

THE BIAS AWARENESS RESOURCE COMMITTEE

RECOMMENDATIONS FOR CONFRONTING
RACISM, INJUSTICE, AND INEQUALITY

Gettysburg College
July 31, 2020

THE BIAS AWARENESS RESOURCE COMMITTEE

The mission of the [Bias Awareness Resource Committee](#) (BARC) is to support a living, learning, and working environment in which all members are respected and their differences are valued.

The committee is charged with reviewing incidents of [bias](#) and with implementing strategies to educate, to strengthen, and to support the campus community when such incidents occur.

In building upon the work of justice generated by other [committees](#) for equity on our campus, we affirm “the worth and dignity of all people and the limitless value of their intellectual potential; the commitment to a diverse and inclusive learning environment; the power of a liberal arts education to help students develop critical thinking skills, broad vision, effective communication, a sense of the inter-relatedness of all knowledge, sensitivity to the human condition, and a global perspective; the value of a lifelong commitment to service; the value of ethical leadership that is inclusive, collaborative, and directed towards effecting change for the greater good; and our conviction that a residential college best promotes the sense of community central to a liberal arts education, in which personal relationships among students, faculty, and staff can flourish.”

We commit to exposing and opposing structures, policies, rhetorics, and actions on our campus and in our community that we believe detrimental to supporting an equitable, inclusive, diverse, and just environment for working and learning.

We condemn all forms of discrimination and bias on and off our campus related to race and its intersectionalities; including, but not limited to: aversive or implicit, colorblind, caste, systemic, xenophobic, economic, institutional, othering, profiling, segregational, supremacist, symbolic or modern, and subconscious and implicit forms. We also recognize that other communities on campus—who were not the primary focus of this particular report on racial injustice—experience discrimination and bias as well. The Bias Awareness Resource Committee’s ongoing work is inclusive of all communities and will continue to advocate against any form of bias. We look forward to receiving a document from Hillel in September 2020, which will identify concerns specific to our Jewish community.

Most pertinent to this document and to this moment in our nation’s history, the Bias Awareness Resource Committee unequivocally affirms that **Black Lives Matter**.

RECOMMENDATIONS ON MEANS OF IMPROVEMENT

President Robert Iuliano, in his communication to the broader Gettysburg College community on Monday, June 8, 2020 titled “[Confronting Racism, Injustice, and Inequality](#),” asked the Bias Awareness Resource Committee to deliver “recommendations by July 31, 2020 on means of improvement” of the following:

- the tools and resources we provide faculty to educate, mentor, and advise an increasingly diverse student body;
- College protocols for bias incidents between all constituencies—on campus, in the local community, and beyond;
- campus programming and events, noting specifically whether they are inclusive for underrepresented populations and prove intentional in their education on social issues and their commitment to bridging difference through open and honest dialogue; and
- the ways in which we enhance awareness and understanding among students, faculty, administrators, staff, and senior leadership at the College, and whether to establish a required bias incident education module.

The broad coalition of members that make up the Bias Resource Awareness Committee met weekly since President Iuliano’s letter was released on June 8th. During this period, the committee expanded from a working group of 17 people to over 75. Also during this time, 79 faculty signed a letter drafted by Professor Lidia HwaSoon Anchisi that was sent to President Iuliano on June 17th calling upon the campus to “develop and nurture an anti-racist culture rather than a non-racist one.” Additionally, a [letter](#) drafted by alumni of color and sent to President Iuliano, the Board of Trustees, and Sunderman Conservatory Oversight Board outlined their thoughts and recommendations. The Bias Resource Awareness Committee drew upon these documents and collaborated with the [Campus Climate Study Implementation Group](#) to solicit additional feedback through a short survey distributed to students, staff, faculty, and administrators.

Over 1250 (112 administrators, 130 faculty, 129 staff, and 880 students) members of our campus responded to our survey. Though this is an excellent response rate for a campus that serves a population of 2600 undergraduate students, we acknowledge the precariousness of the many employees and students who are vulnerable and often find themselves unable to speak out in our workspaces as well as in other spaces. Thus, it is important to state that this is a working document intended to lay out the initial generation of ideas related to racial bias on our campus captured during the summer of

2020 and that the committee and the campus will need to continue to solicit feedback as we embark on implementing the following recommendations of this unfinished work.

