

UNIT REPORT

Division of Research - Inclusive Excellence Strategic Plan Report (Full Report)

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Division of Research

Mission Statement & Plan Overview

Mission Statement:

Our mission is to enhance Clemson's reputation as a world-class research institution, while promoting a culture of discovery and excellence in a collaborative, diverse, safe and inclusive environment.

Strategic Plan Overview:

The Division of Research is committed to the ideals as set forth by the Clemson University Inclusive Excellence Initiative. In addition to the creation of a new mission statement, a standing committee will be formed to provide leadership for all aspects of the following plan to ensure transparency, accountability, and progress. The outlined goals are designed to increase diversity and inclusion across all areas of the division, including research support, facilities, personnel, and state and local outreach programs

Boost Current Research Efforts

Strategic Priority: Research and Scholarship

Focus Area : Communication to the campus regarding efforts towards inclusive excellence

Goal :

To help bolster the efforts of current and proposed Clemson University programs designed to encourage the inclusion of underrepresented/underserved populations in research

Objective 1:

Provide support services, including branding and marketing, as well as grant writing support, to assist current and proposed programs for the inclusion of underrepresented/underserved student populations in research programs across campus.

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Satisfactory Progress (Current Reporting Cycle)

Action Steps (O1):

1. Identify current campus programs designed to promote, enhance and improve research experiences for underrepresented/underserved populations, both at the undergraduate and graduate level; 2. Provide written materials (brochures, website, etc.) for support services available to these programs through the Division of Research; 3. Promote support services available to these programs through multiple forms of communication including newsletters, emails, and presentations at the university, college, department and program levels; 4. Sponsorship of special Division of Research programs to highlight the achievements of these programs; 5. Identify opportunities for grant funding and national programs designed to increase research opportunities for underrepresented/underserved undergraduate and graduate populations; 6. Assess the number of programs utilizing support services provided by the division.

Responsible Party(ies) (O1):

Nidhi Verma; Terri Bruce

Partners - On and Off Campus (O1):

Partnering will include multiple programs, departments and colleges, such as COSMIC, and NSF REU programs.

Baseline Data (O1):

An initial assessment of the number of these programs on campus and the level of involvement by the Division of Research

Measure(s) (O1):

Number of events, number of participants, overall demographics, research products produced, and grants submitted/awarded will be tracked annually.

Progress Updates (O1):

2021-2022: Nidhi Verma has worked to assist with documentation, technology, and marketing ideas within the division and has advocated for diversity, inclusion and equity in these area. A projects spreadsheet was created for tracking the Division of Research IEI plan projects and the team members working on them. In addition, a survey with some basic questions that might be useful for

other team members in collecting information across departments was created. Importantly, an IEI webpage was created for the division that includes DEI definitions. This site will be launched as part of the new Division of Research website and will provide information for other groups across campus regarding DEI efforts in research at Clemson.

Outcomes/Results - Previous Reporting Cycles (O1):

2020-2021

- Nidhi Verma was appointed to head up the efforts for this goal.
- We have developed a set of questions for inclusion in a Qualtrics survey that will be disseminated to colleges, departments and centers to identify current projects that are designed to promote, enhance and improve research experiences for underrepresented/underserved populations, both at the undergraduate and graduate level. These questions will be combined with other questions related to additional Division of Research IEI goals.

Objective 2:

Create a way to track grant applications that include DEI efforts using the InfoEd system

Start Date (O2): 01/24/2022

End Date (O2): 06/30/2026

Progress Status (O2): Substantial Progress (Current Reporting Cycle)

Action Steps (O2):

1. Discuss options with OSP (Sheila Lischwe) for inclusion of a question about whether or not a new proposal submission includes DEI efforts on the proposal submission form in InfoEd. 2. Design question and obtain approval from the VPR and Sheila Lischwe for its inclusion on the InfoEd form. 3. Add DEI information to Division of Research DEI web page. 4. Add web address to InfoEd question that researchers may visit in order to read a statement regarding DEI to aide in their decision regarding whether or not their proposed efforts meet the DEI criteria. 5. Work with Altheia Richardson to verify proposal submissions that have self-identified as ones that include DEI efforts. 6. Create and maintain list of proposals including title, PI name, agency/granter information, amount requested, proposed award date, PI home department and college. 7. Make data available to other groups on campus for use as baseline data in various efforts including IEI plans and reports.

Responsible Party(ies) (O2):

Nidhi Verma, Terri Bruce

Partners - On and Off Campus (O2):

Sheila Lischwe (OSP), Daniel Harris (InfoEd/CCIT for DoR), Altheia Richardson (Division of Inclusion and Equity)

Measure(s) (O2):

Number of proposals submitted that specifically include DEI efforts tracked annually

Progress Updates (O2):

2021-2022

The question for InfoEd has been approved and included in the software for all newly submitted proposals as of July 18, 2022. Approval was obtained from the American Association of Colleges and Universities (AACU) to post their "Diversity, Inclusion and Equity: Core Principles" statement to the Division of Research website so that PIs may use it as a guideline for determining whether their proposed efforts meet the criteria to be considered as DEI efforts. While tracking of submitted proposals has begun, we are still developing the work flow for collecting the data into a form that is easily disseminated to other parties.

Outcomes/Results - Current Reporting Cycle (O2):

- 64 proposals were submitted (July 18-September 16, 2022) that include DEI efforts

Celebrate Faculty & Staff

Strategic Priority: Research and Scholarship

Focus Area : Communication to the campus regarding efforts towards inclusive excellence

Goal :

To celebrate the commitment of faculty and staff to excellence in diversity and inclusion in research

Objective 1:

Institute new division-based awards for faculty and staff for recognition of significant contributions to the advancement of excellence in diversity, equity and inclusion (DEI).

