

Office of Diversity and Inclusion

Strategic Goals 2013-2016

University Strategic Plan Goals

1. Ensure a distinctive learning experience and foster the success of students
2. Promote innovative learning, discovery, and service
3. Advance Western Michigan University as a major research university
4. Ensure a diverse, inclusive, and healthy community
5. Advance social, economic, and environmental sustainability practices and policies

Diversity and Multiculturalism Action Plan Goals

1. To develop and maintain a shared and inclusive understanding of diversity, multiculturalism, institutional bias, and affirmative action through training and education at every level of the institution.
2. To recommend an institutional infrastructure that dismantles institutional bias and recognizes, supports, and sustains the efforts of this diversity and multiculturalism initiative at all levels of the institution.
3. To create a welcoming and inclusive university environment (climate) that includes ongoing training, curriculum reform, and research incentives.
4. To recruit, retain, and graduate a diverse student body and promote a diverse workforce at all levels.
5. To enhance curricular, co-curricular, research, service, artistic, and study abroad activities as a means to fully engage the university community in an affirming diverse and multicultural learning environment.
6. To develop and maintain consistent accountability measures in order to accurately assess progress toward institutionalizing diversity and multiculturalism at all levels.

ODI Mission: To ensure equitable access for all, ODI provides leadership by working collaboratively with the University community to identify and overcome institutional barriers and affirm the dignity, value and uniqueness of each member of our community.

ODI Vision: Western Michigan University will be a leader in the area of diversity and multiculturalism by fostering an environment where diversity in all of its forms is investigated, explained, practiced, celebrated, affirmed, and vigorously pursued.

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ODI Values

Collaborative Community

ODI values collaboration, cooperation, and community. Inclusion is a communitywide initiative that requires the effort and contributions of each member of the Western Michigan University community. We all celebrate in the successes and triumphs of our institution. Therefore, we are all responsible for the community we build at our institution that yields such successes and triumphs. We are intricate parts of a whole system. We each have our roles and duties but we are one university and we're better together

Human Flourishing

ODI values human flourishing. When community members flourish in their field of study, academic discipline, and work, our entire university flourishes. Therefore, we work to remove the barriers that impede human flourishing so that all members of our community can maximize their potential.

Accountability and Loyalty

ODI values accountability and loyalty. Each member of this community is accountable and loyal to all other members of this community. This means committing to ensure that adequate resources and accommodations are available to aid in the success of fellow Broncos. This also means giving and receiving the feedback necessary to ensure that needs are being met.

Respecting Difference

ODI values and fosters respect among members of the Western Michigan University community. Community members must seek to understand and respect the diversity of belief systems, worldviews, ideologies, and thoughts of others.

Collaborative Problem-Solving

ODI values collaborative problem-solving as we seek to identify and dismantle institutional barriers that impede human flourishing. We seek not to justify barriers but to ensure equitable access for each member of our communities.

Equipping for Inclusive Excellence

ODI seeks to equip community members with the skills and tools necessary to carry out their work with inclusive excellence. Community members should be not only excellent in what they do, but also inclusive in how they do their work. Therefore, we value providing educational programs and professional development that helps foster the success of our community.

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Institutional Diversity Indicators

The Office of Diversity and Inclusion commits to providing leadership in diversity, equity, and inclusion. With that, we recognize that institutional diversity is the work of the entire Western Michigan University community. All members of the university community must be empowered to contribute to building an inclusive campus community if we are to continue our success as a learner centered, globally engaged, discovery driven institution. Demographics are shifting dramatically throughout our nation and our state. According to Damon A. Williams, author of *Strategic Diversity Leadership*, our collective success as an institution hinges on our ability to ensure access and equity for underrepresented or historically marginalized populations, foster an inclusive and multicultural campus climate, provide offerings for diversity education and professional development, and produce cutting edge diversity research and scholarship.