In light of recent events in our nation and calls to dismantle institutionalized racism at Gettysburg College, the Bias Awareness Resource Committee has developed a series of recommendations to guide future decision and policy-making at the College. Though this document focuses on concerns on our campus and in our regional context, we stand in solidarity with protestors, laborers, and students across the nation seeking a more equitable and inclusive workplace and space for learning.

Gettysburg College was founded by abolitionists, but as a Predominantly White Institution it has a deeply-rooted history of participation in racially discriminatory practices that have led to systemic and institutionalized racial privileges for some and inequities for others. We believe now is the time for decisive and swift action to change the culture and policies of Gettysburg College. We invite the Board of Trustees, administrators, faculty, staff members, students, and alumni to stand and work with us to make Gettysburg College a more equitable campus—one where all can succeed and thrive as fully actualized human beings.

In order to make this a true community-wide effort and commitment, we have given thought to actions each of the College's various constituent groups could undertake. Some of these actions are already underway, while others are in the conceptual or planning stages. We see it as each individual's and constituent group's responsibility to own this work in order to accelerate our unified growth. We recognize that much of what we outline can not be achieved immediately because it will involve allocating resources in labor, time, and dollars, but we have worked with the knowledge—and hope—that our recommendations will inform future College planning. It is our aim that these serve as a launching point for conversations among constituent groups and ultimately inspire College leadership in determining which recommendations become prioritized in future planning.

The following are our actionable, measurable, and time-bound recommendations towards meeting this goal. The time framing of each item is presented within a forward-looking five year plan beginning with *items that can be implemented this year without allocating any substantial additional financial resources* and moving towards *longer-term goals that require committing additional labor and resources*. This five-year roadmap by no means suggests an arrival point by 2025, but instead lays a foundation of continual anti-racism work at Gettysburg that will need constant renewal.

ALL CAMPUS MEMBERS

Items that can be implemented this year without allocating any substantial additional financial resources.

- Educate ourselves on anti-racism and develop a common language across campus for doing this work (the library has provided [resources](#)).
- Commit to anti-racism and anti-bias training (both at the personal and institutional levels) in an effort to foster a more inclusive and just environment for all members of the Gettysburg College community.
- Establish a commitment to Gettysburg College becoming an educational leader in anti-racism.

Long-term goals and/or goals that require committing additional labor and resources.

- Seek, support, and retain a diverse community of trustees, administrators, faculty, staff, and students through robust workforce development and pipeline programs. We believe it is important to have Black, Indigenous, and People of Color (BIPOC) represented at all levels of our campus, especially at the higher levels of our institution where many decisions are made.

BOARD OF TRUSTEES

Items that can be implemented this year without allocating any substantial additional financial resources.

- Begin to conduct a comprehensive review process that examines the College's historical ties to systemic racism.
 - Revisit the Policy for Renaming Principles and Process developed in 2019 to consider what changes might be made in light of recent events in 2020 for investigating, evaluating, and potentially renaming programs, offices, centers, and buildings that are attached to histories of bias. Consider replacing such names with abolitionists of our campus history.
- Diversify the Board of Trustees as positions open so that it is eventually composed of at least 20% Black, Indigenous and people of color.
 - It has been reported to us that this conversation has already begun among the Board of Trustees. We recommend this be set as a top priority for the Governance and Nomination Committee and that the Board of Trustees continue to collaborate with the Diversity and Inclusion Subcommittee on setting a date for accomplishing this goal.

Long-term goals and/or goals that require committing additional labor and resources.

- Review Gettysburg's athletic mascot and present a justification for keeping the mascot and name or provide a strategic plan for replacing the mascot and name by 2023.

ADMINISTRATORS

Items that can be implemented this year without allocating any substantial additional financial resources.

