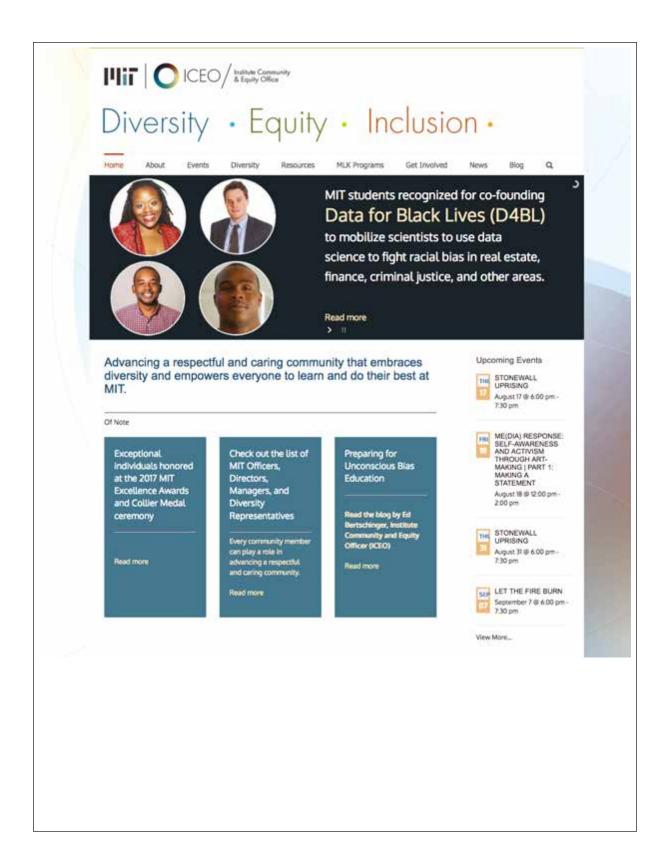
# Diversity Action Plan — Call for Comments

https://provost.ku.edu/diversity-and-inclusion-action-steps

# Plans for 2015-2017 Academic year 43. Complete KU Climate Study information gathering and analysis. 44. Develop action steps to integrate climate study data into the diversity framework and campus strategic plan to improve KUs living, learning and working environment. 45. Consider a leadership program to help students from underrepresented populations connect Signed Sara Rosen, interim provost and executive vice chancellor Dave Cook, vice chancellor of the Edwards Campus Jim Tracy, vice chancelor for research Stuart Day, acting senior vice provost for academic affairs Diane Goddard, vice provost for administration and finance Nate Thomas, vice provost for diversity and equity Matt Melvin, vice provost for enrollment management Mary Lee Hummert, vice provost for faculty development. Tammara Durham, vice provost for student affairs. DeAngela Burns-Wallace, vice provost of undergraduate studies. Mahesh Daas, dean of the School of Architecture Design & Planning Neeli Bendapudi, dean of the School of Business Carl Leiuez, dean of the College of Liberal Arts & Sciences Rick Ginsberg, dean of the School of Education Michael Branicky, dean of the School of Engineering Michael Roberts, dean of Graduate Studies Ann Brill, deen of the School of Journalism & Mass Communications Kent Miller, interim co-dean of KU Libraries Mary Roach, interim co-dean of KU Libraries. Stephen Mazza, dean of the School of Law Robert Walzel, dean of the School of Music Ken Audus, dean of the School of Pharmacy Paul Smokowski, dean of the School of Social Welfare