Our collective success in institutional diversity efforts is measured by the degree to which our university community excels with regard to the following:

1. Enrollment numbers for underrepresented students
2. Retention rates for underrepresented students
3. Graduation rates for underrepresented students
4. Faculty hires from underrepresented groups
5. Underrepresented faculty tenure rates
6. Staff hires from underrepresented groups
7. Underrepresented staff promotion rates
8. Executive hires from underrepresented groups
9. Leaders (faculty, staff, and students) from underrepresented groups at all levels of institution

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Strategic Goals 2013-2016

Strategic Plan Goal	DMAP Goal	ODI Strategic Goals	Tasks	Measurement	Potential Impact
Goal 5	Goal 1 Goal 2 Goal 6	ODI Goal 1: Foster social, economic, and environmental sustainability practices throughout the vice-presidential area	<p>1.1 Assess both human and financial resources (time, money, and talent) of each office (DMA, DSS, LBGT, Diversity Scholars Support Services, and the ODI Central Programming and ODI Business Operations)</p> <p>1.2 Report on assessment to ODI departments and meet to discuss changes in work strategies, operations, use of talent</p> <p>1.3 Implement recommendations targeting sustainability of ODI</p> <p>1.4 Minimize and eliminate duplication of services and products by working collaboratively to reallocate both human and financial resources for each office with the vice-presidential area</p> <p>1.5 Devise and implement initiatives to improve the efficiency, effectiveness, and sustainability of ODI</p> <p>1.6 Record all programs and services utilizing activities database</p> <p>1.7 Minimize use of paper by relying more heavily on electronic resources of communication, marketing, and data storage</p> <p>1.8 Minimize waste by eliminating use of plastic and paper eating utensils, plates, and bowls</p> <p>1.9 Identify and seek both internal and</p>	<p># of collaborations between offices within ODI vice-presidential area</p> <p># of ODI personnel utilizing lunch periods, breaks, etc.</p> <p># of annual leave forfeited each year amongst ODI personnel</p> <p># of activities entered into ODI Activities Database</p> <p># of personnel utilizing the Activities Database</p> <p># of internal and external funding proposals</p> <p>Purchases of paper and plastic products throughout the year</p>	<p>Clearer picture of services and products from each area within ODI</p> <p>Streamlined processes for delivery of services and internal processes</p> <p>Higher morale and innovation amongst ODI personnel</p> <p>Understanding of ODI services and products within Western Michigan University community</p> <p>Pulling reports from the activities database will be simple, easily accessible, and complete</p> <p>Increase in one-time funds</p> <p>Decrease in printing and paper product expenses</p>

Office of Diversity and Inclusion

Strategic Goals 2013-2016

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Goal 4	Goal 2 Goal 4	ODI Goal 2: Facilitate the development of an institutional infrastructure that dismantles institutional bias by fostering a safe and supportive campus climate for all members of the Western Michigan University community	<p>external funding sources</p> <p>2.1 Facilitate the development of the “Western Michigan University Diversity Network” comprised of diversity councils, teams, learning community participants, dialogue groups, and all other interested parties for the purpose of fellowship, resource sharing, and partnerships</p> <p>2.2 Work collaboratively with Western Michigan University Diversity Network and Campus Climate for Diversity and Inclusion Tactical Action Community to develop recommendations, strategies, and work plans that dismantle institutional bias at all levels of the university</p> <p>2.3 Work collaboratively with key stakeholders to support implementation of recommendations and strategies that advance the overall university mission</p> <p>2.4 Assist in the recruitment and retention of diverse faculty, staff, and students</p> <p>2.5 Encourage the participation of alumnae in the recruitment and retention of diverse faculty, staff, and students</p>	# of collaborations and partnerships at all levels and areas of the institution	<p>Culture that welcomes and leverages thoughtful dialogue and critique to improve and meet the goals of the university</p> <p>Broader participation in decision-making processes</p> <p>Equitable campus that represents the members of Western Michigan University in policies, practices, education, services, and leadership</p> <p>Faculty, staff, and administrator diversity due to identifying and dismantling barriers to recruitment and retention</p> <p>Student retention and degree completion due to identifying and dismantling barriers to student success</p> <p>Enhanced learning in a welcoming, diverse environment</p> <p>Produce students who are better prepared for the workforce by way of their</p>