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Satisfactory Progress (Current Reporting Cycle)

Action Steps (O1):

1. Appoint a committee to manage nominations and award selections; 2. Develop a budget for award honorariums; 3. Develop nomination and award criteria; 3. Publicize the nomination process for the awards; 4. Highlight nominees and their achievements in the division newsletter; 5. Arrange awards ceremony, which may coincide with other division awards

Responsible Party(ies) (O1):

Kathy Gibson; Terri Bruce

Partners - On and Off Campus (O1):

Associate Deans for Research, Department heads

Measure(s) (O1):

The number of applicants and awards given annually

Progress Updates (O1):

2021-2022: Cindy Smoak, who was in charge of this effort, resigned from the committee this year due to work load increases after COVID19. Kathy Gibson has now taken over leadership of this objective. Prior to Cindy Smoak's departure, she investigated similar awards at other universities and made a draft of general criteria that could be used for the awards. A preliminary nomination form has been generated and will be submitted to the VPR for approval in October 2022. The committee has suggested that monetary gifts be associated with the award. This, along with award amounts, is awaiting approval. It has also been requested that the awards be given at the May Focus on Research event along with other awards given by the Division of Research. It is anticipated that the inaugural awards will presented in May 2023.

Outcomes/Results - Previous Reporting Cycles (O1):

2020-2021

Cindy Smoak was appointed to head up this goal.

Research has been conducted to identify current DEI-related Clemson University awards and the recognition that is involved with them, including monetary award amounts. Diversity and inclusion-related award programs/recognition have also been investigated for other higher education universities. The eligibility criteria for these awards have been gathered and will be used to develop a draft of eligibility and award requirements.

Communication With Businesses Across SC

Strategic Priority: Strategic Partnerships

Focus Area : Contracting with diverse business enterprises

Goal :

To foster better communication between the Clemson University research enterprise and diverse business enterprises from across the state of South Carolina.

Objective 1:

Establish a database of diverse business owners as well as a database of diverse researchers at Clemson University in order to help facilitate partnerships for research activities including grant applications.

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Needs Greater Attention (Current Reporting Cycle)

Action Steps (O1):

1. Appoint leadership for the building and maintenance of the proposed databases; 2. Develop database criteria for business and research faculty/staff entries; 3. Develop easy query protocol and build database host website; 4. Determine criteria for database access; 5. Advertise database availability; 6. Track and assess groups linked through the databases

Responsible Party(ies) (O1):

Stanley Richardson; Terri Bruce

Partners - On and Off Campus (O1):

CURF, 3PhaseSC, SC Launch, businesses throughout the state, CCIT

Measure(s) (O1):

Number of links made through the database, the demographics of the link partners, and productivity of those links, including grants, products, pitches, investments, etc. annually

Progress Updates (O1):

2021-2022: Categories for the proposed database have been identified, such as demographics of the owners, number of employees and their demographics, area of expertise, interest in research collaborations with Clemson researchers, etc. The intent of this objective is ultimately to establish partnerships for research, employment and vendor relationships with a focus on providing support and research partnership opportunities for businesses, particularly those that owned by women, veterans, and individuals from under-

represented groups. The Clemson University Research Foundation (CURF) was contacted to determine if they had any relevant records of SC businesses that could be used as initial information for the database. They were unable to provide this type of information, so the efforts have now begun to contact alternate sources of information on SC businesses through the following: Larger Chambers of Commerce across the State, SC Research Authority, and internet searches. These efforts will provide contacts for dissemination of a short form for businesses, particularly those interested in Clemson programs and research effort collaborations, to complete and return. Ideally, we will be able to recruit an additional committee member to assist Stanley Richardson with this objective as it will require more fundamental research into SC businesses than originally anticipated.

Outcomes/Results - Previous Reporting Cycles (O1):

2020-2021

Stanley Richardson was appointed to head up this goal.

Research into the fields that should be included in the database has begun and a partial list of these fields has been established. We are currently working to identify a point person within CURF so that we can more easily leverage their current resources for easier data gathering and workflow establishment.

Objective 2:

Stronger promotion of research and entrepreneurship partnering opportunities specifically aimed at diverse business enterprises throughout the state of South Carolina

Start Date (O2): 08/01/2022

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

1. Identify statewide programs and events targeted to diverse business owners; 2. Establish branded marketing materials to highlight special partnering opportunities at Clemson University; 3. Develop a "roadshow" booth and budget for participation at business events throughout the state aimed at accessing the target groups; 4. Use iPads to register individuals to receive information regarding programs at Clemson.

Partners - On and Off Campus (O2):

CURF, 3PhaseSC, SC Launch, other business event sponsors within the state, CCIT

Baseline Data (O2):

Number of targeted events the division sent representation during 2021-2022

Measure(s) (O2):

Number of targeted events attended, number of participants engaging in the events and the demographics of the participants in the events annually

Diverse Business Enterprise Support

Strategic Priority: Strategic Partnerships

Focus Area : Engagement with diverse communities in the state / region

Goal :

To develop and advance entrepreneurial support programs for diverse owners of business enterprises within the state of South Carolina

Objective 1:

Establish a series of special networking and informational sessions aimed at addressing topics of relevance to diverse owners of businesses within the state of South Carolina

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

Develop a list of topics of interest to women, minority and veteran business owners in conjunction with CURF and the INSPIRE program director; 2. Develop a budget for the program; 3. Develop a calendar of events for the program; 4. Invite business leaders and experts for targeted events; 5. Develop a list of targeted business owners throughout the state to receive promotional material regarding events; 6. Work with Clemson University development group, local and state business entities to develop sponsorship for the events

Partners - On and Off Campus (O1):

CURF, 3PhaseSC, SC LAUNCH, and other state business groups, CU Development Office

Baseline Data (O1):

Number of targeted events in Year 2021-2022 sponsored by the division for diverse business owners throughout the state of South Carolina

Measure(s) (O1):

Number of events, number of participants, number of speakers and sponsors, and the demographics of all relevant groups will be tracked annual; annual survey data

Diversity & Inclusion Research Directory

Strategic Priority: Climate and Infrastructure

Focus Area : Support services for underrepresented / underserved populations

Goal :

To develop a DEI research directory to help foster collaboration and highlight ongoing efforts across the university

Objective 1:

Provide a searchable directory that provides information regarding faculty and staff DEI efforts across campus

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

1. Develop the directory, defining pertinent information to be included; 2. Share directory on the Inclusion and Equity Website; 3. Promote the completed directory to faculty and staff and encourage participation

Partners - On and Off Campus (O1):

All colleges and divisions; Access & Equity; Diversity & Inclusion

Measure(s) (O1):

Number of new entries per year; Number of times database is accessed per year

Diversity, Equity & Inclusion (DEI) Workflow Awareness

Strategic Priority: Climate and Infrastructure

Focus Area : Communication to the campus regarding efforts towards inclusive excellence

Goal :

To implement workflows that ensure all members of the campus research community are made aware of its ongoing efforts towards DEI.

