

Recommendation	Description / Rationale	Necessary Actions	Responsible Division and/or Unit	Timeframe	Resources/ Funding	Progress Markers	Accountability	Other Considerations
Create Mid-Career Development Program with DEI Focus	Creating opportunities for professionals to get to the next level, ensuring that program eliminates "like me" bias.	<ol style="list-style-type: none"> Letters of recommendation from other units Ensure an equitable balance for work and additional or over time Create additional professional development time bank 	<ol style="list-style-type: none"> HR + OED Supervisors Employees 	6 months	<ol style="list-style-type: none"> Depending on OED Team 	<ol style="list-style-type: none"> 	HR partnership with CDO	Need to eliminate possibility of favoritism of supervisors
Leadership Training	Train managers on developing and establishing a culture that maintains employee morale, effective communication and promotes professional growth.	<ol style="list-style-type: none"> Create a Succession Plan Train managers to ensure evaluations, promotions and development opportunities are equitable for all staff. Ensure new leadership promotes values of inclusion, transparency and diversity. Put together more culturally diverse leadership teams 	President and Deans	Ongoing	<ol style="list-style-type: none"> Time 		Presidents, Deans and CDO	
Addressing Opportunities, Gaps and Challenges	How policies and processes in place to address the challenges that will arise with new policies and practices.	<ol style="list-style-type: none"> Ombudsman position for staff Required DEI training for all managers specific to evaluations, promotions and development opportunities. Process in place for remedial train for non-compliance 	HR, OED, CDO	Ongoing	<ol style="list-style-type: none"> Time Position for Ombudsman 		HR, OED, CDO	