UNIVERSITY INCLUSIVE EXCELLENCE COUNCIL
SUMMARY REPORT 2021
AN UPDATE ON THE UNIVERSITY OF DAYTON DIVERSITY, EQUITY AND INCLUSION STRATEGIC PLAN 2020-24
Launched in the 2020 spring semester, both the Flyers Plan for Community Excellence and the newly formed University Inclusive Excellence Council (UIEC) were disrupted by the unprecedented challenges presented by the coronavirus pandemic. Despite these challenges, the University community was—and continues to be—resolute in its commitment to advance inclusive excellence for the common good.

It is the intersection of UD's Catholic and Marianist mission and vision and the conceptual framework of inclusive excellence that serve as the basis of this declaration by President Spina:

“As a Catholic and Marianist University, we believe in the intrinsic value and dignity of each person as created in the image and likeness of God. In light of our identity, mission and values, the University of Dayton reaffirms our conviction that diversity, equity and inclusion are inextricably linked with excellence.”

Grounded in this mission and identity, the University recognizes and embraces the principle of inclusive excellence, which posits “that diversity, equity and inclusion are fundamental to academic and institutional excellence. Inclusive excellence requires a comprehensive, cohesive and collaborative alignment of infrastructure, resources and actions.

The Flyers Plan for Community Excellence is guided by the core principles of UD’s mission and identity as a Catholic University in the Marianist tradition of education grounded in Catholic Social teaching.

AS A CATHOLIC UNIVERSITY ↔ MARIANIST IDENTITY AND TRADITION OF EDUCATION ↔ CATHOLIC SOCIAL TEACHING

A common search for knowledge based on the belief that truth is ultimately one and can be more fully known through both faith and reason

Excellence in integrated learning and scholarship

An appreciation for the ways in which people, creation, communities and ordinary things in life manifest in a sacramental manner the mystery of God

An education that encompasses the whole person (mind, body and spirit) and educates students to think critically and apply practical wisdom to the world around them

A belief that education can transform society when people work together as a community committed to service, justice and peace

A commitment to the creation of an inclusive community grounded in the principle of human dignity

Willingness to adapt and change to live our mission more fully

A commitment to the dignity of the human person as a social being created in the image and likeness of God

A call to family, community and participation

The belief that rights require responsibilities

A preferential option for the poor and marginalized

The affirmation of the dignity of work and the rights of workers

Solidarity in pursuit of justice and peace and the common good

A commitment to care for God’s Creation
The Flyers Plan for Community Excellence provides the strategic framework for advancing the University's commitment to diversity, equity and inclusion. The plan calls for the creation of the University Inclusive Excellence Council (UIEC), a permanent, standing council of the University, established for the purpose of advancing and supporting efforts across the University to achieve and sustain inclusive excellence.

The goals and objectives contained in the Flyers Plan for Community Excellence reflect the tension and opportunity resulting from an acknowledgement of the mission-driven necessity to build our capacity to more accurately understand, empathize with, embrace and respond to the lived experiences of persons and populations whose identities constitute the extraordinary diversity of God’s creation. These identities include race/ethnicity, national origin, gender, gender identity, gender expression, socioeconomic location, sexual orientation, age, physical and/or cognitive ability, religion or worldview, or other identities, and the ways in which they intersect. The preexistence of historic and the emergence of new affinity groups are driven by this understanding of and commitment to diversity.

See page 4 for more about the work of the UIEC.

The plan’s goals and objectives align with, guide and support other plans, including the following:

**Anti-Racism Action Plan (AAP)**

The social upheaval and what some have referred to as a “racial reckoning” in our nation during the spring and summer of 2020, centering in part on the police violence against Black and African Americans in the middle of the pandemic, served as a catalyst for the University’s leadership to launch an 11-step Anti-Racism Action Plan on June 15, 2020. The AAP is an outgrowth of the Flyers Plan for Community Excellence.

Review the Anti-Racism Action Plan

**President’s Commission on the Status of Women**

The purpose of the commission is to illuminate and ultimately enhance the status of women at the University of Dayton by advising the president and other senior leaders on issues pertaining to gender equity, and on specific concerns of women-identified faculty, staff and students at the University.

