

## **Summary of Recommendations**

### **Recruitment, Financial Aid, and Retention**

#### Recommendation One: Increase Overall Financial Aid Budget

1. Determine feasibility of increasing financial aid budget by 50% (i.e., The Leadership Option) or by 25% (i.e., The Infrastructure-Building Option) by 2034
2. Articulate and implement plan for enacting feasibility study findings for either the Leadership or Infrastructure-Building options

#### Recommendation Two: Changes in Recruitment and Admissions Practices

1. Shift recruitment strategy to center CBOs as a primary means of identifying prospective students
2. Make recruiting students of color a core function of every Admissions staff person's job
3. Provide professional development for Admissions staff to expand cultural competencies
4. Enhanced efforts to hire diverse and culturally competent Admissions staff moving forward

#### Recommendation Three: Recruitment Strategies to Aid Retention

1. Ensure greater accuracy and transparency in presentation of diversity statistics
2. Incorporate designated but unsupervised time alone for prospective and current students during visits
3. Standardize, professionalize, and compensate positions in the Admissions Tour Guide Program

### **Student Social Belonging**

#### Recommendation Four: Equitable Campus Resources and Policies for Student Organizations

1. Transparent structured processes for communicating available financial resources for all groups
2. Transparent equitable policies should govern social events for all groups
3. Return to use of the Barn as a student social space, after appropriate safety measures are taken

#### Recommendation Five: First-Year Housing Placements for Wake Forest Students

1. Review of RLH and OAA policies for Living Learning Communities (and related Block Housing)
2. Transparent policies that prevent isolation and/or overrepresentation of racial/ethnic groups

### **Academic Initiatives**

#### Recommendation Six: Institutionalization of Anti-Racist Education Initiatives

1. Create an "Assistant Vice Provost of Education for Racial Equity" position to coordinate University-wide academic initiatives focused on racial equity, including curricular, co-curricular, and community-engaged opportunities that highlight anti-racist thought

### **Equity and Employment**

#### Recommendation Seven: Utilization of Accurate Demographic Data

1. Collect, assess, and disseminate demographic data for faculty, staff, and leadership

#### Recommendation Eight: Strategic Recruitment Methods

1. Expand faculty and staff recruitment efforts by partnering with WF-HR consistently

#### Recommendation Nine: Proactive Retention Measures

1. Enhance and broaden faculty and staff retention efforts and programs

#### Recommendation Ten: Institutional Succession Planning

1. Build pipelines to leadership roles for underrepresented faculty and staff groups

### **Community Engagement**

#### Recommendation Eleven: Expand Commitment to K-12 Educational Initiatives in WSFCS

1. Invest in the Children's Defense Fund Freedom School at WFU
2. Continue and build upon support for WSFCS Cook, Kimberly Park, Paisley IB
3. Establish a program for first-generation/high financial need pre-college students in WSFCS

#### Recommendation Twelve: Enhance Infrastructure for Community Engagement

1. Elevate community engagement as an institutional priority
2. Create a center for community partnerships in the Winston-Salem First Education Building
3. Create a nonprofit accelerator for grassroots community engagement space
4. Create a Qualitative Researcher position and a Community-Based Research Fellowship

#### Recommendation Thirteen: Establish Programs to Support Economic Empowerment in Winston-Salem

1. Create a small business accelerator to support woman-owned and minority-owned business
2. Provide childcare at WFU with reserved spaces for community members
3. Provide economic skill-building opportunities for community members

#### Recommendation Fourteen: Establish Pipeline Programs for Underrepresented Groups

1. Create a more representative and inclusive leadership structure throughout the institution

### **Evaluation and Accountability**

#### Recommendation Fifteen: Oversight and Administration of the Commission Recommendations

1. Maintain a diverse council to oversee implementation, evaluation, and accountability
2. Develop a coordinated campus plan for implementing/reporting Commission processes
3. Implement broad and accessible communication plan for the campus and external community
4. Organize campus and external community listening sessions to collect feedback on Commission's report

#### Recommendation Sixteen: Institutional Direction

1. Institutionalize and evaluate the practice of transparent communication around campus (public) events
2. Develop an institutional framework for excellence in diversity, inclusion, and equity work
3. Develop a transparent process for reviewing institutional donations and endowment funds
4. Map anti-racist resources on campus

### Recommendation Seventeen: Community Engagement

1. Address the institution's racist history through memorialization of known/unknown marginalized groups
2. Establish intentional, collaborative linkages with the SRMP

### Recommendation Eighteen: Accountability Standards

1. Address the institution's racist past via a formal apology endorsed by the BOT and President
2. Communicate an expectation of diversity, equity, and inclusion as everyone's work at every level
3. Establish minimum standards for enrolling, hiring, and engaging historically underserved groups
4. Incorporate diversity assessment into regular performance evaluations, budget reviews, etc.
5. Require strategic plans for achieving diversity, equity, and inclusion in units at every level

### Recommendation Nineteen: Faculty, Staff, and Student Accountability

1. Develop and incorporate questions about inclusive pedagogy into teaching evaluations
2. Require assessment of faculty and staff efforts toward DEI in regular performance evaluations
3. Develop and Include a section on racist behavior and related consequences in Student Code of Conduct

### Recommendation Twenty: Resource Prioritization

1. Allocate fiscal and personnel resources to sustain training in social justice, cultural humility, etc.
2. Conduct ODI audit and related units to ensure adequate staff and funding resources to accomplish goals