Objective 1:

Provide information of past, present and prospective research programs designed to increase DEI within the research community

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

1. Identify individual contacts for faculty and staff senate responsible for newsletters and other communication methods; 2. Charge Division of Research newly formed Inclusive Excellence Initiative Committee with identifying past, present, and prospective research programs designed to increase diversity and inclusion within the research community through survey development and reports to be generated annually to highlight available diversity and inclusion opportunities for Clemson University faculty and staff members; 3. Charge Division of Research publicity group with identifying new methods of providing information of division programs for diversity and inclusion to all members of the Clemson University faculty and staff; 4. Provide annual report and survey information regarding past, present, and prospective programs to all Clemson University faculty and staff

Responsible Party(ies) (O1):

Robin Tyndall; Nidhi Verma; Terri Bruce

Partners - On and Off Campus (O1):

Faculty and staff senates; Division of Research Publicity group

Measure(s) (O1):

Number of communications annually; communication methods utilized annually; annual survey results and reports

Facility Accessibility

Strategic Priority: Climate and Infrastructure

Focus Area : Inclusive and equitable facilities

Goal :

To ensure that all core facilities are accessible by all individuals

Objective 1:

Develop an assessment plan of all core facilities to determine their current level of accessibility to all people.

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Satisfactory Progress (Current Reporting Cycle)

Action Steps (O1):

1. Develop a survey to determine current accessibility levels and limitations to all core facilities for all persons to be administered annually; 2. Develop accessibility notification app for individuals to report immediate accessibility issues; 3. Produce annual report on facility accessibility including survey data and app data

Responsible Party(ies) (O1):

Justine Rene Gradillas, Terri Bruce

Partners - On and Off Campus (O1):

Partners will include Access and Equity, CCIT and Campus Facilities across the state at research locations.

Measure(s) (O1):

Annual survey data; Accessibility app; annual report

Progress Updates (O1):

Travis Pruitt, who was in charge of this effort, resigned from the committee this year due to work load increases after COVID19. Justine Gradillas from the Office of Research of Organizational Development at the Youth Learning Institute joined the Division of Research I&E Committee in May 2022. She was assigned to the committee's goal of ensuring inclusive and equitable facilities at all Division of Research locations across the state. This goal addresses the strategic priority of climate and infrastructure. Justine met with Billy Edwards, Chair of the Accessibility Commission to discuss the current usability of the Clemson Accessibility Portal and the intention to conduct a university-wide accessibility needs assessment with a focus on off-campus research facilities and locations. Billy has extended an invitation to Justine to participate in ongoing meetings as the needs assessment project evolves.

Outcomes/Results - Previous Reporting Cycles (O1):**2020-2021**

Travis Pruitt was appointed to head up this goal.

A list of all facility and center leaders has been generated. Initial survey questions to determine current accessibility levels and limitations to all core facilities for all persons have been written. These questions will be presented to the DoR DEI committee for comments at the October 6, 2021 meeting.

Objective 2:

Develop and implement plan to improve accessibility of programs and facilities to all people based on identified issues and needs.

Start Date (O2): 08/01/2022

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

Appoint committee/action group to oversee accessibility issues/projects; 2. Review outcomes of accessibility surveys and app reports; 3. Develop list of needed improvements to ensure accessibility to Division of Research resources; 4. Develop budget for identified accessibility improvement projects; 5. Apply for federal grant funds for any infrastructure improvements needed for increased accessibility; 6. Conduct and report results of a yearly audit of progress towards needed improvements.

Partners - On and Off Campus (O2):

Partners will include Access and Equity, CCIT and Campus Facilities across the state at research locations.

Baseline Data (O2):

Initial survey results

Measure(s) (O2):

Number of needed improvements identified annually; number of improvement projects initiated and completed annually; number of grants applied for and received annually; annual audit results

Highlighting Inclusion, Equity & Diversity (DEI)

Strategic Priority: Climate and Infrastructure

Focus Area : Inclusive and equitable marketing and branding efforts

Goal :

To institute practices and policies to ensure that all marketing and branding efforts are planned and produced with an emphasis on highlighting DEI.

Objective 1:

Author a Mission Statement for the Clemson University Research Division that signifies commitment to DEI.

Start Date (O1): 10/01/2019

End Date (O1): 12/01/2019

Progress Status (O1): Completed

Action Steps (O1):

Author a new Mission Statement for the Clemson University Division of Research 2. Submit the new Mission Statement to the Vice President of Research and direct reports for comments; 3. Edit and adopt the new Mission Statement for the Clemson University Division of Research; 4. Utilize the new Mission Statement in future publications for the division.

Responsible Party(ies) (O1):

Terri Bruce

Measure(s) (O1):

New Mission statement

Progress Updates (O1):

This objective was completed with the authoring, adoption and use of a new mission statement for the Clemson University Division of Research. The new statement incorporates the division's goal of fostering a more diverse and inclusive environment throughout the research arm of Clemson University.

Outcomes/Results - Current Reporting Cycle (O1):

The following is the new Mission Statement for the Division of Research: "Our mission is to enhance Clemson's reputation as a world-class research institution, while promoting a culture of discovery and excellence in a collaborative, diverse, safe and inclusive environment."

Objective 2:

Emphasize DEI in all marketing and branding efforts for the Division of Research

Start Date (O2): 08/01/2022

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

Review and update the Division of Research visual brand guide. This will include adding the new Mission Statement to all items as well as guidelines for ensuring that marketing and branding items are constructed with a focus on DEI; 2. Review current marketing and branding products for DEI; 3. Distribute new branding guides to all Division of Research employees.