- The President's and Provost's Offices, in collaboration with the Office of Diversity and Inclusion, should release annual reports informing the College community of the current campus climate, advancement in [Divisional Inclusion Action Plans](#), and campus climate progress. These annual reports should be used to shape future strategies for promoting safety and inclusivity of those with marginalized identities, as well as awareness of social justice issues within the campus community. This information should be used to facilitate the development of an enhanced plan of support for our students, faculty, and staff who experience pain or trauma related to racial injustice. The President and Provost would present these annual reports to the Board of Trustees and Faculty beginning in AY 2021-2022. Data collection for the reports should commence immediately.
- Immediately examine the academic calendar for biases against days of observance related to racial injustice. Benchmark our peer and aspirant institutions to identify strategies for accomplishing this goal.
 - We recommend officially renaming and referring to "Columbus Day" as "Indigenous People's Day" on all College related calendars; and officially beginning the Spring semester after Martin Luther King Day and/or making MLK Day a full day of service with focused programming that is embedded within all courses and activities.
- Immediately empower the BARC (or create a new campus-wide task force by 2021) to review anti-racism progress that reports annually to the Office of Diversity and Inclusion. These reports will include information on the progress of the College as a whole, with respect to the implementation of the recommendations described in this document.
- Immediately support and encourage remote or hybrid working as a means to diversify future applicant pools and hires.
- Immediately expand the Office of Diversity and Inclusion by providing additional professional staff and a programming budget to help bring professional speakers, experts, and programming on topics around DEI to campus and increase our IDI implementation capacity (we commend President Iuliano for authorizing an additional professional staff person

for the office immediately following his June 8th letter; this is an excellent first step towards this goal).

- Clarify the purpose and missions of all diversity, equity, and inclusion committees, working groups, and advisory boards on campus and establish a centralized location within the Office of Diversity and Inclusion where meeting minutes and campus-wide communication can be published.
- Require all administrators to complete the IDI process, including goal setting, by May 2021.
- Require implicit bias training at hiring and then continue bias education for all employees and student workers immediately.
- Immediately have the College Life Office investigate the First Year Walk and consider the coded language embedded in the "uniting" Gettysburg Address. The study should explore the experiences of Black, Indigenous, and students and alumni of color; better define and articulate the purpose of the walk; and lay out actionable decisions about improving or eliminating the walk. A report should be submitted to the Office of Diversity and Inclusion by Fall 2021.
- Continue collaboration between the BARC and the CCSIG to ensure consistency and transparency as the follow-up Climate Study is created and launched.
 - Immediately have BARC revisit the January 2016 campus-wide Town Hall to listen to the needs of previous students who spoke up about the reality of the campus climate in relation to the climate study conducted that same year. Next, assess the bias reports from the last five years and develop a presentation for the campus community that connects to the data of the newly implemented campus climate study.
- Immediately review the discrimination policies and disciplinary actions assigned to student misconduct for all discriminatory infractions.
 - Conduct a thorough review of the bias incident procedures on campus with input from students and faculty who are part of marginalized communities; create clear and concrete consequences for bias incidents (for example, receiving points for bias incidents).
 - Develop and implement a rubric of consequences for bias incidents.
- Communications and Marketing to leverage their re-imagined liaison structure and add a new Content Advisory Committee in a commitment to: make visible and celebrate excellence among Black, Indigenous, and people of color on our campus and amplify their voices, promote and

provide information about diversity and race-related initiatives, and ensure C&M storytelling does not over-diversify, under-diversify, tokenize, or reinforce stereotypes.

- Within the Office of Alumni Relations and Career Services, develop specific alumni programming in order to strengthen relationships and expand opportunities for networking and professional mentorship among Black, Indigenous, and people of color.
 - Establish a cross-divisional working group by end of AY 2020-2021 to expand opportunities for networking and the lifelong career development of Black, Indigenous, and people of color communities.

Long-term goals and/or goals that require committing additional labor and resources.

- Address the recruitment and retention of Black faculty and staff, Indigenous faculty and staff, and faculty and staff of color.
 - Provide yearly check-ins for new and untenured Black faculty and staff, Indigenous faculty and staff, and faculty and staff of color with the Office of Diversity and Inclusion.
 - Establish a checks and balances procedure by identifying and utilizing three groups on campus to assess bias experienced by Black faculty and staff, Indigenous faculty and staff, and faculty and staff of color. This is to foster and ensure safe spaces for Black faculty and staff, Indigenous faculty and staff, and faculty and staff of color.
 - Produce yearly reports and identify departments with the highest turnover rates. Develop action plans to address changes to counter these turnover rates. Assess action plans to assure the implementation of equity.
 - Prioritize hires for departments and programs that have demonstrated success in creating an anti-racist culture.
 - This would be measured through the development and successful implementation of departmental anti-racism plans, recruitment plans for students and faculty, job postings, and the completion of the IDI.
- Expand a programming budget and provide additional support staff for the Office of Multicultural Engagement in order to provide educational

programming and services for our students, faculty, staff, and alumni on racial inequities and injustices by 2021.