#### MASSACHUSETTS INSTITUTE OF TECHNOLOGY

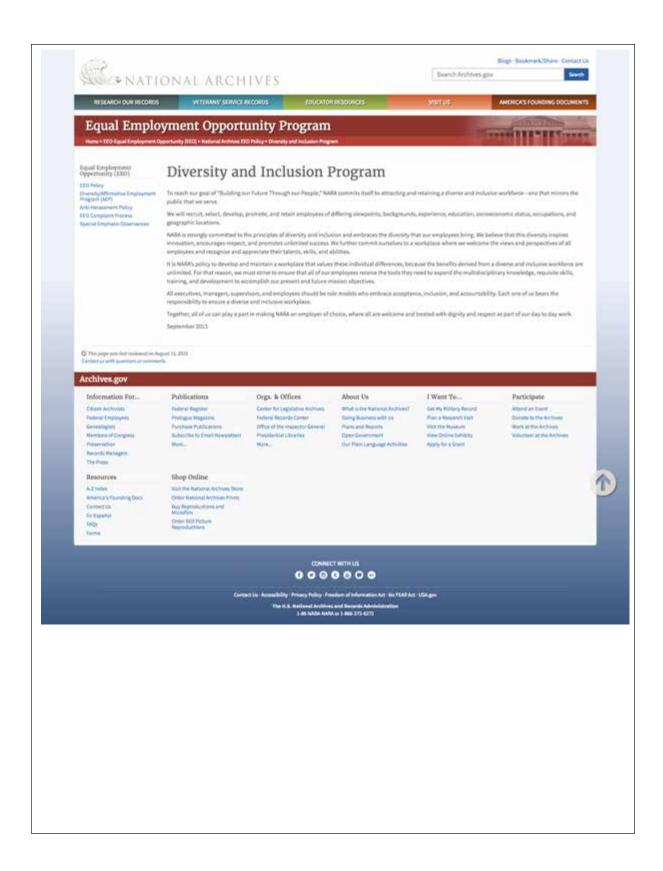
Institute Community & Equity Office http://diversity.mit.edu/



#### NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

Diversity and Inclusion Program

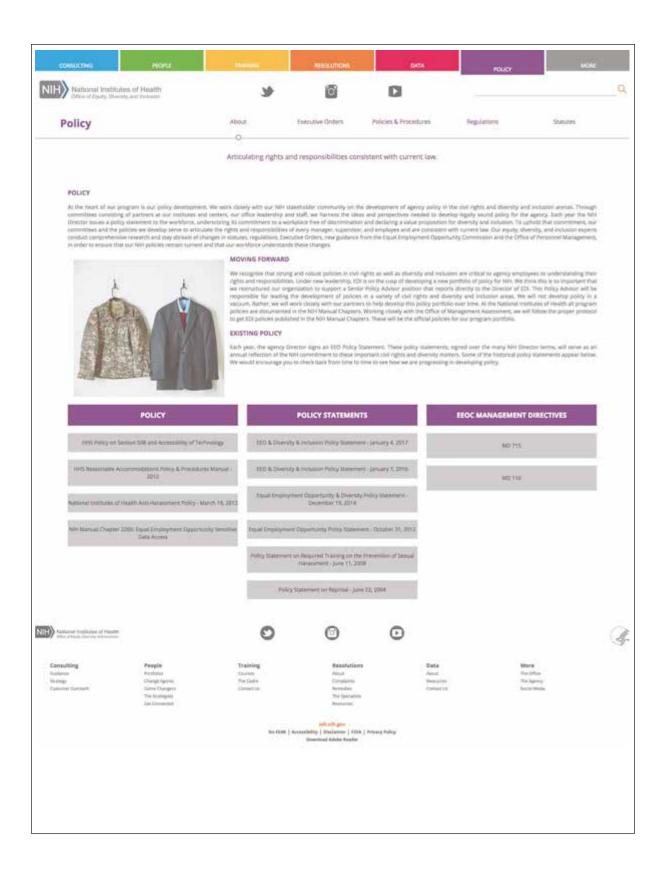
https://www.archives.gov/eeo/policy/diversity-inclusion-policy-statement.html