Review the President’s Commission on the Status of Women

**Unit-Level Strategic Plans and Unit Liaisons**

Unit-level strategic planning teams are convening to move forward unit-level plans in support of goal #4 of the Flyers Plan for Community Excellence.

See page 11 for membership composition for the unit-level strategic planning teams.

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Revision of the Flyers Plan timeline: Given the disruptive impact of the coronavirus pandemic on the implementation of the Flyers Plan for Community Excellence, as well as the delays the pandemic has caused on unit-level strategic planning, consideration is being given to revising this timeline to conclude in 2025 instead of 2024.
## BUILDING SYNERGY

The synergistic relationship of the University’s strategic initiatives are demonstrated as:

| A comprehensive unit-level DEI strategic planning process involving 17 administrative and academic units |
| This process involved four capacity-building workshops for unit liaisons and consultations with unit working groups. |

| A successful completion rate of 97% of all incoming students taking the U Diversity Community Education Module |
| Student Development remains committed to engaging all students through co-curricular and peer education. This mission-critical work is designed to create, introduce, support and advance opportunities for awareness of multicultural/multi-ethnic identities through educational engagement, programs that provide critical reflection, and dialogue. |

| Partnering with University and regional organizations to advance diversity, equity and inclusion |
| Regional efforts included: launch of UD-Greater West Dayton Conversations, Greater West Dayton Incubator, and UD’s Supplier Diversity Initiative; production and presentation of the “The Roots of Racism: Exploring the Legacy of Dayton’s Racial Divide” series; and partnering with the Center for Leadership to deliver DEI professional development workshops beyond the campus community. |

| The cultivation of cultural intelligence and intercultural competency among faculty, staff and administration through professional development and education opportunities |
| Opportunities included the Dialogue Zone; the Inclusive Excellence Academy; the Inclusive Excellence Scholar Residency; and the President’s Cabinet Courageous Conversations initiative. |

| The development of diversity institutional learning goals using the Diversity Learning ILG Continuum |
| The continuum offers a framework for learning and skill development in four key areas: intersectionality/power; social justice and inequality; bias and perspective; and intercultural competence. |

| The hiring of UD’s first associate director for workforce diversification |
| The position is chiefly responsible for the development and implementation of strategies designed to increase diversity and equity among faculty, staff and administrators, positioning the University as an employer of choice. |

| Setting institutional records for recruitment of underrepresented populations and Pell-eligible students for first-year, full-time undergraduates for the fall enrollment |
| The University of Dayton enters the 2021-22 academic year with record overall enrollment and its most diverse student body in history. |

| The launch of the Institutional Bias Response Advisory Committee (IBRAC) |
| IBRAC guides the University’s institutional response to bias-related incidents in alignment with our Catholic, Marianist mission and to support historically underrepresented populations on campus. |

| The work of the Diversity and Social Justice Curriculum Fellows Report |
| The group provides clarity and resources regarding the Diversity and Social Justice component of the Common Academic Program (CAP) and the larger Institutional Learning Goals (ILGs). |
The UIEC began its work in May 2020 with the goal of coordinating, advancing and supporting strategic matters related to diversity, equity and inclusion at the University of Dayton. Although activating the council during the middle of a global pandemic causes logistical challenges, the disproportionate impact of the pandemic underscored the critical importance of the council.

The UIEC met monthly via Zoom during the 2020-21 academic year. Key discussion items included:

- clarifying the function and objectives of the council;
- mapping University organizational efforts of DEI; and
- assisting in the activation of the five standing committees including committee membership and objectives.

