

STRATEGIC PLAN FOR

**DIVERSITY,
INCLUSION,
EQUITY &
MULTICULTURALISM**



UNIVERSITY OF WASHINGTON SCHOOL OF LAW

ADOPTED JANUARY 2015, UPDATED OCTOBER 2017

Introduction

The University of Washington Law School is one of the nation's highest ranked public law schools and one of the world's most respected centers for legal studies. Understanding the privilege of its leadership position on matters of law and policy, the school grounds its commitment to diversity, inclusion, equity and multiculturalism in its public mission as well as in its devotion to the pursuit of excellence. UW Law also infuses its responsibility and commitment broadly and deeply into every aspect of its operations. As a result, its students, faculty, staff, and alumni are all inspired by their shared commitment and it is visible in the school's people, programs, principles, and pursuits.

UW Law seeks to pursue diversity and inclusion purposefully and honestly; in this sense, its work is not and will likely never be done. Rather, the school seeks to understand and identify its strengths as well as its "blind spots," those areas where a lack of attention and action may lead to a gap between its aspirations and its achievements. Recognizing that it cannot be one of the world's best law schools without diversity, inclusion and multiculturalism interwoven seamlessly into its very fabric, UW Law commits itself to the relentless pursuit of these values and opportunities.

Guiding Principles for This Plan

Throughout this Plan, the principles of excellence, diversity, inclusion, equity and multiculturalism are embodied within the goals, strategies, tactics and action steps presented. These principles are described as:

Excellence: Excelling or being exceptionally good and of the highest quality. UW Law pursues the highest standards of excellence in its teaching, research, and service missions.

Diversity: Differences among groups of people and individuals based on factors such as ethnicity, race, socioeconomic status, age, gender, language, religion, sexual orientation, abilities/disabilities, and geographical area, as well as differences of experience, viewpoint, ideas, and life experiences.

Inclusion: Inclusion refers to a community methodology that supports open and respectful discussion and acknowledges the many forms of wisdom in the room. While people may have differing perspectives based on their backgrounds and experiences, all feel welcomed, respected, and valued. Inclusion does not mean a lack of intellectual rigor; to the contrary, it means engaging in challenging learning conversations that respect differences. Inclusive community also strives to actively identify and eliminate barriers that have prevented the full participation of diverse and marginalized groups.

Equity: Equity refers to fair treatment within each group of key law school constituents – students, staff, librarians, and faculty. As the law often states it – similarly situated persons should be treated

similarly. For instance, faculty members should share the teaching, scholarship and service duties fairly. Students should be treated fairly in matters of access to resources and opportunities. And staff and librarians should have employment processes that are fair and consistent.

Multiculturalism: Multiculturalism refers to the view that cultural differences should be respected or even encouraged rather than minimized, erased, or silenced. Sociologists use the concept of multiculturalism to describe one way of approaching cultural diversity within a society. Underlying multiculturalism is the belief that members of different cultures can live peacefully alongside each other; assimilation is not necessary, nor perhaps even desirable.

Goals, Strategies, and Accountability

Goal 1: Make diversity, inclusion, equity and multiculturalism a priority for the law school

Achieving greater diversity and inclusion are challenging commitments that require leadership, sustained action and continual inspiration at all levels of the organization. This means presenting a clear message about its importance and priority, the identification of diversity and inclusion goals for every committee, program, center and operational area and the motivation and resources to sustain this effort. The commitment must be clear and visible and the school's leaders must be ready and able to take on the challenges attendant to the commitment with backbone and heart.

Strategy and Accountability:

- A. Include diversity, inclusion, equity, and multiculturalism commitments in the school's mission, strategic plan and other governance policies and practices.

Responsible: Associate Dean for Academic Administration to review those documents and conform them to this plan.

Time Line: 2017-2018.

- B. All faculty, librarians, and staff demonstrate commitment to diversity, inclusion, equity and multiculturalism through their words, work, and individual awareness, knowledge and skills.

Responsible: (1) Each faculty member, librarian and staff member responsible for ongoing education and action; (2) Director of Human Resources to provide at least three annual opportunities for employee training and to ensure that all staff and librarian annual reviews include assessment of each individual's progress; (3) Dean to ensure that all annual faculty reviews include assessment of each faculty member's efforts and progress and to monitor institutional climate through annual survey of community.

Time Line: Ongoing, with annual review.