Measure(s) (O2):

Updated brand guide; Number of marketing/branding products utilizing new DEI guidelines annually

Hiring Diverse Faculty & Staff

Strategic Priority: Leadership Support and Development

Focus Area : Leadership development opportunities for underrepresented populations

Goal :

To engage in forward thinking hiring of new division faculty and staff from underrepresented/underserved populations with the idea of growing diversity in leadership from within the division.

Objective 1:

Focus on hiring of underrepresented/underserved faculty and staff for positions that include leadership growth opportunities and incentives that promote retention while also creating a strong pool of applicants from diverse populations for future leadership positions.

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

Identify continuing education opportunities available for leadership development; 2. Develop the curriculum for a leadership pathway and development program including required courses and opportunities for elective courses; 3. Develop guidelines for inclusion of EPMS and Digital Measures goals designed to train future leaders so that retention and promotion from within may be conducted

Partners - On and Off Campus (O1):

Multiple division heads

Baseline Data (O1):

The number of division employees and leaders in 2021-22 from underrepresented/underserved populations

Measure(s) (O1):

Number of new division employees and leaders from underrepresented/underserved populations, the number of years of service of employees, and the number of employees promoted from within the division to leadership positions following inclusion in the leadership development pathway, demographics of employees involved

Inclusion of Employees

Strategic Priority: Climate and Infrastructure

Focus Area : Inclusive and equitable institutional practices, policies and procedures

Goal :

To ensure inclusion of all Division of Research employees in division communication

Objective 1:

Enhance communication within the Division of Research so that all employees are included.

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

1. Identify individuals responsible for employee communications for all subgroups within the division; 2. Identify current forms of communication within the division and who receives them, including emails, newsletters, memos, etc.; 3. Conduct survey of all division employees regarding current communication methods and practices; 4. Develop best methods and practices for effective communication with all division employees based on survey results.; 5. Collaborate with communication personnel across the division to ensure that communications are successfully delivered to all faculty/staff/offices within the division.; 6. Consider sending division communications to wider audiences outside the division.

Baseline Data (O1):

Year 2021-2022 communication methods and practices

Measure(s) (O1):

Survey results annually; Documented best practices

Inclusive Recognition of Employees

Strategic Priority: Climate and Infrastructure

Focus Area : Recognizing the contributions of people from diverse populations

Goal :

To provide recognition of individual successes, ensuring that all recognition events are inclusive of all division employees

Objective 1:

Development of program to highlight the achievements of people from diverse populations within the division

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Substantial Progress (Current Reporting Cycle)

Action Steps (O1):

1. Identify head of program; 2. Identify publications, areas, websites, etc., where division employee achievements will be highlighted; 3. Develop format for stories, including information regarding the individual's success in their position and personal information; 4. Develop nomination process for the program, including self-nomination guidelines; 5. Develop selection guidelines for the monthly highlighted employee, including measures to ensure diversity and inclusion.

Responsible Party(ies) (O1):

Kathy Gibson; Terri Bruce

Partners - On and Off Campus (O1):

Division of Research program leads, publicity group and employees

Measure(s) (O1):

Number and demographics of employees nominated annually; Number and demographics of employees highlighted annually

Progress Updates (O1):**2021-2022**

A nomination process has been developed, including google forms for the nomination and for gathering information from the nominee(s). The first nominee will appear in the first Division of Research newsletter for the 2022-23 academic year (anticipated to be October 2022), and is also featured on the new IEI webpage for the Division of Research. The nomination procedure is outlined on the webpage as well as links to the google forms. Initially, one individual will be highlighted every quarter, but this will increase to monthly if warranted by the number of submitted nominations. If more than one nomination is submitted in an award period, the IEI Committee will select the nominee to feature. Afterwards, the remaining nominees will be saved for the following feature period. This program will allow us to highlight individuals from within the division. The questions that nominees answer are designed to highlight their successes, personality and unique attributes. The ability to self-nominate will help to ensure that everyone in the division has an opportunity to be highlighted and celebrated.

Increase Intercultural Competence

Strategic Priority: Education and Training

Focus Area : Intercultural competence of faculty and staff

Goal :

To improve/increase overall intercultural competence of division faculty and staff members to better provide an environment of DEI.

Objective 1:

Appoint Division of Research coordinator to lead efforts in identifying opportunities and developing policies and requirements for improved intercultural competence of division faculty and staff.

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

1. Identify coordinator for intercultural competence for the Division of Research as a standing member of the committee for Inclusion and Diversity; 2. Charge coordinator with developing an enhanced plan for educational training and promotion of cultural diversity for division employees and research faculty and staff within the university; 3. Identify educational and training programs for multi-cultural awareness both within and outside the university for all division employees and research active faculty and staff; For example, Policies and Procedures for Equitable Treatment, Civil Treatment training; 4. Develop and maintain a current list of available educational materials and course offerings on diversity and inclusion available to increase multi-cultural awareness within the division and the Clemson research community; 5. Identify proper method of distributing list of opportunities and upcoming events both on and off campus to division employees and research active faculty and staff; 5. Advertise opportunities for multi-cultural training program; 6. Investigate embedding faculty and staff goals related to multi-cultural training in EPMS and Digital Measures goal planning stages for division employees; 7. Identify and offer "multi-cultural awareness in research" training workshops as part of division faculty and staff meetings and new employee orientation.

Partners - On and Off Campus (O1):

Civil Treatment Program Coordinator; Multiple outside groups and organizations designed to promote multi-cultural awareness

Baseline Data (O1):

Year 2021-2022 type and number of training requirements and completion rates, Number of educational and training opportunities in multi-cultural awareness currently advertised by the division

Measure(s) (O1):

Training requirements; list of course offerings; Number of trainings offered annually; annual participation rates; assessment data; Number of Digital Measures and EPMS with embedded requirements annually; Number of DOR employees participating in diversity and inclusion courses annually; Number of training opportunities advertised by the division annually; Division participation rates tracked annually

Increase Research Funding

Strategic Priority: Research and Scholarship

Goal :

To provide assistance to faculty, staff and students to increase research funding that leads to greater DEI in research.