- Develop and implement additional de-escalation and bias training for the Department of Public Safety.
- Immediately require and allocate funding for professional development workshops on issues related to diversity, equity, and inclusion to be held during faculty, divisional, and departmental meetings at least once a semester.
- Publicly recognize and reward the invisible labor done by Black employees, Indigenous employees, and employees of color by providing course releases and other forms of compensation starting in the 2021-2022 academic year.
- Conduct an outside study of bias within the Department of Public Safety over the 2021-2022 academic year.
 - Provide recommendations that provide more transparency and oversight of the organization. The report needs to consider and respond to the following recommendations from students and alumni:
 - Collect and report data based on social identity to better identify disparities within the Department of Public Safety's operations.
 - Wearing body cameras when responding to calls.
 - Develop an officer complaint review process that is independent of the Department of Public Safety housed within Human Resources or an office where students can be comfortable reporting complaints.
 - Provide a report of any alleged misconduct to the Student Public Safety Advisory Committee.
 - Minimize campus connection with police in town.
- Establish an Institute for Peace and Justice at Gettysburg College by 2025.
 - Create an endowed faculty position in Peace and Justice by 2021.
 - Develop and establish a major for Peace and Justice by 2023 with foci in mediation, conflict resolution, and an interdisciplinary approach to conducting work in equity and justice.
- Expand and retain the diversity of our administration, faculty, staff, and students; so that each group is racially composed of at least 20% Black, Indigenous, and people of color by 2025.
- Expand our need-based student financial aid at all levels by 2025.

FACULTY

Items that can be implemented this year without allocating any substantial additional financial resources.

- Include a diversity statement in Tenure and Promotion materials that demonstrate how individuals are advancing such goals in their Teaching, Research and Scholarship based on training and self-reflection of faculty's growth and development in relation to implicit and systemic bias beginning in fall of 2021.
- Create and/or revise departmental diversity statements and submit these to the Office of Diversity and Inclusion by March 1, 2021.
- Create a departmental action plan regarding hiring/staffing, programming, curriculum design, and (re)naming of courses to be submitted to the Office of Diversity and Inclusion by March 1, 2021.
 - Explain what steps will be taken to support and retain recently hired faculty from underrepresented groups within the submission of the departments action plan.
- Audit course syllabi to discourage “reinforced whiteness” and rename courses to state clearly what they are, e.g., “Anglo-European Philosophy of the 1900s;” beginning in Fall 2020.
- Beginning in Fall 2021, incorporate a mandatory focus on social justice within First-Year Seminar courses to promote intergroup dialogue for incoming first-year students to fulfill the mission of socially responsible citizenship.

Long-term goals and/or goals that require committing additional labor and resources.

- Continue to engage in pedagogy training that addresses equity and inclusion in the classroom through the Johnson Center of Creative Teaching and Learning. Reward faculty for attending such events as part of the promotion and review process.
- By 2022, assess and remediate systemic and implicit biases in the design of our curricula by incorporating anti-racism into the Gettysburg Curriculum and programming across the College, to require that each student learns of the nature of structural racism and inequity from the onset of their Gettysburg College experience.

- Include in the revision of the official Gettysburg Curriculum a requirement that all students take a course surrounding themes of injustices faced by marginalized communities within their field of study.
 - Academic Policy and Program Committee (APPC) to develop a criterion for establishing if a course meets such requirements by 2022.
- Require all faculty to complete the IDI process, including goal setting, by May 2021.

STAFF

Items that can be implemented this year without allocating any substantial additional financial resources.

- Require implicit bias training at hiring and then continue bias education for all employees and student workers immediately.
- Require all supervisors to complete the IDI process, including goal setting, by May 2021.
- Have the Benefits Advisory Committee continue to review wage issues among support staff and student workers and provide a report to the President by June 2021.

Long-term goals and/or goals that require committing additional labor and resources.

