

STRATEGIC PLAN FOR DIVERSITY, EQUITY, AND INCLUSION 2017-2022



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STATEMENT FROM THE CHIEF DIVERSITY OFFICER

The Office of Diversity, Equity, and Inclusion (ODEI) was established by the inaugural Chief Diversity Officer on July 17, 2017 to provide university-wide leadership to diversifying the faculty, staff, curriculum and programming to create an inclusive campus environment for all. The ODEI is thus charged with setting the tone for shaping a diverse and inclusive environment through partnerships and collaborations that contribute to attaining the university's diversity, equity, and inclusion goals as outlined in *Breaking Through: 2017-2022; A Strategic Plan for the University of Wyoming*.

ODEI Vision Statement

The Office of Diversity, Equity, and Inclusion strives to make the University of Wyoming a leading institution where people of all identities, diverse perspectives, and life experiences encounter a welcoming environment where inclusivity, multiplicity, fairness, and parity are steadfast values.

ODEI Mission Statement

The mission of the Office of Diversity, Equity, and Inclusion is to promote inclusive excellence through:

- Providing educational opportunities and diversity workshops that raise awareness, knowledge, and skills
- Supporting the recruitment and retention of diverse students, faculty, and staff
- Facilitating an inclusive campus community that promotes student success through partnerships and collaborations within and around the university community
- Solidifying the University of Wyoming's commitment to valuing and expanding a welcoming, diverse, inclusive and equitable environment that builds a better university, state, nation, and world

The Chief Diversity Officer was charged with establishing and leading a Council on Diversity, Equity, and Inclusion. The role of this council is to provide recommendations to the Chief Diversity Officer; assist with the creation and evaluation of strategic initiatives; and work collaboratively across all areas of campus to make progress toward achieving UW's diversity, equity, and inclusion goals. The University of Wyoming Strategic Diversity, Equity, and Inclusion Plan was developed with the council's contributions and support.

PREAMBLE

The University of Wyoming values a wide range of cultural perspectives, experiences, and opinions that are important for educational excellence and critical for preparing students for future success. Through this Strategic Diversity, Equity, and Inclusion Plan, we strive to make UW a place that values, celebrates, manifests, and supports all aspects of diversity, equity, and inclusion.

Creating an environment of inclusion and advancing issues of diversity and equity will dynamically enrich the university's collective scholarly productivity and creativity and provide opportunities to strengthen our connections with the surrounding community. We strive to be a resource and leader among the State's colleges and establish partnerships with them that build statewide collaborations to promote diversity, equity, and inclusion throughout Wyoming. This plan lays the foundation for the University of Wyoming to be a leader among higher education institutions in the Rocky Mountain Region in designing and implementing diversity, equity, and inclusion initiatives.

UW Strategic Diversity, Equity, and Inclusion Plan Development

In developing the University of Wyoming Strategic Diversity, Equity, and Inclusion Plan, UW historical documents related to diversity, equity, and inclusion were reviewed that include the following: The 2007 UW Diversity Statement, prior UW Presidents' messages to the campus community, the April 8, 2016 Update on Diversity Efforts, the Office of Multicultural Affairs feedback from the November 10, 2016 Town Hall Meeting, meeting notes from the 2016 UW Diversity, Inclusion, and Internationalization Listening Session from October – November 17, 2016, and President Laurie Nichols' campus-wide communications that address diversity, equity, and inclusion from November 14, 2016 to December 11, 2017.

The Chief Diversity Officer (CDO) began having individual meetings to gather feedback from the campus community starting on July 18, 2017. Additionally, the CDO had several individual interviews with President Nichols' Executive Team, President of Faculty Senate, President of Staff Senate, President and Vice President of the Associated Students of the University of Wyoming (ASUW), College Deans, Faculty, Directors, Staff, and Students. Input was also taken from eight sessions of constituent-focused "Conversations with the Chief Diversity Officer."

The eight sessions of "Conversations with the CDO" included four open sessions for students, faculty, staff, and community members respectively. These were conducted separately to gather information specific to each group. The remaining four sessions were held with student athletes and coaches, Keepers of the Fire, Multicultural Affairs Student Town Hall, Rainbow Resource Center, College Republicans, Spectrum, and numerous individual students, faculty, staff, and community members. In addition, the CDO attended various college, department, area, and unit meetings such as the College of Engineering, Wyoming Institute for Disabilities, School of Culture, Gender, and Social Justice, Social Justice Research Center, etc. from August 2017 – December 2017. Also available was data from an ODEI online survey open from August 8, 2017 to November 3, 2017. There were 120 respondents representing students, faculty, staff, and community members. The CDO and Council on Diversity, Equity, and Inclusion utilized all this information to develop this plan.