Objective 1:

Maintain a comprehensive list of research opportunities that provide funding for programs that lead to an increase in DEI in research

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

Assign personnel to maintain a current list of research funding opportunities for programs designed to increase DEI in research ; 2. Include list of opportunities on Division of Research website; 3. Highlight upcoming deadlines for funding opportunities in Division of Research communications such as newsletters and emails to faculty, staff and students

Partners - On and Off Campus (O1):

Sponsored Programs, CCIT, OTEI

Measure(s) (O1):

Number of highlighted grant opportunities, number of participants and their demographic number of submitted proposals and awards assessed annually

Objective 2:

Develop lectures and workshops designed to provide enhanced grant writing tips to train all researchers on how to include DEI goals in their proposal development process

Start Date (O2): 08/01/2022

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

1. Identify current programs, such as workshops, educational materials and lectures, available for assisting with authorship of broader impact statements; 2. Identify opportunities for new content inclusion for existing programs or development of new programs, including workshops, educational materials and lectures, designed to assist with authorship of proposals that provide funds for increasing DEI in research; 3. Develop new content and workshops on how to write effective proposals to secure funding for increased DEI in research; 4. Partner with the Office of Teaching Effectiveness to offer new programs to research faculty, staff and students; 5. Track number of participants in new programs and number of proposals submitted that focus on increasing DEI in research.

Partners - On and Off Campus (O2):

Sponsored programs, Clemson University Graduate School, OTEI

Baseline Data (O2):

Number of lectures and workshops offered, number of grant awards/proposal submissions that focused on increasing DEI in research submitted in 2021-22

Measure(s) (O2):

Number of new lectures and workshops on grant writing skills and tips, number of participants and their demographics, number of submitted proposals and awards that focus on increasing DEI assessed annually

Objective 3:

Develop a travel assistance grant for faculty, staff and students who have demonstrated a commitment to excellence in DEI in research to attend conferences, workshops, and government funding agencies to help increase their networking opportunities

Start Date (O3): 10/02/2022

End Date (O3): 06/30/2026

Progress Status (O3): Not Yet Begun

Action Steps (O3):

1. Develop a budget for the travel awards; 2. Appoint a committee to manage the award process; 3. Develop guidelines for proposal submission; 4. Advertise call for proposals

Measure(s) (O3):

Number of travel grants awarded, Number of proposals submitted, demographics of the applicants, number of presentations given, number of awards received, number of contacts made with national grant agency program officers annually

Increase Underrepresented Faculty

Strategic Priority: Recruitment and Retention

Focus Area : Recruitment of underrepresented faculty and staff

Goal :

To increase the number of faculty and staff from underrepresented/underserved populations

Objective 1:

Work with colleges and departments to identify grant opportunities for increasing the number of faculty from underrepresented/underserved populations within their field of research.

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun**Action Steps (O1):**

1. Identify grant opportunities for centers and cluster hires aimed for the university; 2. Identify departments and individual researchers to be involved in grant applications; 3. Apply for hiring grants aimed at increasing the number of faculty from underrepresented/underserved populations within their field of study.

Partners - On and Off Campus (O1):

Various college deans, department heads; Office of the Provost

Baseline Data (O1):

Year 2021-2022 number of faculty from underrepresented/underserved populations in each discipline

Measure(s) (O1):

Number of grants written and awarded and number of new faculty from underrepresented/underserved populations added as a result of acquired funding reported annually

Objective 2:

Provide start-up fund supplemental grants to encourage the recruitment of candidates from underrepresented / underserved populations within their research field.

Start Date (O2): 08/01/2022

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

1. Develop a budget in conjunction with the Office of the Provost for internal grant opportunities for start-up fund supplements; 2. Develop internal grant application guidelines for start-up fund supplements

Partners - On and Off Campus (O2):

Office of the Provost; various deans/department heads

Baseline Data (O2):

Start-up funding and demographics of faculty/staff hired from this initiative during 2021-22

Measure(s) (O2):

Start-up funding and demographics of faculty/staff hired from this initiative annually

Objective 3:

Production and distribution of marketing and branding materials aimed at demonstrating the cultural diversity and inclusion at Clemson University for the purpose of recruitment of faculty and staff from diverse populations.

Start Date (O3): 08/01/2022

End Date (O3): 06/30/2026

Progress Status (O3): Not Yet Begun

Action Steps (O3):

1. Work with associate deans for research and department heads to establish outlines for new marketing and branding products to attract diverse applicants; 2. Produce quality division materials to highlight diversity and inclusive research efforts; 3. Identify specific media outlets that are designed to reach underrepresented/underserved populations for advertising open university and division positions; 4. Participate in the Clemson referral program to identify promising talent for new division hires

Partners- On and Off Campus (O3):

Office of the Provost; Various deans/department heads

Measure(s) (O3):

Number of marketing and branding materials designed to help attract diverse applicants annually; Number of media outlets and demographics of users reached annually; Number of referrals received annually; demographics of division faculty and staff reported annually

Oversight of Division of Research Inclusive Excellence Plan

Strategic Priority: Climate and Infrastructure

Focus Area : Inclusive and equitable institutional practices, policies and procedures

Goal :

To designate a division oversight committee, guided by a focus leader, to oversee the implementation, assessment and reporting of the adopted Inclusive Excellence Initiative plan.

Objective 1:

Establish a standing committee responsible for oversight of implementation, assessment, reporting and programmatic support

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Satisfactory Progress (Current Reporting Cycle)

Action Steps (O1):

The charge, including specific duties, for the establishment of an Inclusive Excellence Initiative Committee for the Division of Research will be issued by the VPR; 2. Identify committee members through nomination, which may include self-nomination. Members will be appointed by either the VPR or committee chairperson; 3. Establish meeting schedule for committee.; 4. Charge committee with oversight of the strategic plan for commitment to DEI for the Division of Research and issuance of annual progress reports.

