Dear Faculty and Staff,

The Office of Institutional Safety and Equity is continuing to share progress on the diversity, equity, inclusion, and belonging initiatives previously announced. Our first progress report was sent out on July 30, 2021, and you can find it [here](https://example.com).

As with the previous report, this Belonging Scorecard uses the RAG method to evaluate progress. The projects with Red dots are not started, Amber dots are in progress, and Green dots are complete.

![Belonging Scorecard](https://example.com)

### Key Objective #2

PAFA’s priority is ensuring professional development, teaching, and communities embody best practices to absorb and retain diverse and inclusive faculty and staff.

<table>
<thead>
<tr>
<th>Target Measure</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Interpretation diversity as an advantage in evaluating the work of faculty and students.</td>
<td>Implemented in current recruitment and implementation phase.</td>
<td>Development of staff resources and training for faculty and staff.</td>
</tr>
<tr>
<td>2.2 Ensure diversity and inclusion are not only reflected on hiring and recruitment, but also in promotion and retention processes.</td>
<td>Ongoing</td>
<td>Development of a comprehensive strategy to promote diversity and inclusion.</td>
</tr>
<tr>
<td>2.3 Establish a strategic plan that includes the development of diversity and inclusion metrics for PAFA.</td>
<td>Implementing</td>
<td>Development of a strategic plan to include diversity and inclusion metrics.</td>
</tr>
<tr>
<td>2.4 Create a diversity and inclusion plan for PAFA.</td>
<td>Implementation</td>
<td>Implementation of a comprehensive diversity and inclusion plan.</td>
</tr>
</tbody>
</table>

The ongoing work of creating a pluralistic community requires continual re-evaluation. With your help, PAFA is committed to keep moving forward. Stay tuned for our third progress report, which will be out in the coming weeks.

Would you like to delve deeper into the progress made? Check out these links:

- Principles of Conduct
- Diversity Calendar
- Leadership Model
- Performance Communications
- Video - “The Heritage of Diversity and Inclusion at PAFA”
- Compensation
- Employee Activities Committee
- Recorded Workshops

[OISE-HR Website](https://example.com)