DIVERSITY STRATEGIC AND ACTION PLAN 2021-2024

THE DIVISION OF STUDENT DEVELOPMENT

University *of* Dayton

STUDENT DEVELOPMENT'S DIVERSITY STRATEGIC PLANNING TIMELINE

2013 Diversity strategic planning completed in January 2013 and informed by:

- University of Dayton's strategic goals
- Student Development's vision, mission, values and strategic goals
- Campus Climate Framework[1]

The initial Diversity Strategic Plan has informed subsequent practice and planning at departmental and divisional levels.

2019-2021 Student Development's Diversity Action Plan was developed to provide a framework for action, inclusive of updated goals, key performance indicators and measurement/accountability.

This planning process also incorporated the *Flyers Plan for Community Excellence* (FPCE). FPCE was the guiding document for units across the institution to engage in Phase 2 of the University's diversity strategic planning process.

2018 The Diversity Strategic Plan was updated and embedded into the Division of Student Development Strategic Plan (SDSP) 2022 as Strategic Goal 4.

- Strategic Goal 4: Foster a Campus Climate of Inclusive Excellence

2022-2024 Individual departments within Student Development completed the Student Development Departmental Assessment of Diversity, Equity and Inclusion Action Planning. Assisted by the Diversity Action Team, departments will identify action steps and assessment measures in support of the Diversity Action Plan.

[1] Milem, J. F., Mitchell, J. C., & Antonio, A. L. (2005). *Making diversity work on campus: A research-based perspective.* Association of American Colleges and Universities.

STUDENT DEVELOPMENT INCLUSIVE EXCELLENCE STATEMENT

The Division of Student Development works to create an inclusive, diverse and equitable working, learning and living environment. We are called to explore the complexity of identity, dialogue across differences, reflect upon our practices, and hold ourselves and others accountable for creating change in honor and respect for the inherent dignity of every person.

EDUCATIONAL OPPORTUNITIES: STAFF

Student Development will increase the availability of and participation in professional development related to diversity, equity and inclusion (DEI).

KEY PERFORMANCE INDICATOR

At least 80% of staff in the Division of Student Development will participate in two or more DEI professional development experiences each year.

DIVISIONAL STRATEGIES

The Diversity Action Team (DAT) will develop a tiered educational pathway that engages participants at various competency levels, from awareness to application and action.

Student Development will incorporate DEI professional development planning and attendance into annual performance reviews.

RESOURCES	RESPONSIBILITY	MAPPING
ACPA/NASPA Professional Competencies Rubrics	Diversity Action Team	FPCE 1.3
	Student Development Professional Development Committee	SDSP 4.2
	Student Development Leadership Team	
	Student Development Cabinet	

EDUCATIONAL OPPORTUNITIES: STUDENTS

Student Development will provide coordinated student engagement opportunities across the division that develop intercultural competencies through student employment and co-curricular experiences.

KEY PERFORMANCE INDICATOR

At least 50% of educational programming in the Division of Student Development will advance student learning outcomes related to diversity, equity and inclusion (DEI).

At least 75% of co-curricular programs in the Division of Student Development will be developed in a culturally relevant manner.

DIVISIONAL STRATEGIES

The Diversity Action Team (DAT) and the Director of SD Assessment and Planning will review and revise the Multicultural Programming Framework to align with the Diversity Institutional Learning Goal (ILG) Continuum and culturally relevant pedagogy.

RESOURCES	RESPONSIBILITY	MAPPING
Diversity ILG	Multicultural Framework Committee (DAT)	FPCE 3.1
Multicultural Framework Committee	Director, SD Assessment and Planning	SDSP 4.1, 4.5, 4.6
Staff training and reporting time	Leadership Team	

COMMUNICATION

Student Development will proactively communicate diversity, equity and inclusion (DEI) values as intrinsic to the work of the division.

KEY PERFORMANCE INDICATOR

The division will identify and implement ways to communicate DEI values as intrinsic to the work of the division.

DIVISIONAL STRATEGIES

The Division of Student Development will utilize the Weekly News Digest as a platform for regular reminders to staff on the importance of DEI with resources, tips, reminders and calls to action.

RESOURCES	RESPONSIBILITY	MAPPING
2022 Student Development Strategic Plan	Director of Communications and Community Relations	SDSP 4.7, 4.8

MEASUREMENT AND ACCOUNTABILITY

Student Development will produce a tangible initiative/experience map demonstrating that the components of the Student Development Diversity Action Plan are represented throughout the activities of divisional departments.

KEY PERFORMANCE INDICATOR

Student Development divisional partners will complete a mapping exercise, with all departments providing at least one action aligned to a DAP goal.

DIVISIONAL STRATEGIES

Student Development will develop a permanent infrastructure for guiding and assessing the Diversity Action Plan.

RESOURCES	RESPONSIBILITY	MAPPING
Diversity Action Plan budget	Phase 2 Liaisons, DAT	FPCE 1.2, 4.1, 4.2
	Student Development Assessment Committee	SDSP 4.6
	Director, SD Assessment and Planning	

CLIMATE: STAFF

Student Development will form a cross-departmental team to develop practices to engage with candidates and new hires in the division.