Responsible Party(ies) (O1):

Tanju Karanfil; Terri Bruce

Partners - On and Off Campus (O1):

Council for Diversity and Inclusion; Inclusion & Equity

Baseline Data (O1):

There is a committee (2020-2021) for the development of the Inclusive Excellence Initiative plan, which includes a chairperson and eight committee members who meet monthly.

Measure(s) (O1):

annual committee roster; # of meetings annually, annual reports

Progress Updates (O1):

2021-2022

The standing committee, led by Terri F. Bruce, meets on a quarterly basis to discuss progress towards the objectives laid out in the IEI plan for the Division of Research, as well as to conduct assessment of the year's progress towards those goals. In addition, the chair meets with individual committee members as needed to discuss certain objectives more in depth. This year has seen a great deal of change in personnel on the committee, as two members left the university, and two members resigned due to an increase in work duties. One of the members who left the university (from the Youth Learning Institute) has been replaced. The new member, Justine Rene Gradillas, from YLI, is now a member of the committee; however, the standing committee is still short by three members. Recruiting efforts are ongoing to replace these members, as their absence is significantly affecting the productivity of the committee as evidenced in some of the objectives reported herein.

Outcomes/Results - Current Reporting Cycle (O1):

2021-2022

- Returning chairperson is Terri Bruce
- Returning committee members are: Kathy Gibson, Stanley Richardson, Robin Tyndall, and Nidhi Verma
- Justine Rene Gradillas joined the committee this year
- The committee is currently short three members and recruitment is ongoing
- The chair held 6, one-on-one meetings with specific committee members to discuss assigned objectives more in depth
- 4 full committee meetings were held (quarterly)

Outcomes/Results - Previous Reporting Cycles (O1):

2020-2021

- The standing committee for the Inclusive Excellence Initiative for the Division of Research was appointed and includes the following members: Terri F. Bruce (Chair); Kathy Gibson, Melanie Hammack, Maria Petrakos, Travis Pruitt, Stanley Richardson, Cindy Smoak, Robin Tyndall, Nidhi Verma
- On June 9, 2021, VPR Tanju Karanfil charged the group with the task of executing the IEI plan for the Division of Research through their committee work. As a result, the plan was placed into the implementation phase and committee members were assigned specific oversight responsibilities for various aspects of the plan.

Research & Lab Enhancement

Strategic Priority: Climate and Infrastructure

Focus Area : Inclusive and equitable development / fundraising practices

Goal :

To provide enhanced Sponsored Programs support for the development of grant proposals to promote diversity and inclusion in the research laboratories and graduate programs of Clemson University.

Objective 1:

Increase the number of grant proposals and awards aimed at recruiting and retaining qualified students, faculty and staff in order to grow diversity and inclusion from within the university.

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

Assess current promotion level of research opportunities aimed at enhancing diversity and inclusion; 2. Develop an R-initiative grant opportunity aimed at rewarding and encouraging investigators to seek out funding to increase underrepresented/underserved groups in all areas of research at Clemson; 3. Develop a list of grant opportunities available for increasing underrepresented/underserved groups in all areas of research

Partners - On and Off Campus (O1):

Sponsored Programs

Baseline Data (O1):

Number of funded grants (Year 2021-2022) designed to increase underrepresented/underserved groups in all areas of research at Clemson University

Measure(s) (O1):

Number of R-initiatives applied for/awarded, number of proposals submitted, number of proposals awarded, and number of individuals from underrepresented/underserved populations recruited/retained due to awards will be tracked annually.

Research Leadership Development Opportunities

Strategic Priority: Leadership Support and Development

Focus Area : Leadership development opportunities for underrepresented populations

Goal :

To provide/enhance leadership development opportunities for underrepresented/underserved populations to gain insight and experience in research enterprise related leadership activities.

Objective 1:

Develop a mentoring program framework for individuals from underrepresented/underserved populations who are interested in learning leadership skills needed in university-level research enterprise activities. These areas could include sponsored programs, research center leadership, intellectual property policy, contracts, and entrepreneurship.

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Needs Greater Attention (Current Reporting Cycle)

Action Steps (O1):

1. Assess interest level and topics of interest among faculty and staff from target groups across the university; 2. Identify leader and committee to provide leadership for the program; 3. Identify interested mentors from division leadership in various areas; 4. Develop guidelines for the program including goals, milestones, mentor pairing procedure, release time, and application process; 5. Advertise program; 6. Enroll participants

Responsible Party(ies) (O1):

Melanie Hammack; Terri Bruce

Partners - On and Off Campus (O1):

Multiple division heads

Measure(s) (O1):

Number of program participants and participant demographics, number of program participants applying for leadership positions and number of program participants selected for leadership positions tracked annually.

Progress Updates (O1):

2021-2022

Melanie Hammack, who was previously in charge of this effort, left the university in December 2021. She was replaced by Justine Rene Gradillas, who is currently working on different objectives within the IE Plan. A preliminary list of questions was generated to be distributed to several groups in order to begin assessing the leadership programs currently available on campus. This work was paused after committee member Hammack's departure and the awareness that at some point, other IE plan administrators and committees on campus may in fact be interested in developing one general survey for the entirety of campus that would include assessment information like what we are seeking. We will continue moving forward with this important objective as soon as we are able to identify a new committee member who can take on this responsibility.

Outcomes/Results - Previous Reporting Cycles (O1):

2020-2021

- Melanie Hammack was appointed to head up this goal.
- A list of survey questions to assess the current programs and opportunities available and topics of interest is being generated. These questions will be presented to the DoR IEI committee at the October 6, 2021 meeting. In addition, names are being gathered for the formation of an advisory panel. This panel will function in a similar capacity as the current group for Research Proposals & Activities.

Objective 2:

1. Develop a lecture series on research enterprise leadership skills with invited speakers from underrepresented / underserved populations who can provide valuable insight and mentoring opportunities

Start Date (O2): 08/01/2022

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

Develop survey designed to assess interest in topics related to research enterprise leadership; 2. Develop travel budget for lecture series; 3. Develop calendar of lectures; 4. Identify and invite research enterprise leaders for lecture dates; 5. Advertise lecture series and individual lectures through multiple sources

Partners - On and Off Campus (O2):

Multiple division leaders, TIGER Advance, CURF, Gantt Multicultural Center, Clemson University Alumni Association, outside universities and businesses

Baseline Data (O2):

Year 2021-2022 number of lectures and events with invited speakers from underserved/underrepresented populations offered.