#### NATIONAL INSTITUTES OF HEALTH

Policy

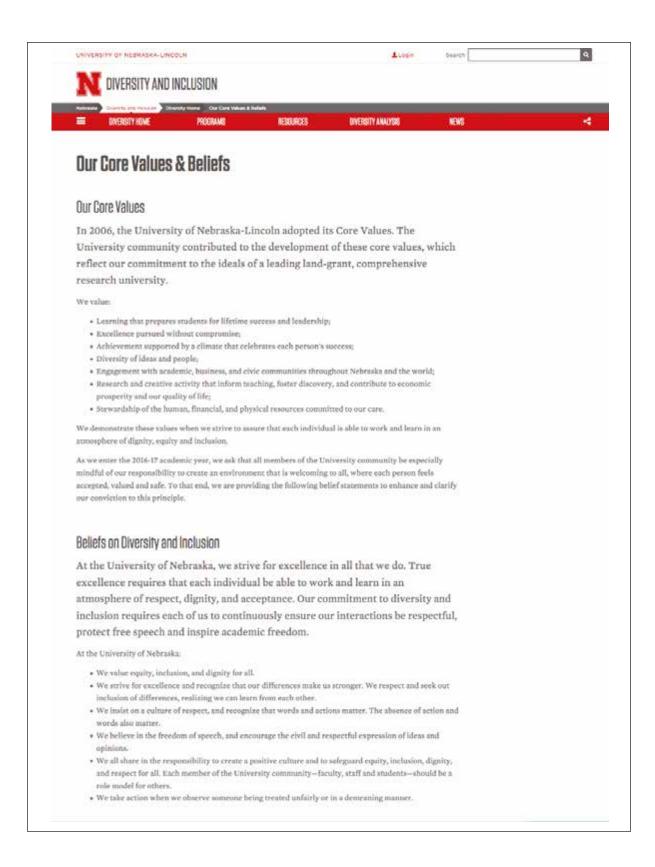
https://www.edi.nih.gov/policy/about



#### UNIVERSITY OF NEBRASKA-LINCOLN

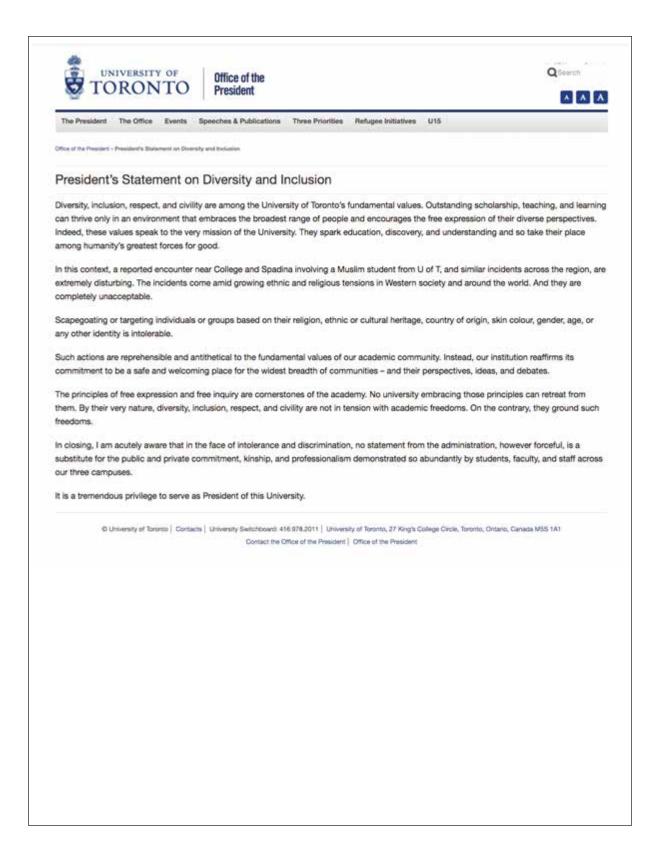
Our Core Values & Beliefs

http://diversity.unl.edu/our-core-values-beliefs



President's Statement on Diversity and Inclusion

http://www.president.utoronto.ca/presidents-statement-on-diversity-and-inclusion



Statement on Equity, Diversity, and Excellence http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppdec142006.pdf



# University of Toronto Governing Council

Statement on Equity, Diversity, and Excellence

December 14, 2006

To request an official copy of this policy, contact:

The Office of the Governing Council Room 106, Simcoe Hall 27 King's College Circle University of Toronto Toronto, Ontario M5S 1A1

Phone: 416-978-6576 Fax: 416-978-8182

E-mail: governing.council@utoronto.ca

Website: http://www.governingcouncil.utoronto.ca/

Statement on Equity, Diversity, and Excellence

http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppdec142006.pdf

Statement on Equity, Diversity, and Excellence

December 14, 2006

#### Statement on Equity, Diversity, and Excellence

The purposes of this statement are to express the University's values regarding equity and diversity, and relate these to the institution's unwavering commitment to excellence in the pursuit of our academic mission

#### Equity and Human Rights

At the University of Toronto, we strive to be an equitable and inclusive community, rich with diversity, protecting the human rights of all persons, and based upon understanding and mutual respect for the dignity and worth of every person. We seek to ensure to the greatest extent possible that all students and employees enjoy the opportunity to participate as they see fit in the full range of activities that the University offers, and to achieve their full potential as members of the University community.