The overarching priorities that emerged from all of the above resources are:

1. Recruit, hire, and retain diverse faculty and staff
2. Recruit, enroll, retain, and graduate diverse undergraduate and graduate students
3. Expand an inclusive campus community environment
4. Improve communication regarding diversity, equity, and inclusion
5. Provide more diversity education for the campus community

Using this information the Council on Diversity, Equity, and Inclusion developed UW's Diversity, Equity, and Inclusion Vision and Mission Statements as follows:

UW Diversity, Equity, and Inclusion Vision Statement

Develop a community of lifelong critical thinkers who are culturally competent leaders and citizens who facilitate and maintain equitable, inclusive, and diverse opportunities in Wyoming, nationally, and globally.

UW Diversity, Equity, and Inclusion Mission Statement

Advance opportunities throughout the university community that create and promote an environment with a shared value for diversity, equity, and inclusion for human variation in ability, age, country of origin, culture, economic class, ethnicity, gender identity, immigration status, race, religion, sexual orientation, worldview, and other ways we all contribute to the rich diversity of Wyoming and the world.

Applying these same resources, the council developed a shared definition of diversity, equity, and inclusion. Research indicates that it is important for institutions to establish shared definitions of these terms to coordinate efforts. These shared definitions are as follows:

Diversity – the full array of individual differences we all have in regards to ability, age, country of origin, culture, economic class, ethnicity, gender identity, immigration status, political affiliation, race, religion, sexual orientation, worldview, and other ways we may be unique but also similar to one another. Diversity includes everyone to facilitate the expansion of a welcoming and nurturing environment for discovery, inquiry, and learning that enriches UW's academic environment. Our diversity goal is to increase diversity as expressed through all the means listed above.

Equity – creating opportunities and ongoing support for historically marginalized or underrepresented populations (racial/ethnic minorities, women, persons with disabilities, etc.) to have access to and participate in opportunities in the classroom, employment, and other university programs and activities that can close the achievement, economic, and overall success gaps among diverse groups. Our equity goal is to actively challenge and respond to discrimination, harassment, and bias. We also commit to a policy of equal opportunity and nondiscrimination.

Inclusion – ongoing engagement and support to address the campus climate and culture to create and maintain an environment where diverse, marginalized, and underrepresented populations feel welcome as active participants in the campus community. This engagement and support includes the curricular and co-curricular education, employment, as well as university programs, academic units, and activities in the surrounding community. Our goal is to create an environment where differences are welcomed and differences in perspectives and opinions are respectfully listened to and heard. We commit to creating an environment where every individual feels a sense of belonging.

The goals of the UW Strategic Diversity, Equity, and Inclusion Plan align with the goals of the *Breaking Through: 2017-2022; A Strategic Plan for the University of Wyoming*.

GOAL ONE

Driving Excellence

JOIN TOGETHER AS AN INTELLECTUAL COMMUNITY ALREADY RENOWNED FOR ITS REGIONAL, NATIONAL AND GLOBAL RELEVANCE AND IMPACT BY FOSTERING AND REWARDING EXCELLENCE IN TEACHING, SCHOLARSHIP, INNOVATION, AND CREATIVE ENDEAVOR.

- Create on-campus diversity, equity, and inclusion professional development opportunities for UW faculty and staff in leadership roles
- Expand and enhance campus diversity, equity, and inclusion professional development opportunities for faculty and staff that support the university's values, policies, and student achievement goals
- Develop a community of scholars to promote research opportunities in the areas of diversity, equity, and inclusion

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Implement an annual diversity workshop for Deans, Department Heads, Executive Leadership, and Unit Leaders	One workshop	One annual workshop for a total of five workshops conducted	Office of Diversity, Equity, and Inclusion
Implement an online diversity education course for faculty and staff	No formal UW diversity education for employees	All newly hired and current faculty and staff complete the online EVERFI diversity and inclusion course	Office of Diversity, Equity, and Inclusion
Create diversity education workshops accessible through Zoom and/or WyoCloud technology for faculty and staff	Three workshops	Two or more created per year for a minimum of 10 online workshops	Office of Diversity, Equity, and Inclusion
Implement a Diversity, Equity, and Inclusion (DEI) Certification program for faculty, staff, and graduate assistants	None	Completion of 100 faculty, staff, and graduate students	Ellbogen Center for Teaching and Learning