**Functions of the UIEC**

The University Inclusive Excellence Council (UIEC) is to be a permanent standing council of the University of Dayton, established for the purpose of advancing and supporting efforts across the University to achieve and sustain inclusive excellence. Its primary functions include:

- Advise the University’s president and vice president for diversity and inclusion on University-wide strategic and organizational matters related to diversity, equity and inclusion at the University of Dayton.
- Serve as an organizational mechanism to cultivate and sustain synergy and collaboration of initiatives and programming related to diversity, equity and inclusion across the University.
- Monitor and report on the University’s progress in the execution of the Flyers Plan for Community Excellence, the University’s diversity, equity and inclusion strategic plan for 2020–24.
- Make recommendations for effective internal and external communication of University initiatives in the areas of diversity, equity and inclusion.
- Work to identify and advance systemic structures, practices, policies and traditions that will advance diversity, equity and inclusion, while also removing barriers of the same type.
CURRICULAR AND CO-CURRICULAR EDUCATION (CCEC)

Co-Chairs
Amy Anderson, Kenya Crosson

Membership
Donna Cox, Wiebke Diestelkamp, Hector Escobar, Steve Herndon, Karen Lovett, Tom Morgan, Michelle Pautz, Leslie Picca, Maria Vivero, Pam Young, Julie Zink

PURPOSE/CHARGE
Support and make recommendations on a framework to design, map, deliver and assess undergraduate and graduate curricular and co-curricular efforts to ensure faculty and staff use a developmental and scaffolded approach to student learning that includes progressively advanced levels (e.g., knowledge and awareness to evaluation, critique of power differences, social agency and action, and innovative problem-solving) and achieve robust offerings across diversity and social identities. The framework and resulting review may inform the work of the other committees.

OVERVIEW OF ACTIVITY
This group began meeting in February 2021. Over the course of the first four meetings, the members spent time reviewing the charge, discussing current, related efforts, and identifying frameworks already in use. Two members, Dr. Tom Morgan and Dr. Castel Sweet, led the Diversity ILG Working Group and the Diversity and Social Justice Summer 2019 Fellows, which produced the Diversity ILG Learning Continuum. They shared their work and plans for mapping curricular and co-curricular offerings, and the relationship between that work at the CCEC. The group also discussed possibilities for this committee’s organizational structure, considering ideas like subgroups, and decided to prioritize planning for the unit plans. The members identified representatives to participate in the review of the drafts, and generally prepared for the review of the final unit plans to come during the fall term.

In addition, CCEC co-chairs visited with the PDE committee to discuss activities and possibilities for collaboration with both committees; and visited the Academic Policies Committee to discuss thoughts on the framework for the CAP five-year review (in particular the CAP Diversity and Social Justice [DSJ] review). PDE co-chair, Tiffany Taylor Smith, shared information about PDE’s work with CCEC. CCEC co-chairs will meet with the curriculum Anti-Racism Action Plan team to discuss the relationship between the Anti-Racism Action Plan and this committee.

PROFESSIONAL DEVELOPMENT AND EDUCATION (PDE)

Co-Chairs
Suki Kwon, Tiffany Taylor Smith

Membership
Nabil Abouzahra, Jordyn Baker, Laura Bistrek, Susan Brown, Daniel Cheung, Chris Fishpaw, Sangita Gosalia, Michelle Hayford, Erin Holscher-Almazan, Rochonda Nenonene, Rev. Dustin Pickett, Julio Quintero, Caroline Waldron

PURPOSE/CHARGE
Foster a culture of synergy and collaboration in the development, implementation, assessment and support of strategies to build institutional and workforce capacity in the areas of intercultural competency, equity-minded leadership and inclusive excellence throughout the University.
OVERVIEW OF ACTIVITY

Short-term goals

• Understand the goals of the Inclusive Excellence Academy (IEA) and Curricular and Co-curricular Education Committee (CCEC)
• Understand the work being done by the DSJ Working Group.
• Understand the definitions and campus professional development offerings for intercultural competency, equity-minded leadership and inclusive excellence.

Long-term goals

• Understand and explore how the campus assesses the skill development of intercultural competency, equity-minded leadership and inclusive excellence.
• Explore the incorporation of these skills into the employee performance review, promotion and tenure processes.

STRATEGIC PLAN SUPPORT, ASSESSMENT AND REPORTING (SPSAR)

Co-Chairs
Justin Keen, Kathy Webb*

Membership
Mérida Allen, Lisa Borello, Lawrence Burnley, Ione Damasco, Liz Mackay, Haimanti Roy, Susan Sexton, Steven Swabb, Mary Ziskin

PURPOSE/CHARGE

Support and make recommendations associated with the collection and analysis of relevant data, compilation of unit-level annual reports, and delivery of an annual progress report of the Flyers Plan for Community Excellence.