Our support for equity is grounded in an institution-wide commitment to achieving a working, teaching, and learning environment that is free of discrimination and harassment as defined in the *Ontario Human Rights Code*. In striving to become an equitable community, we will also work to eliminate, reduce or mitigate the adverse effects of any barriers to full participation in University life that we find, including physical, environmental, attitudinal, communication or technological.

#### Diversity and Inclusiveness

Our teaching, scholarship and other activities take place in the context of a highly diverse society. Reflecting this diversity in our own community is uniquely valuable to the University as it contributes to the diversification of ideas and perspectives and thereby enriches our scholarship, teaching and other activities. We will proactively seek to increase diversity among our community members, and it is our aim to have a student body and teaching and administrative staffs that mirror the diversity of the pool of potential qualiffed applicants for those positions.

#### Excellence

We believe that excellence flourishes in an environment that embraces the broadest range of people, that helps them to achieve their full potential, that facilitates the free expression of their diverse perspectives through respectful discourse, and in which high standards are maintained for students and staff alike. An equitable and inclusive working and learning environment creates the conditions for our diverse staff and student body to maximize their creativity and their contributions, thereby supporting excellence in all dimensions of the institution.

Excellence at the University of Toronto is predicated on core freedoms that are at the heart of every university's mission --- freedom of speech and expression, academic freedom and freedom of research.

#### Responsibility

The creation of an equitable community, one that is diverse as well as inclusive and that is respectful and protects the human rights of its members, requires the work of every member of the community, across all of our sites and campuses, including students, teaching staff, administrative staff, visitors, alumni and guests

For its part, the University will strive to make considerations of equity a part of the processes of setting policies, developing procedures, and making decisions at all levels of the institution. While for governance purposes, responsibility for the Statement resides with the Vice-President of Human Resources and Equity, daily responsibility for ensuring that the values expressed in this Statement live and breathe throughout the University will also rest with the President, the Vice-President and Provost, the Vice-Presidents and Vice-Provosts, and each Principal, Dean, Chair and Manager, within the scope of each person's role in the University.

University of Toronto Governing Council—Web version

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Statement on Equity, Diversity, and Excellence

http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppdec142006.pdf

Statement on Equity, Diversity, and Excellence	December 14, 2006	
The University is committed to its internal policies on issues related to equity, and also op compliance with all legislation that bears on equity and human rights.	erates in	
The state of the s		
<sup>1</sup> The applicable policies and legistation include: Statement of Institutional Purpose, Code of Behavi Matters, Policies and Procedures: Sexual Harrassment, Employment Equity Policy, Statement of Co Regarding Persons with Disabilities, Statement on Protection of Freedom of Speech, the Ontario Hu and any current or future guideline or procedure dealing with equity issues. Links to websites for the documents are listen in an Appendix to this Statement.	mmitment man Rights Code,	
University of Toronto Governing Council-Web version	3	

Statement on Equity, Diversity, and Excellence

http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppdec142006.pdf

Statement on Equity, Diversity, and Excellence

December 14, 2006

# **Appendix**

Statement of Institutional Purpose http://www.utoronto.ca/govcncl/pap/policies/mission.pdf

Code of Behaviour on Academic Matters: http://www.utoronto.ca/govcncl/pap/policies/behaveac.pdf

Policies and Procedures: Sexual Harassment: http://www.utoronto.ca/govcncl/pap/policies/sexual.pdf

Employment Equity Policy: http://www.utoronto.ca/govcncl/pap/policies/emequity.pdf

Statement of Commitment Regarding Persons with Disabilities: http://www.utoronto.ca/govcncl/pap/policies/disabled.pdf

Statement on Protection of Freedom of Speech: http://www.utoronto.ca/govcncl/pap/policies/frspeech.pdf

Ontario *Human Rights Code*: http://www.e-laws.gov.on.ca/DBLaws/Statutes/English/90h19\_e.htm

University of Toronto Governing Council—Web version

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#### **TULANE UNIVERSITY**

#### **Diversity Statement**

https://www2.tulane.edu/equity/diversity-statement.cfm