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Create a post-doctoral teach/research fellowship program for graduates coming from diverse colleges and universities who demonstrate a commitment to diversity, equity, and inclusion in their research and/or service creating a pipeline to recruit diverse employees for UW	No program	Create a pipeline to faculty and administrative leadership hires at UW with two to three per year participating for 10 alumni from the program	Office of Diversity, Equity, and Inclusion
Expand opportunities and support for faculty whose research centers on diversity, equity, and inclusion	Currently grant opportunities are not forwarded to faculty or staff in a targeted or coordinated manner and there is no formal support or presentation mechanism	Create new and expand current opportunities for support including developing a coordinated effort to notify faculty and staff of funding and presentation opportunities	School of Culture, Gender, and Social Justice and Social Justice Research Center
Explore Social Justice degree programs at the undergraduate and graduate levels including online course offerings	Research best practices and design the academic programs	Degree program approved and ready for recruitment	School of Culture, Gender, and Social Justice





- Implement processes to graduate students with cultural competence
- Develop employment and internship opportunities for students to work with diverse populations and on issues of diversity, equity, and inclusion
- Enhance and promote a welcoming environment for underrepresented and diverse students through recruitment, retention, and support programs

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Develop culturally competent students with a focus on curriculum/requirements to ensure that UW graduates are culturally competent leaders and members of their communities and society	Explore cultural competence curriculum, graduation requirement, and assessment models	Findings implemented and curricular requirements established to ensure cultural competent graduates	School of Culture, Gender and Social Justice
Develop culturally competent students with a focus on co-curricular engagement, such as an Inclusive Leadership Program, diversity workshops, an online diversity and inclusion course as part of the ongoing co-curricular courses administered by Student Affairs such as <i>AlcoholEdu for College</i> and <i>Haven: Sexual Assault Prevention</i> , and other opportunities to ensure that UW graduates are culturally competent leaders and members of their communities and society	No intentional ongoing co-curricular diversity and inclusion programs for students	Participation in an intentional co-curricular diversity and inclusion program required for all students	Office of Diversity, Equity, and Inclusion and Division of Student Affairs

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Develop a CDO paid internship program providing graduate and undergraduate students the opportunity to work with the Office of Diversity, Equity, and Inclusion to support campus-wide initiatives such as the Social Justice Research Center, Wyoming Latina Youth Conference, Native American Summer Institute, Inclusive Leadership Program, and other UW pipeline, recruitment, and retention programs	No internship program	Two students per year enrolled in the internship program	Office of Diversity, Equity, and Inclusion
Expand opportunities for international and domestic student engagement	No formal engagement program	Implement an international and domestic student engagement program	Office of Global Engagement
Recruit and enroll international students utilizing partnerships, collaborations, and global engagement programs	Currently there are 791 international students who represent 6.4% total student enrollment	Increase enrollment to 1,050 for international students who would represent an increase to 8.5% of total student enrollment	Office of Enrollment Management
Recruit and enroll underrepresented undergraduate and graduate students utilizing partnerships, collaborations, and support for pipeline programs, Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, Minority Serving Institutions, Predominantly White Institutions with more underrepresented students than UW, etc.	Currently there are 1,686 underrepresented students who represent 13% total student enrollment	Increase enrollment to 2,295 for underrepresented students who would represent an increase to 17% of total student enrollment	Office of Enrollment Management

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Implement strategies to improve the retention of underrepresented student populations who utilize the services and programs of the Office of Multicultural Affairs	72.2% retention for FTFT* for under-represented racial/ethnic undergraduates based on Fall 2016 data *(First-time, full-time baccalaureate degree-seeking)	80% retention for FTFT* for underrepresented racial/ethnic undergraduates	Office of Multicultural Affairs
Conduct a comprehensive review of the Office of Multicultural Affairs, Multicultural Student Center, Nontraditional Student Center, Rainbow Resource Center, Veteran Services Center, and Women's Center programs, services, and staffing to promote student success	Conduct a full review of programs and services for these areas	Implement the findings	Division of Student Affairs and Office of Equity, Diversity and Inclusion
Improve support, communication, and protocols for student protesters and students who experience bias-related incidents and identity-based safety concerns	Develop a Bias Incident and Communication Support Team to review best practices to address these concerns	Implementation of ongoing protocols and support based on findings	Dean of Students Office

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Increase awareness of resources and opportunities on campus for students with disabilities	Develop a student resource guide to help facilitate connections campus-wide for students with disabilities and administer annual assessments to improve the resource guide and Disability Support Services	Program guide completed and implemented four annual assessments Execution of improvements identified by students	Disability Support Services
Use sports as a means to promote awareness, understanding, inclusion, and equity	Review programs such as the Ross Initiative in Sports for Equity (RISE) to explore best practices to engage athletes with social justice issues	Implement best practices based on the results to improve athletes' engagement with social justice through WYO 1050, WYO 3050, and other opportunities	Department of Athletics