LONG-TERM OPPORTUNITIES AND ACTIVITIES

Three meetings took place in Spring 2021. The standing committee did not meet over the summer given that many members are faculty who were off contract. Rather, a sub-team convened.

During these meetings, the following potential opportunities and activities were identified:

• Identify/enact University plan measures in multiple areas including:
  • Campus climate assessment strategies, including potential follow-up to the AIM4 survey
  • Workforce recruitment and advancement common metrics and/or reports
  • Scorecard, dashboard or other medium that track plan progress on measures related to each plan's goals
  • Disaggregate University data for units; encourage consistent practices
  • Collaborate on other UIEC standing committees’ priorities
  • Report on University plan progress

STUDENT RECRUITMENT, ENROLLMENT, RETENTION AND SUCCESS (SRERS )

Co-Chairs
Cari Wallace, Donnell Wiggins

Membership
Amanda Alexander, Philip Analogue, Corinne Brion, Gerica Brown, April Graham, John Harrelson, Catherine Mix, Sam Ortiz, Christina Smith, Krystal Warren, Verb Washington, Aaron Witherspoon

PURPOSE/CHARGE

Make recommendations for effective internal and external communication of University initiatives in the areas of curricular and co-curricular education as it relates to advancing a broad range of issues associated with inclusive excellence.

Monitor and report on the University’s progress in the implementation of goal #2, objectives 2.2 and 2.3, and relevant key performance indicators.

Identify removal barriers that thwart or prevent efforts
to achieve objectives and key performance indicators associated with goal #2, objectives 2.2 and 2.3.

Serve as the primary UIEC resource for responding to questions or requests for support from units related to efforts aimed at advancing goal #2, objectives 2.2 and 2.3.

Responsible for writing the section of the annual report addressing goal #2, objectives 2.2 and 2.3 of the Flyers Plan for Community Excellence.

Provide periodic updates to the UIEC and upon requests.

**SUMMARY OF ACTIVATION PROCESS: SHORT-TERM AND LONG-TERM GOALS**

- Collect current DEI recruitment, enrollment, retention and success (SRERS) programming from campus partners.
- Collect and review current SRERS programming on campus to evaluate the depth and breadth of the offerings that impact DEI directly or indirectly.
- Discuss ways to share/promote SRERS programming with the campus at large.
- Make recommendations for high-impact practices based on assessment data; national trends; and benchmarking.
- Discuss “Black at UD” Instagram and Twitter accounts in order to:
  - Raise awareness of the impact
  - Understand what it is and why it exists
  - Recommend ways we can support historically underrepresented students’ concerns

**WORKPLACE RECRUITMENT, RETENTION AND ADVANCEMENT (WRRA)**

Co-Chairs
Carolyn Roecker Phelps, Troy Washington

Membership
Rachel Collopy, Nancy Haskell, Denise James, Tim Kao, Margie Pinnell, Shazia Rahman, Sukhjinder Sidhu, Angeline Washington

**PURPOSE/CHARGE**

The purpose of the Workplace Recruitment, Retention and Advancement committee (WRRA) is to assess unit-level strategic plans relative to goal #2 of the Flyers Plan for Community Excellence; the University of Dayton’s Anti-Racism Action Plan; and the report of the Hiring and Advancement for Diversity, Inclusion and Mission Working Group.

Goal #2 of the Flyers Plan for Community Excellence is:

*Achieve and sustain greater diversity, equity and inclusion throughout the University community.*

Additionally, the purpose of the WRRA is to provide recommendations, resources and support to campus-wide and unit-level groups and committees to further their strategies to assess, cultivate, achieve and sustain inclusive working, learning and living environments for students, employees and guests.