- C. All students demonstrate commitment to diversity, inclusion, equity and multiculturalism through their words, work, and individual awareness, knowledge and skills.

Responsible: Associate Dean for Students, Equity and Engagement, SBA Leadership, and Diversity, Equity and Inclusion Committee to work together to: (1) Revise student conduct code to conform to this plan; and (2) Develop at least quarterly opportunities for diversity related educational and other programs for students; and (3) Encourage all student organizations to advance diversity, inclusion, equity, and multiculturalism in their programs and activities.

Time Line: Applicable code revisions by end of 2017-18 academic year; programming ongoing, with annual review.

- D. Develop the institutional assessment instruments and technology to regularly assess and report on the school's progress in achieving its goals in diversity, inclusion, equity, and multiculturalism.

Responsible: Associate Dean for Academic Administration, Director of Technology Services, and Technology Services Department.

Time Line: 2017-18 academic year.

- E. Designate a leader for UW Law with responsibility for the school's progress in achieving its goals in diversity, inclusion, equity, and multiculturalism.

Responsible: Dean.

Time Line: 2017-18 academic year.

Goal 2: Recruit, nurture, and retain a diverse student body, faculty and staff

Societal inequity and discrimination often limit access to educational opportunity for many diverse groups and persons. Moreover, even where access is available, those same forces often limit diverse groups and persons from attaining the full benefits of educational opportunities. The limits on access and attainment are not only unfair to the affected individuals, but they also rob the academic community and profession of the full benefits of their participation. To achieve our mission of educating leaders for the global common good, we must help our students become adept problem solvers across many forms of difference. The diversity of our community -- including students, faculty, librarians, and staff -- is essential to achieving that educational goal.

Strategy and Accountability:

- A. Continue aggressive and creative recruitment of outstanding diverse students for our JD, LLM, and PhD programs so that the diversity of our student body meets or exceeds the diversity of the population from which our students are drawn.

Responsible: Associate Dean for Academic Administration and Assistant Dean for Admissions and Financial Aid.

Time Line: Ongoing, with annual review.

- B. Review admissions criteria and processes to ensure that the ability to advance diversity, inclusion, equity, and multiculturalism in law and policy are positively valued when reviewing applicants.

Responsible: Associate Dean for Students, Equity and Engagement, Assistant Dean for Admissions and Financial Aid, and Admissions Committee.

Time Line: 2017-2018.

- C. Continue to enhance and deploy scholarship resources in support of diversity, inclusion, equity and multiculturalism so that we are not losing admitted students to our peers based on financial aid award levels.

Responsible: Assistant Dean for Advancement and Assistant Dean for Admissions and Financial Aid.

Time Line: Ongoing, with annual review.

- D. Actively explore and develop additional programs, both educational and pipeline, that can enhance the diversity of the legal profession, including the LLLT program, 3/3 programs, the Masters of Jurisprudence, and outreach to locations that may be underserved by existing providers of legal education (e.g., Tacoma, Alaska).

Responsible: Associate Dean for Academic Administration, Assistant Dean for Admissions and Financial Aid, and Assistant Dean for Student and Career Services.

Time Line: Ongoing, with annual review.

- E. Recognizing that there are often unique barriers to educational and professional success for diverse students, establish an effective academic and career support program that assists diverse students with attaining graduation, licensure, and career placement.

Responsible: Associate Dean for Academic Administration, Associate Dean for Students, Equity and Engagement, and Assistant Dean for Student and Career Services.

Time Line: 2017-18 academic year.

- F. Recognizing that a diverse faculty is required to achieve academic excellence, serve as role models for our students, and to effectively fulfill its shared governance role to assure the welfare of the school for the future, increase the diversity of the faculty through aggressive and creative hiring strategies and effective faculty development policies and practices.

Responsible: Dean, Associate Dean for Academic Administration, Faculty, and Faculty Appointments Committee.

Time Line: Seek to add to the diversity of the faculty with each new opportunity for faculty appointment, whether full or part-time, starting with the 2017-18 academic year.

- G. Continue to support a strong program of faculty development that ensures that we mentor, promote and retain a diverse faculty that is committed to the values of diversity, inclusion, equity and multiculturalism and thrives in all areas of teaching, scholarship and service.

Responsible: Associate Dean for Faculty Research and Development and Faculty Workshop Committee

Time Line: Ongoing, with annual review.

- H. Recognizing that a diverse group of librarians and staff, as the faculty's critical educational partners who are often on the front-line with our students, is also vital to achieving our mission of educating leaders for the global common good, establish hiring policies and practices that ensure diversity and multiculturalism.