GOAL THREE

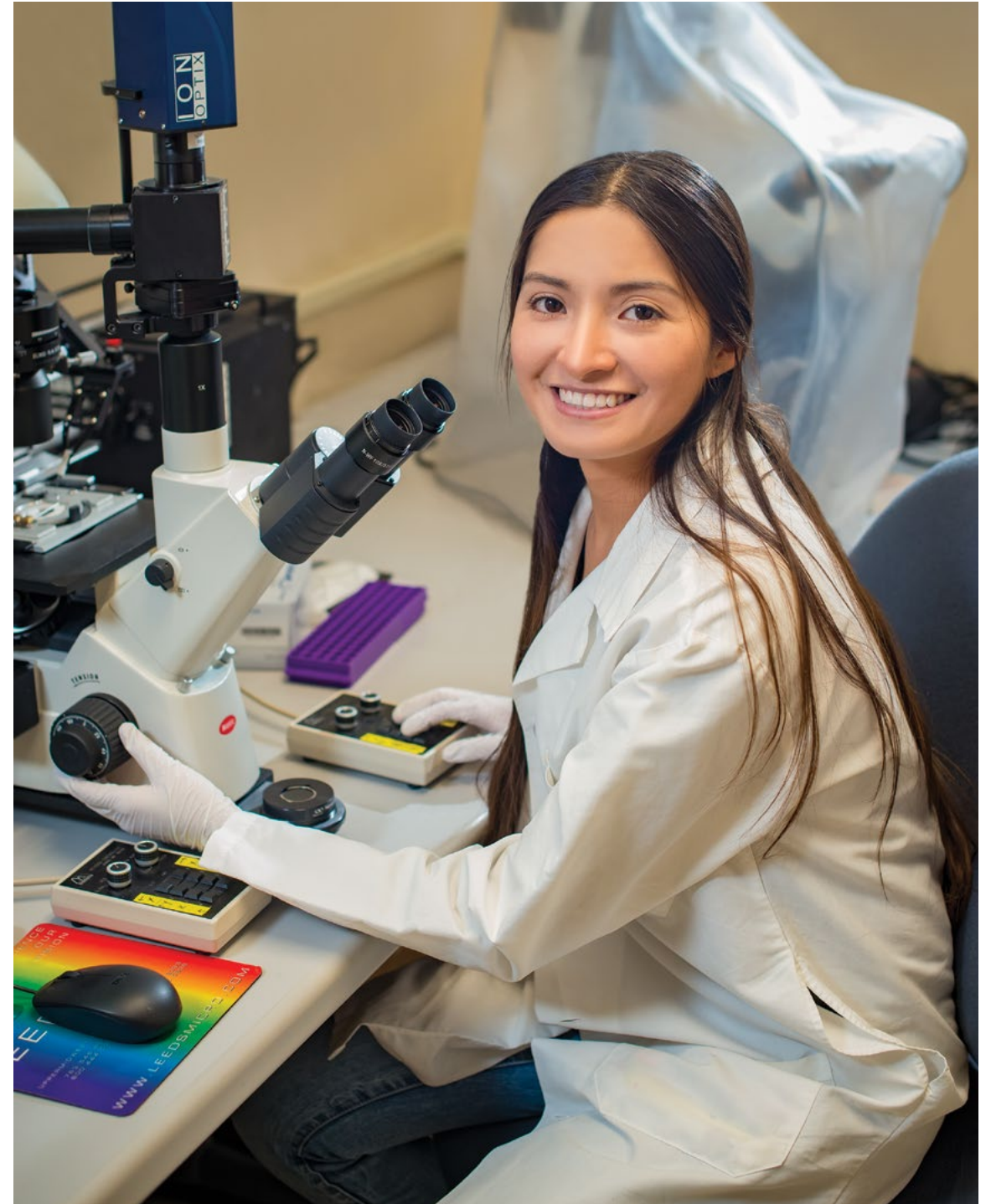
Impacting Communities

IMPROVE AND ENHANCE THE HEALTH AND WELL-BEING OF OUR COMMUNITIES AND ENVIRONMENTS THROUGH OUTREACH PROGRAMS AND IN COLLABORATION WITH OUR CONSTITUENTS AND PARTNERS.