Measure(s) (O2):

Number of lectures, number of participants, and demographics of invited speakers and participants will be tracked annually; survey results

Research Proposals & Activities

Strategic Priority: Research and Scholarship

Focus Area : Research involving underrepresented / underserved populations

Goal :

To assume a leadership role in providing insights into how best to include DEI goals in research proposals and activities for the Clemson research community.

Objective 1:

Develop courses and reading material for investigators on the practical, strategic and winning methodologies for the inclusion of DEI goals in grant proposals and research activities.

Start Date (O1): 12/03/2020

End Date (O1): 06/30/2026

Progress Status (O1): Satisfactory Progress (Current Reporting Cycle)

Action Steps (O1):

1. Develop a list of grant RFPs that require broader impact statements specifically aimed at diversity and inclusion; 2. Develop courses, websites and lectures on how to effectively communicate diversity and inclusion initiatives in proposal submissions; 3. Develop multi-cultural programs and experiences that researchers can engage in and include in grant proposals

Responsible Party(ies) (O1):

Robin Tyndall; Terri Bruce

Measure(s) (O1):

Number of lectures, workshops, classes, materials, and programs developed to meet this goal, number of participants in these activities, and the number of proposals submitted and awarded following participation in these activities annually

Progress Updates (O1):

2021-2022

The formation of a working group for the development of topics of interest for DEI as they pertain to research was postponed as many of the original people who had been approached to serve in the group left the university. We are now engaged in identifying new potential members for this group. As positions at the university are still being filled, we will postpone this activity until new hires are in place and trained. This activity will be resumed in the next reporting period. We will utilize the list of topics and suggestions generated from a previous focus group for addressing how the Division of Research can integrate DEI initiatives into lectures and other resources. These topics include:

- Growing diversity in research leadership
- Intentional mentoring to foster inclusion
- Gender equity in research design (human and animal subjects)
- Ensuring diversity of representation in human subjects research
- Growing diverse voices in research publications

To help foster the sharing of ideas, the BOX folder that was set up for the focus group to share resources on topics as they relate to DEI in research has remained in place. In addition, a google form is available to collect new topic ideas for lectures and seminars. These resources will be used with the newly identified working group when it is assembled.

One of the main objectives for this initiative is to develop simple guidelines for Clemson researchers to be able to follow in order to understand and meet newly outlined goals from the major funding agencies, including NIH, NSF, DoD, EPA, USDA, etc. While these agencies have stated that they will be making changes to their policies and proposal requirements with regards to DEI initiatives, they are still in their planning phases and have not yet released new guidelines in most cases. We will continue to monitor DEI announcements by these agencies through communication with the Office of Sponsored Programs as well as federal sites including Grants.gov.

One new lecture was held this year on March 30, 2022. Although no new classes, materials or programs were developed this year, plans are ongoing for new lectures and materials for addressing DEI efforts in new proposal submissions. One area that is being explored for the development of a lecture or workshop is how to design experiments to ensure diversity in human subjects research, as this has become a primary focus for health-related funding and clinical trials/studies.

Outcomes/Results - Current Reporting Cycle (O1):

2021- 2022:

- March 30 RCR Workshop; Title: Inclusivity and Accommodations in Research Labs; Presenter: Channon Chambers and Priscilla Harrison; Attendees: 15
 - Description: This session will provide participants with resources on how PIs and students can request accommodations in research labs as well as examples of research lab accommodations that have already been completed to allow continued inclusivity in research at Clemson.

Outcomes/Results - Previous Reporting Cycles (O1):

2020-2021:

Two panel discussions, one workshop and one paper session were held. These included:

- March 23 Panel Discussion - held as part of Women's Celebration Month; Title: Women in Business; Panelists: Tommi Jones, Delphine Dean, Terri Bruce, Rebekah Adams, Hanan Alnizami, Tasha Benfield; Attendees: 15; Guiding Questions
 - What's one piece of advice you would give to folks just starting out in their career?
 - What's one experience that highlighted for you why you wanted to pursue your field?
 - How has your role as a woman (+ other identities you hold) shaped your journey thus far?
 - Has your perspective on yourself/your career changed over time? How?
- April 8 RCR workshop; Title: Centering Equity in Research Collaborations; Presenters: Dr. Natasha Croom and Dr. Rachel Wagner; Attendees: 13
 - Description: Collaborative research teams are a desirable part of academic scientific research. Building collaborations combines different skillsets, strengths, and perspectives, enriching the research beyond what an individual researcher can accomplish. Incorporating equity, diversity, and inclusion will only build stronger research teams. This workshop will (1) introduce and expand equity, diversity, and inclusion concepts, (2) deepen participants capacity to critically analyze research collaborations, and (3) apply DEI concepts to research team case studies
- May 4 Research Symposium Hybrid Panel; Title: Inclusion in Research; Attendees: 16
 - Description: This hybrid session included paper presentations and a panel discussion during the annual research symposium sponsored by the Division of Research. A panel discussion was held and three papers were presented, each followed by a brief Q&A Session:
 - Adaptive Sports for Individuals with Disabilities: Understanding Attitudes and Impacts; Presenter: Dr. Jasmine Townsend
 - How gender representativeness within a department impacts teaching evaluations; Presenter: Dr. Oriana Rachel Aragon
 - A teacher like me: Closing the achievement gap through increasing ethnoracial congruence between teachers and students
 - Presenter: Dr. Faiza Jamil; Panel Title: Building Diverse and Equitable Research Collaborations
 - Panelists: Dr. Shelia Cotton, Dr. Natasha Croom, Dr. Terri Bruce, Dr. Oriana Rachel Aragon, Dr. Faiza Jamil
 - Description: Panel discussion was held around the value of intentionally diverse research teams and collaborations (race, gender identity, age, discipline, disability, etc.) and how to leverage all perspectives/hear all voices.