The final purpose of this group is to advance these goals at all levels and stages in the academic or career arc of individuals at the University.
The committee fulfills this purpose by executing the following functions:

- Cultivate synergy and collaboration of University-wide and unit-level initiatives and programming related to the overarching strategic goal #2 of the Flyers Plan for Community Excellence.
- Identify and recommend systemic structures, practices, policies and traditions that will advance goal #2.
- Monitor and report on the University’s progress in the implementation of goal #2 and achievement of its objectives and key performance indicators.
- Identify and remove barriers that hinder or prevent efforts to achieve the objectives and key performance indicators associated with goal #2.
- Serve as the primary UIEC resource for responding to questions or requests for support from units related to efforts aimed at advancing goal #2.
- Write the overarching strategic goal #2 section of the annual report of the Flyers Plan for Community Excellence.
- Provide periodic updates to the UIEC and upon requests.

**ACTIVATION PROCESS**

The WRRA committee members have been active in shaping and focusing the purpose of the committee (see above). The co-chairs have also updated the committee on other activity across campus that is related to the work of the WRRA, for example, work by the LGBTQ+ policies review committee, the DEI statement working group, and the Anti-Racism Action Plan goal #5 working group. Additionally, two members have agreed to serve on the review teams for the unit strategic DEI plans.

Because the work of action #5 of the University’s Anti-Racism Action Plan is closely related to the work of the WRRA, an update of work on action #5 is provided here:

Effective May 3, 2021, Angeline Washington joined the University and the Office of Human Resources as the associate director of workforce development, a position chiefly responsible for the development and implementation of strategies designed to increase diversity and equity among faculty, staff and administrators, positioning the University as an employer of choice.

While continuing to become acclimated with the University’s hiring and advancement policies, protocols and practices, Washington has quickly become a contributing participant in both faculty and staff pre-search meetings and is actively working to support the development and implementation of strategies to aggressively increase diversity and equity among faculty, staff and administrators.

The addition of Washington in the position of associate director of workforce diversification sets in place a critical resource needed to successfully achieve overarching strategic goal #2 of the Flyers Plan for Community Excellence.

Efforts to bring greater diversity to the faculty have also begun. The College of Arts and Sciences will conduct a number of hires clustered around expertise in three areas: Africana, Latinx and Middle East studies. Utilizing nine lines across the Humanities divisions that have been vacated by retirement or resignation, three hires will be pursued in each of the three areas. Applicant pools for positions that focus on the study of underrepresented groups are more likely to be diverse. We anticipate that, in addition to strengthening the University curriculum in these areas, more diversity will be brought to the University’s Humanities faculty.
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<tr>
<th>MEMBER</th>
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<tr>
<td>Joanna Abdallah</td>
<td>School of Education and Health Sciences or Graduate Academic Affairs/Provost Area</td>
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<tr>
<td>Nabil Abouzahra</td>
<td>Parking Services</td>
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<tr>
<td>Amy Anderson</td>
<td>Provost Area</td>
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<tr>
<td>Kim Bakota</td>
<td>Finance and Administrative Services, Human Resources, General Counsel, Facilities Management and Planning</td>
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<td>Shane Borah</td>
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<td>Lisa Borello</td>
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<td>Lawrence Burnley</td>
<td>Office of Diversity and Inclusion</td>
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<td>Natalie Coppolino</td>
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<td>Kathleen Costales</td>
<td>College of Arts and Sciences</td>
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<td>Samuel Dorf</td>
<td>College of Arts and Sciences</td>
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<td>Sangita Gosalia</td>
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<td>Daria Graham</td>
<td>Student Development</td>
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<tr>
<td>(Merida Allen, Executive Director of Multi-Ethnic Education and Engagement Center and Associate Dean of Students, replacing Daria Graham)</td>
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<tr>
<td>Beth Harrison</td>
<td>Provost Area</td>
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<td>Sara Harrison</td>
<td>Finance and Administrative Services, Human Resources, General Counsel, Facilities Management and Planning</td>
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<td>Laura Gentner Hutchinson</td>
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<td>Coordinator of LGBTQ+ Services</td>
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<td>Chief Savalas Kidd</td>
<td>Student Development</td>
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<td>Vice President of Public Safety and Chief of Police</td>
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<tr>
<td>Jay Mathews</td>
<td>College of Arts and Sciences</td>
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<td>Associate Professor of Physics</td>
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<tr>
<td>Carolyn Roecker Phelps</td>
<td>Provost Area</td>
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<td>Associate Provost for Faculty and Administrative Affairs</td>
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<td>Leslie Picca</td>
<td>College of Arts and Sciences</td>
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<tr>
<td>Professor of Sociology and Roesch Chair in the Social Sciences (UIEC Co-Chair)</td>
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<td>Julio Quintero</td>
<td>Office of Diversity and Inclusion</td>
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<td>Associate Director for Inclusive Excellence Education and Initiatives</td>
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<td>Nicholas Riordan</td>
<td>Dean's Council</td>
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<td>Student Representative (Undergraduate)</td>
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<td>Eddy Rojas</td>
<td>Dean of School of Engineering; Professor (Kathy Webb, Dean of the University Libraries, replacing Eddy Rojas)</td>
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<td>Tiffany Taylor Smith</td>
<td>Office of Diversity and Inclusion</td>
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<td>Assistant Vice President of Diversity and Inclusion</td>
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<td>Carlos Stewart</td>
<td>Advancement</td>
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<tr>
<td>Senior Associate Director of Development, Diversity and Access Initiatives for Advancement and Alumni Relations</td>
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<tr>
<td>Crystal Sullivan</td>
<td>Campus Ministry</td>
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<td>Executive Director of Campus Ministry</td>
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<tr>
<td>Troy Washington</td>
<td>Finance and Administrative Services, Human Resources, General Counsel, Facilities Management and Planning</td>
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<td>Vice President for Human Resources</td>
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<tr>
<td>Donnell Wiggins</td>
<td>Enrollment Management</td>
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<tr>
<td>Associate Vice President of Strategic Enrollment Management and Dean of Admissions</td>
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<tr>
<td>Molly Wilson</td>
<td>Marketing and Communications</td>
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<td>Vice President for Marketing and Communications</td>
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## Unit-Level Strategic Planning
### Timeline and Teams