Responsible: Associate Dean for Library and Information Systems and Director of Human Resources

Time Line: Ongoing, with annual review.

- I. Enhance staff and librarian development opportunities that ensure that we mentor, promote and retain diverse personnel who excel and thrive in their jobs.

Responsible: Associate Dean for Library and Information Systems and Director of Human Resources

Time Line: Ongoing, with annual review.

Goal 3: Develop an open, engaging and welcoming law school community that respects differences and supports diversity, equity, inclusion and multiculturalism

The law school will strive to develop a more inclusive, and hence healthier, community and climate by providing the conditions necessary for all law school members to feel welcomed, supported, included, and valued. Further development of an open, inclusive and diverse law school community will enhance the educational experience for students, faculty and staff by exchanging ideas and views across differences, challenging stereotypical preconceptions, clarifying unconscious biases, addressing micro-aggressions, encouraging critical thinking, communicating effectively and respectfully even when there are disagreements, and attaining the skills to participate fully in cross-cultural learning conversations.

Strategy and Accountability:

- A. Reinforce respectful group interactions in the classroom, study places and law school communal spaces when discussing diversity, inclusion, equity and multiculturalism to ensure an open, engaging and welcoming law school community.

Responsible: All Law School Personnel.

Time Line: Ongoing, with annual review by Dean through climate survey.

- B. Recognize, encourage, and support individual and group contributions to create and sustain dialogue on issues of diversity, inclusion, and equity through academic and culturally based activities.

Responsible: Associate Dean for Academic Administration, Director of Human Resources, Diversity, Equity and Inclusion Committee, and Associate Dean for Students, Equity and Engagement to develop and implement recognition program.

Time Line: 2017-18 academic year.

- C. Continue to develop and offer strong guest speaker and other extra-curricular programs that advance diversity, inclusion, equity and multiculturalism and provide the opportunity for respectful dialogue on these and related issues.

Responsible: Diversity, Equity and Inclusion Committee, Assistant Dean for Student and Career Services, Director of W.H. Gates Public Service Law Program, and Student Organizations.

Time Line: Ongoing, with annual review by Dean through climate survey.

- D. Highlight and support diversity, inclusion, equity and multiculturalism in Gates Hall through dedicated spaces and displays that promote and support these values.

Responsible: Dean, Diversity, Equity and Inclusion Committee and Facilities Manager.

Time Line: First changes during 2017-18 academic year; ongoing.

- E. Develop a communication plan to communicate consistently and broadly UW Law's commitment and actions to promote and integrate diversity, inclusion, equity, and multiculturalism within the law school and legal community.

Responsible: Dean, Assistant Dean for Advancement, and Director of Marketing and Communications.

Time Line: 2017-18 academic year.

Goal 4: Increase responsive research, teaching and public service that supports and addresses issues of diversity, equity, inclusion, and multiculturalism and develops leaders for the global common good

UW Law seeks to lead the creation of ideas and knowledge on equity, inclusion, diversity and multiculturalism through its teaching, scholarly, and service missions. The law school can foster a culture of intellectual exploration, rigorous scholarship and interaction of diverse ideas, viewpoints and perspectives. Faculty, inspired by their research and scholarship, can bring fresh ideas, insights and experiences into the classroom for student discussion and debate. This, in turn, assists students to acquire critical analytic skills, understand diverse perspectives, and learn the breadth of skills needed to thrive in all areas of law, business and public service.

Strategy and Accountability:

- A. Consistently address issues of diversity, inclusion, equity and multiculturalism in existing and new curricular and co-curricular programs.

Responsible: Faculty and Curriculum Committee

Time Line: Ongoing, with annual review by Dean through climate survey.

- B. Develop and strengthen the scholarly resources to support the highest level of research, teaching and public service in diversity, inclusion, equity, and multiculturalism.

Responsible: Dean, Associate Dean for Research and Faculty Development and
Associate Dean for Library and Information Systems.

Time Line: Ongoing, with annual review.

- C. Nurture campus, community, and other partnerships that help UW Law strengthen its impact and visibility on issues of diversity, inclusion, equity, and multiculturalism.

Responsible: Associate Dean for Students, Equity and Engagement, Diversity, Equity and Inclusion Committee, Student Organizations, and individual faculty, librarians, staff and students.

Time Line: Ongoing, with annual review.