Strengthening Diverse Community Partnership(s)

Strategic Priority:

Strategic Partnerships

Focus Area : Engagement with diverse communities in the state / region

Goal :

To develop programs and resources aimed at strengthening university partnerships with diverse communities from across the state of South Carolina.

Objective 1:

Develop a summit with local, regional and state leaders from diverse populations to discuss the current state of outreach programs headed by the division and to garner ideas for new ones.

Start Date (O1): 08/01/2022

End Date (O1): 09/01/2022

Progress Status (O1): Not Yet Begun

Action Steps (O1):

1. Appoint a committee to manage the planning for a summit of community leaders; 2. Develop a budget and plan for the summit; 3. Acquire sponsors or grant funds for the summit; 3. Develop organized assessment tools to be utilized during summit; 4. Identify participants to be invited; 5. Hold summit

Partners - On and Off Campus (O1):

CURF, YLI, Call Me Mister, business and research partners from across the state of South Carolina

Baseline Data (O1):

Assessment of Year 2021-2022 partnerships with underrepresented/underserved populations within the local, regional and state communities

Measure(s) (O1):

Number and demographics of participants, organizations represented, assessment data, number of ideas generated

Objective 2:

Construct a five-year plan to develop and implement programs and initiatives to strengthen partnerships between the division and diverse communities within the state

Start Date (O2): 01/17/2023

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

1. Review data and information from the partnership summit; 2. Develop a list of identified areas where new programs and initiatives could help strengthen partnerships with diverse communities within the region and state; 3. Develop 5-yr plan; 4. Update Inclusive Excellence Initiative strategic plan as needed based upon 5-yr plan objectives and outcomes.

Partners - On and Off Campus (O2):

CURF, YLI, Call Me Mister, Clemson Development Office, business and research partners from across the state of South Carolina

Baseline Data (O2):

Identify Year 2022-2023 programs designed to foster partnership between the division and diverse communities within the state

Measure(s) (O2):

5-yr plan; changes made to Inclusive Excellence Initiative strategic plan

Support Accessibility

Strategic Priority: Climate and Infrastructure

Focus Area : Inclusive and equitable institutional practices, policies and procedures

Goal :

To ensure that all Division of Research work groups and research support programs are accessible by all individuals

Objective 1:

Develop an assessment plan of all Division of Research work groups and research support programs to determine their current level of accessibility to all people.

Start Date (O1): 08/01/2022

End Date (O1): 06/30/2026

Progress Status (O1): Not Yet Begun

Action Steps (O1):

1. Develop a survey to determine current accessibility levels and limitations to all Division of Research work groups and research support programs for all persons to be administered annually; 2. Develop accessibility notification app for individuals to report immediate accessibility issues; 3. Produce annual report on work study and research support program accessibility including survey data and app data

Measure(s) (O1):

Annual survey data; Accessibility app; annual reports

Objective 2:

Develop and implement plan to improve accessibility of Division of Research work groups and research support programs to all people based on identified issues and needs.

Start Date (O2): 01/01/2023

End Date (O2): 06/30/2026

Progress Status (O2): Not Yet Begun

Action Steps (O2):

1. Appoint committee/action group to oversee accessibility issues/projects; 2. Review outcomes of accessibility surveys and app reports; 3. Develop list of needed improvements to ensure accessibility to Division of Research work groups and research support program resources; 4. Develop budget for identified accessibility improvement projects; 5. Apply for applicable federal grant funds for improvements needed for increased accessibility

Baseline Data (O2):

Initial survey results

Measure(s) (O2):

Number of needed improvements identified annually; number of improvement projects initiated and completed annually; number of grants applied for and received annually

Support True & Complete History

Strategic Priority: Research and Scholarship

Focus Area : Researching and sharing the complete history of Clemson with regard to diverse populations

Goal :

To support the ongoing research efforts into the true and complete historical diversity record of Clemson University.

Objective 1:

Promote and help facilitate research associated with examining the history of diverse populations at Clemson University

Start Date (O1): 02/01/2021

End Date (O1): 06/30/2026

Progress Status (O1): Satisfactory Progress (Current Reporting Cycle)

Action Steps (O1):

1. Prepare a budget for support of research efforts aimed at highlighting the diversity history of the university. These efforts may include the review and documentation of historical research discoveries and inventions by individuals at Clemson University, with an emphasis on highlighting contributions to the historical record by underrepresented/underserved populations; 2. Prepare guidelines for grant proposal applications for research into the diversity history of the university; 3. Appoint a committee to review proposal submissions

Responsible Party(ies) (O1):

Maria Petrakos; Terri Bruce

Partners - On and Off Campus (O1):

University Libraries, Gantt Multicultural Center

Measure(s) (O1):

Number of grants awarded and number of publications and research products assessed annually.

Progress Updates (O1):

2021-2022

A needs assessment was shared with Dean of AAH to address a potential physical and digital archival space that would act as an AAH lab for humanities researches, specifically those focusing on Clemson's history of diverse populations. The Dean was asked to share the form with targeted individuals who work specifically with archiving, especially those who work on the true, complete history of Clemson University. The assessment was completed by five researchers, and their responses are being reviewed. Maria Petrakos,

who was heading up this effort, recently left the university. Justine Rene Gradillas will be taking over for this effort. Once the responses are reviewed, it is possible that this objective may be amended to address the research-related needs in this important effort.

Outcomes/Results - Previous Reporting Cycles (O1):**2020-2021**

- Maria Petrakos was appointed to head up this goal.
- A meeting with Dr. Rhondda Thomas was held as a first step in researching this goal. Dr. Thomas pointed out more foundational areas to consider funding in the larger picture of this goal. Specifically, the support she and many other scholars like her currently receive is to support programs that highlight their research and not to fund the research itself. This limits the resources available to pursue pure research. Another issue that arose is that of research space. Currently, Clemson does not have archival space dedicated to research supporting the uncovering of Clemson's past. Dr. Thomas mentioned her archives are in boxes in her garage and this is not uncommon for humanities researchers like her. These insights will be discussed with the DoR IEI committee at the October 6, 2021 in order to inform our work on this objective and to help define the guidelines for grant proposals.

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