As stated in the 2017-2022 UW Strategic Plan:

- Facilitate collaboration between the University and its constituents to address complex economic, environmental, and social challenges through research, education, entrepreneurship, economic diversification and growth
- Build a statewide community of learners by collaborating with schools, community colleges, and tribal nations to connect students and citizens

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Plan and implement a State of Wyoming annual diversity, equity, and inclusion meeting that includes the participation of the Presidents of Wyoming Community Colleges or their representatives and community partners	Develop the meeting format and topics	Four state-wide diversity, equity, and inclusion meetings completed	Office of Diversity, Equity, and Inclusion
Expand outreach regarding research and opportunities to address social challenges	Conduct a study of best practices for Social Justice Research Centers	Implement findings	Social Justice Research Center and Office of Diversity, Equity, and Inclusion





- Create an environment of inclusion for new faculty and staff and one that promotes the recruitment and retention of diverse employees
- Create processes to recognize and reward staff for their diversity, equity, inclusion, and social justice efforts

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Conduct a campus climate survey by utilizing a third-party vendor	Spring 2019 survey the campus community	Implement an action plan based on survey results	Office of Diversity, Equity, and Inclusion
Improve faculty and staff response to voluntarily self-identifying disability status and continue to identify recruitment opportunities for Individuals with Disabilities (IWDs)	At UW 49 out of 2,625 employees have self-reported their disability status with percentages by job group ranging from 0% (Technical and Paraprofessional, Crafts and Trades) to 3.67% (Administrators) for an overall 1.87% for all employees Note: Based on data from the 2017-2018 Affirmative Action Plan)	Make measurable progress per job group set by the US Department of Labor Office of Federal Contract Compliance to reach the overall 7% utilization goal for IWDs	Office of Diversity, Equity, and Inclusion

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Work with colleges to improve the racial and gender diversity of Faculty and Academic Professionals as identified by the 2017-2018 Affirmative Action Plan (AAP)	At UW 15.37% of the Faculty and Academic Professionals identify as a member of a minority group. The AAP reports availability at 25.50% for minorities And 42.02% of Faculty and Academic Professionals are women. The AAP reports availability at 47.62% for women	Reduce the gap between availability and employed minority Faculty and Academic Professionals by 5% and the gap for women Faculty and Academic Professionals reach parity	Office of Diversity, Equity, and Inclusion
Work with departments to improve the racial diversity of Administrators and Professional Non-Faculty employees as identified by the 2017-2018 Affirmative Action Plan (AAP)	At UW 2.75% of the Administrators and Professional Non-Faculty employees identify as a member of a minority group. The AAP reports availability at 21.54% for minorities And 11.60% of Professional Non-Faculty identify as a member of a minority group. The AAP reports availability at 25.26% for minorities	Reduce the gap between availability and employed minorities in each group by 5% and maintain utilization for women	Office of Diversity, Equity, and Inclusion

Performance Indicators	2017 Baseline	2022 Target	Initiative Leader(s)
Update support for search committees to increase the diversity of applicant and qualified interview pools to more closely match estimated numbers for availability	All academic and administrative search committee chairs are provided with resources, information, sessions, and support for diversity recruitment efforts	All academic and administrative applicant and interview pools are consistently reviewed with the goal of matching the estimated percentage of availability for both minority and female applicants as indicated in the AAP data and other sources with a goal to move the university closer to attaining utilization goals as outlined in this strategic plan Note: The AAP data varies by position and discipline	Office of Equity, Diversity, and Inclusion
Create a faculty and staff diversity recruitment and onboarding team	Establish a faculty and staff recruitment and onboarding team that will evaluate and establish best practices for recruiting and onboarding diverse faculty and staff	Implement the findings of the faculty and staff diversity recruitment and onboarding team	Office of Human Resources



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Council on Diversity, Equity, and Inclusion Membership 2017-2018

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- Amanda O'Brien, Director Disability Support Services
- Carrie Hesco, Director, Office of Global Engagement
- Cathy Connolly, Professor, School of Culture, Gender, & Social Justice
- Cecelia Aragon, Director Latina/o Studies
- Conrad Chavez, Manager of Student Recruitment and Retention for Multicultural Affairs
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- Evan Johnson, Assistant Professor – Kinesiology and Health (Faculty Senate Representative)
- Galand Thaxton, Community Representative
- Hunter McFarland, ASUW Director of Diversity (Graduate Student Representative)
- Jacquelyn Bridgeman, Interim Director, School of Culture, Gender & Social Justice / Kepler Professor of Law
- James Trospier, Director of the Native American Education, Research and Cultural Center
- Janean Forsyth Lefevre, EEO and Diversity Specialist
- Jeanne Durr, Associate Vice President for Human Resources
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