

## Theme 2: Promote Diversity and a Culture of Inclusion

YE FY13

Leadership: Peter Gilbert, Dr. Roger Ward

**Goal 1:** Promote a commitment to diversity and culture of inclusion.

Tactic 1:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.1	Assign to the President's Diversity Advisory Council oversight and support of the University's diversity and inclusion initiatives.	1	Neutral		Underway	Roger Ward		
		2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.1.1	Formally assign responsibility for diversity and inclusion initiatives to the Diversity Advisory Council.	Target		Done	Done	Done	Done	Green
		Actual		Done				
Tactic 2:		Priority / Start	Fiscal Impact		Status		Responsible Person	
1.2	Establish a diversity and inclusion distinguished fellow who will develop and operationalize novel initiatives promoted by the Diversity Advisory Council.	3	Minimal		Starts 7/2014			
		2015	IR/Ongoing					
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.2.1	Diversity and inclusion fellowship job description approved by the Diversity Advisory Council.	Target			Done	Done	Done	
		Actual						
1.2.2	Diversity and inclusion fellow selected by the Diversity Advisory Council.	Target			Done	Done	Done	
		Actual						
Tactic 3:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.3	Appoint in each school a senior administrator or faculty member to liaise with the Diversity Advisory Council on diversity and inclusion initiatives.	1	Neutral		Start 9/2012	Roger Ward		
		2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.3.1	Liaison to the Diversity Advisory council appointed by each school.	Target		Done	Done	Done	Done	Red
		Actual		In Process				

Green - Target Achieved | Yellow - Some Progress | Red - No Progress

Tactic 4:		Priority / Start	Fiscal Impact		Status		Responsible Person	
1.4	Conduct a University-wide diversity and inclusion assessment to establish a baseline from which to build programs and initiatives.	1	Minimal		Start 9/2014			
		2015	IR/Ongoing					
<b>Metrics / Milestones:</b>			<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
1.4.1	Complete a university-wide diversity and inclusion assessment.	<b>Target</b>				Done	Done	
		<b>Actual</b>						
1.4.2	Launch pilot program(s) and initiative(s) identified by the assessment to address relevant issues.	<b>Target</b>					Done	
		<b>Actual</b>						

Tactic 5:		Priority / Start	Fiscal Impact		Status		Responsible Person	
1.5	Administer a periodic survey to assess the campus climate on diversity and inclusion issues.	1	Minimal		Start 1/2016			
		2016	IR/Ongoing					
<b>Metrics / Milestones:</b>			<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
1.5.1	Schedule for periodic assessment of the campus climate established by the Diversity Advisory Council.	<b>Target</b>					Started	
		<b>Actual</b>						

**Goal 2:** Enhance the environment to ensure diversity is valued and inclusion becomes a guiding principle in every aspect of the University's activities.

Tactic 1:		Priority / Start	Fiscal Impact		Status		Responsible Person	
2.1	Establish new and support existing initiatives for diversity and inclusion in all academic and administrative units and develop accountability mechanisms to assess outcomes.	2	Minimal		Start 1/2014			
		2014	IR/Ongoing					
<b>Metrics:</b>			<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
2.1.1	Descriptions of diversity and inclusion initiatives submitted to the Diversity Advisory Council for review by each academic and administrative unit.	<b>Target</b>			Done	Done	Done	
		<b>Actual</b>						
2.1.2	Accountability mechanism to assess diversity and inclusion initiatives developed by the Diversity Advisory Council.	<b>Target</b>				Done	Done	
		<b>Actual</b>						

Tactic 2:		Priority / Start	Fiscal Impact		Status		Responsible Person	
2.2	Include "promotion of diversity and inclusion" among performance criteria in the reviews of all University leaders.	1	Neutral		Underway		Marjorie Powell	
		2013	N/A					
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.2.1	Performance appraisal standards for university leaders include 'promotion of diversity and inclusion' as a criterion for review.	Target		Started	Done	Done	Done	Green
		Actual		Started				

Tactic 3:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
2.3	Promote diversity among faculty and leadership.	1	Neutral		Underway		Roger Ward	
		2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.3.1	The Diversity/EEO/AA Manager assesses the diversity of the tenured faculty and senior administrative staff and presents findings to the Diversity Advisory Council.	Target		Done	Done	Done	Done	Yellow
		Actual		In Process				
2.3.2	The Diversity Advisory Council reviews findings of the Diversity/EEO/AA Manager (see, metric 2.3.1) and proposes recommendations for enhancing diversity the University's executive leadership.	Target		Submitted	Done	Done	Done	Yellow
		Actual		In Process				

Tactic 4:		Priority / Start	Fiscal Impact		Status		Responsible Person	
2.4	Conduct a periodic compensation review to promote best practice in salary and resource allocation to ensure equitable and performance-based treatment for all.	3	Neutral		Start 7/2014			
		2015	N/A					
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.4.1	Human Resources Department establishes a schedule for conducting a compensation review and defines a process for sharing the results with appropriate university leadership.	Target				Done	Done	
		Actual						

Tactic 5:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
2.5	Publicize events and programs that recognize and celebrate diversity and promote inclusion.	1	Neutral		Underway		Laura Kozak	
		2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.5.1	The University community is able to access an online calendar that highlights events and programs that celebrate diversity and promote inclusion.	Target		Done	Done	Done	Done	Green
		Actual		Live 8 2013				

**Goal 3:** Cultivate the idea that cultural competency is the right thing to do and promote it as a competitive advantage to be attained and valued by faculty, staff, and students.

Tactic 1:		Priority / Start	Fiscal Impact		Status		Responsible Person	
3.1	Create a cultural competency initiative that promotes cultural competency throughout the University.	2	Minimal		Start 5/2015			
		2015	IR/Ongoing					
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.1.1	A value proposition for cultural competency is drafted by the Diversity Advisory Council and presented to the University's executive leadership for consideration and adoption.	Target				Started	Done	
		Actual						

Tactic 2:		Priority / Start	Fiscal Impact		Status		Responsible Person	
3.2	Establish a resource on professionalism to guide the University's effort in promoting cultural competency as an essential and desirable attribute in the ongoing growth and development of faculty, staff, and students.	2	Minimal		Start 9/2014			
		2015	IR/Ongoing					
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.2.1	Interdisciplinary programs to help build cultural competence among student leaders in the health, legal and human services professions promoted by the Diversity Advisory Council.	Target				Started	Done	
		Actual						

Tactic 3:		Priority / Start	Fiscal Impact		Status		Responsible Person	
3.3	Offer a training program that prepares faculty, staff, and University leaders to be advocates, and spokespeople for cultural competency initiatives across the University.	2	Minimal		Start 9/2014			
		2015	IR/Ongoing					
Metrics / Milestones:			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
3.3.1	Programs to help build cultural competence among the University's executive leadership is promoted by the Diversity Advisory Council.	Target				Started	Done	
		Actual						
3.3.2	Training program that prepares faculty and staff to lead and champion cultural competency initiatives across the University launched by the Office of Academic Affairs and the Human Resources Department.	Target				Started	Done	
		Actual						