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Strategic Goals 2013-2016

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Goal 3	Goal 3 Goal 5 Goal 6	ODI Goal 3: Encourage, support, highlight, and share the work of current faculty, staff, and students who perform research on diversity and practice inclusion in their work	<p>3.1 Engage in ongoing campus climate research</p> <p>3.2 Engage in ongoing research investigating the impact of diversity on education and the success of students</p> <p>3.3 Utilize pre-college programming to ignite interest in undergraduate research particularly among first generation college students</p> <p>3.4 Foster partnerships between faculty, staff, and students on projects</p> <p>3.5 Foster partnerships between undergraduate students and researchers in an effort to build pipelines to the professoriate and impact undergraduate retention rates</p> <p>3.6 Utilize various campus forums and channels to showcase and encourage replication of the work of faculty, staff, and students involved in diversity work</p>	<p># of faculty and staff performing research on campus climate and diversity-related topics</p> <p># of diversity-related research projects</p> <p># of faculty and staff engaged in diversity-related projects</p> <p>Retention rates for underrepresented students</p> <p>Graduation rates for underrepresented students</p>	<p>education in a diverse and inclusive environment</p> <p>Improvements in campus climate research variables; specifically variables related to diversity climate, classroom climate, and work valued</p> <p>WMU becomes a leader in equity, diversity, and campus climate due to high engagement of faculty, staff, and students</p> <p>Western Michigan University's commitment to research motivates faculty/staff relationships with undergraduate students</p> <p>Potential students begin to identify WMU as a school of choice due to focus on research at undergraduate level</p> <p>Improvements in pipeline to the professoriate</p> <p>External sponsors see WMU commitment to self-evaluation</p>

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Strategic Goals 2013-2016

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Goal 2	Goal 1 Goal 2 Goal 3	ODI Goal 4: Work collaboratively to develop and implement skill-building programs that build awareness and equip university community members to promote innovative learning, discovery, and service	<p>4.1 Assess current professional and faculty development offerings available to faculty and staff</p> <p>4.2 Work collaboratively with Human Resources, Faculty Development, AAUP, Faculty Senate, PIO, APA, etc. to identify areas where staff and faculty need additional support</p> <p>4.3 Centralize diversity programming and presentations within vice-presidential area</p> <p>4.5 Develop multi-media resources: videos, web applications, web articles, presentations, trainings, and learning communities that support the development of faculty and staff</p> <p>4.6 Engage the extended university community in forums where diverse cultures are explored and engaged to foster a greater understanding of the needs of fellow community members</p> <p>4.7 Link professional development to performance evaluation and promotion opportunities</p>	<p># of professional and faculty development offerings available to faculty and staff</p> <p># of faculty and staff utilizing professional and faculty development offerings</p> <p># of faculty and staff participating in the development of trainings and professional development for the University community</p>	<p>Higher morale and innovation due to faculty and staff having the resources they need to integrate diversity within their work</p> <p>Managers, supervisors, and administrators will possess the knowledge and skills necessary to support diverse faculty, staff, and students</p> <p>Improved overall campus climate</p> <p>Greater access to training materials both electronically and on campus due to convenience and affordability</p>
Goal 1	Goal 3 Goal 5 Goal 6	ODI Goal 4: Work collaboratively to implement curricular and co-curricular diversity education programs that prepare graduates for the global workforce	<p>5.1 Assess current curricular and co-curricular diversity education offerings</p> <p>5.2 Work with faculty to promote service learning opportunities that foster student learning around diversity</p> <p>5.3 Work with SALP, WSA, Faculty Senate, AAUP, etc. to identify student needs and</p>	<p># of diversity education offerings</p> <p># of students utilizing diversity education offerings</p>	<p>WMU students graduate with the skills necessary to work collaboratively in an increasingly diverse workforce</p> <p>WMU students exercise leadership by engaging in peer leadership and</p>

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			develop sustainable initiatives to fill gaps in offerings		student culture that affirms diversity and inclusion Future employers recognize WMU graduates as competent in a diverse environment
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