- Elevate the College mission to offer consistent employment and engagement opportunities throughout the local community beginning fall 2020.
- Develop and require sensitivity training for perpetrators; include spending time with those to whom the racism was targeted beginning spring 2021.
- Provide mentoring opportunities across divisions and programs to reduce bias in the workplace beginning fall 2020.
- Create partnerships for local secondary students (e.g. expand local workforce-development programs, athletic mentoring) beginning fall 2021.

STUDENTS

Items that can be implemented this year without allocating any substantial additional financial resources.

- Create an Inclusion Chair position for the Executive Board within the Student Senate by December 2020.
- Create a student organization training around anti-racism, bias prevention, and inclusion by May 2021.
 - All student organizations should have an inclusion representative complete the aforementioned training by December 2021.
 - All student organization leaders should complete the IDI process, including goal setting, by May 2021.
- Immediately increase awareness around voting and registering to vote.

Long-term goals and/or goals that require committing additional labor and resources.

- Incentivize student organizations to promote inclusion and interaction between various student groups through funding and resources beginning Spring 2021.
- Beginning Fall 2021, mandate that all first-years take the IDI as part of the First-Year Experience and retake the IDI in their senior year in order to capture data of change.
- Immediately encourage and incentivize active participation in community service and engagement events (e.g. community clean-up, support food and clothing drives, participate in high school mentorship programs etc.).
- Encourage and incentivize all students to participate in the Institute for Healing Racism, Stop Bias at the Burg, and other campus events that focus on confronting injustice in our community scheduled for Spring 2021.

Athletics

Items that can be implemented this year without allocating any substantial additional financial resources

- Immediately create a landing page on the athletics website with resources on racial injustice issues.
- Encourage all coaches, staff, and athletes to participate in educational programming this fall: Kyle Williams - *A Long Talk*.

- Create an advisory board for current student athletes of color and also an alumni athlete of color advisory board by the end of the 2020-2021 academic year.
- Revise and add signage throughout athletic facilities to be more inclusive during fall 2020.
- Have all team captains complete the IDI process, including goal setting, by May 2021.

Long-term goals and/or goals that require committing additional labor and resources.

- Review the recruiting and retention process to increase a diverse group of student-athletes.
 - Submit a report to the Office of Diversity and Inclusion by the end of the 2020-2021 academic year.
- Include a Black Lives Matter game as part of the Centennial conference as soon as athletic programs resume.

Greek Life

Items that can be implemented this year without allocating any substantial additional financial resources.

- [The Greek Life Evaluation](#) process currently scores chapters on the following diversity and inclusion efforts: (a) not being responsible for any bias incidents, (b) trained equity and inclusion chair and representation in the Greek Life Equity and Inclusion Committee (GLEIC), (c) sponsorship/co-sponsorship of a program with a non-Greek organization, and (d) evidence of use of a developed inclusion plan. We recommend the following:
 - Change the evaluation process from a points model to a required/recommended model in light of distance learning considerations during the fall 2020 semester.
 - Require each chapter to submit an inclusion action plan by November 20th which specifically lists programming goals, policy changes, and ways to engage with the campus and community for the year.
 - Require each chapters' Equity and Inclusion Chairs attend the Greek Life Equity and Inclusion Committee (GLEIC)

- meetings as well as the Bias Awareness Resource Committee meetings.
- The Greek Life Equity and Inclusion Committee strengthen its efforts to educate the fraternity and sorority community.
 - Revise the GLEIC training that was implemented in Summer 2019 to include a heightened focus on anti-racism and be launched in the Fall 2020 semester.
 - Beginning in the Fall 2020 semester, GLEIC hold continued discussions about the history of our fraternities and sororities at Gettysburg College that acknowledge the exclusionary pasts of our historically white organizations and the practices that remain as barriers for individuals of marginalized identities.
 - The Fraternity and Sorority Community continue to support “Stop Bias at the Burg” week.

Long-term goals and/or goals that require committing additional labor and resources.

- Currently all new Greek Life members are required to attend trainings on diversity, equity, and inclusion as well as sexual violence prevention. We recommend:
 - The Office of Student Activities and Greek Life review and edit the new member diversity, equity, and inclusion training to ensure inclusion of bias prevention and anti-racism education by Fall 2021.
 - The Office of Student Activities and Greek Life implement a training for continuing members around anti-racism, bias prevention, and inclusion by Fall 2021.