Student Development staff will conduct and participate in regular climate assessments.

Student Development will implement strategies to enhance multi-ethnic education and engagement among staff, in order to foster continuous improvement of climate.

KEY PERFORMANCE INDICATOR

Student Development will conduct at least one new-hire orientation per semester;

Conduct at least one division-wide assessment per academic year, and;

Organize programs and initiatives to increase participation in building an anti-racist, inclusive community.

DIVISIONAL STRATEGIES

Student Development will organize inclusive recruitment and onboarding experiences.

The onboarding experience will include an introduction to DEI work and resources in SD and more broadly will provide an opportunity for new staff to engage in their communities at UD.

Student Development staff will participate in the Social Justice Attitudes Scale annually, with results informing professional development resources and opportunities developed by Diversity Action Team (DAT).

Student Development will conduct an assessment project (survey/focus group/ etc.) around the experiences of staff in the division.

RESOURCES	RESPONSIBILITY	MAPPING
Social Justice Attitudes Scale ACPA/NASPA Professional Competencies Rubrics	Diversity Action Team Student Development new hire orientation (Communication and Community Relations) SD Cabinet Director, SD Assessment and Planning	FPCE 1.3, 1.4, 4.1 SDSP 4.2, 4.8

CLIMATE: STUDENTS

Student Development will conduct regular student climate assessments to understand and positively impact experiences of underrepresented students.

Student Development will implement strategies to enhance multi-ethnic education and engagement among students, in order to foster continuous improvement of climate.

KEY PERFORMANCE INDICATOR

Student Development, as a division, will conduct a student climate assessment at least once every three years;

Student Development departments will conduct student climate assessments annually, and;

Student Development will organize programs and initiatives to increase student participation in building an anti-racist, inclusive community.

DIVISIONAL STRATEGIES

Student Development will implement the Multi-Institutional Study of Leadership on a three-year assessment cycle.

The Division will collect data from incoming students as part of the UDiversity Module.

Individual departments will conduct an assessment project (survey/focus group/etc.) around the experiences of underrepresented students in their unit.

The Diversity Action Team will create a resource for departments to make meaning of and develop plans for addressing climate data.

RESOURCES	RESPONSIBILITY	MAPPING
Flyers Plan for Community Excellence	Director, SD Assessment and Planning	FPCE 2.2, 4.1
UDiversity Community Education Module	Director, Student Leadership Programs	SDSP 4.3, 4.4, 4.8
Engagement Data	Executive Director, MEC	
	Leadership Team	
	Diversity Action Team	

DIVERSITY ACTION PLAN GLOSSARY

Goals Mapped to Flyers Plan for Community Excellence *and Division's Strategic Plan*

EDUCATIONAL OPPORTUNITIES: STAFF

Flyers Plan for Community Excellence

1.3 Develop expectations and practices that ensure employees' attention to their personal development of intercultural competence and their contribution to a safe work environment

Division of Student Development Strategic Plan

4.2 Expand professional development experiences for staff on a full range of DEI topics to foster their leadership and application to our work

Reporting Process

Performance Review (aligns with FPCE 1.2 Performance Evaluation)

*DEI: diversity, equity and inclusion

EDUCATIONAL OPPORTUNITIES: STUDENTS

Flyers Plan for Community Excellence

3.1 Create a robust curricular and co-curricular architecture to advance DEI

Division of Student Development Strategic Plan

4.1 Common language and strategies that connect to measurement and accountability

4.5 Provide coordinated student engagement opportunities across Student Development that develop intercultural learning competencies through student employment and co-curricular experiences

4.6 Student Development will develop a common set of student outcomes and metrics, informed by data, to help impact and report on DEI efforts in student development.

COMMUNICATION

Division of Student Development Strategic Plan

4.7 Proactively communicate values and expectations of DEI

4.8 Emphasize DEI as intrinsic to the work of Student Development

MEASUREMENT AND ACCOUNTABILITY

Flyers Plan for Community Excellence

1.2 Performance evaluation policies

4 Development, implementation, assessment and reporting of unit-based strategic plans to advance inclusive excellence

4.1 Development of a permanent infrastructure for guiding and assessing diversity action plan

Division of Student Development Strategic Plan

4.6 Develop a common set of student outcomes and metrics, informed by data, to help impact and report on DEI efforts in Student Development

CLIMATE

Flyers Plan for Community Excellence

1.3 Develop expectations and practices that ensure employees' attention to their personal development of intercultural competence and their contribution to a welcoming and safe work environment.

1.4 Conduct and participate in climate assessments

2.2 Assess the provision of support to underrepresented/underserved students

4.1 Develop permanent unit-based organizational infrastructure to provide leadership in guiding efforts to advance strategic goals and objectives relating to DEI.

Division of Student Development Strategic Plan

4.2 Expand professional development experiences for staff on a full range of DEI topics to foster their leadership and application to our work.

4.3 Understand and positively impact experience of underrepresented students

4.4 Foster an inclusive environment that engages all students in learning experiences and creates a sense of belonging.

4.8 Emphasize DEI as intrinsic to and embedded in all the work of Student Development.

*DEI: diversity, equity and inclusion