#### STEP 1 (UNITS)
Create and submit diversity, equity and inclusion (DEI) strategic plan draft

#### STEP 2 (UIEC)
Review teams provide comments on unit-level strategic plans

#### STEP 3 (UNITS)
Address comments and submit final DEI strategic plans

#### STEP 4 (UIEC)
Standing committees review unit plans and map to the *Flyers Plan for Community Excellence* (recommendations for implementation, reporting and support)

#### STEP 5 (UNITS)
Liaison workshop IV (early Dec)
Topic: Infrastructure and plan implementation

### College of Arts and Sciences

**Liaisons**
- Jon Hess
  - Professor and Associate Dean
- Chelse Prather
  - Associate Professor, Biology
- Verb Washington
  - Lecturer and Assistant Dean

**Workgroup Membership**
- Erin Holscher Almazan
  - Associate Professor of Printmaking and Drawing, Art and Design
- Darden Bradshaw
  - Associate Professor of Art Education, Area Coordinator for Art Education
- Teejai Dorsey
  - Production and Program Coordinator
- Joe Jacobs
  - Adjunct, Religious Studies
- Denise James
  - Associate Dean for Assessment and Program Review; Associate Professor, Philosophy
- Madhuri Kango-Singh
  - Professor and Director of Graduate Program in Biology
- Sr. Laura Leming
  - Associate Professor, Sociology
- Jay Mathews
  - Associate Professor, Physics (and Electro-Optics and Photonics)
- Tom Morgan
  - Associate Professor of American and African American Literature, English
- Cynthia Payne
  - Assistant Dean for Student Success
- Joy Willenbrink-Conte
  - Lecturer, Music Therapy
- Cathy Zois
  - Professor, Psychology
School of Business Administration

**LIAISONS**
Diane Sullivan
Professor, Management and Marketing

**School of Education and Health Sciences**

**LIAISONS**
Corinne Daprano
Associate Dean

Pamela Young (Co-Chair)
Clinical Faculty and Director of Accreditation

**WORKGROUP MEMBERSHIP**
Treavor Bogard
Associate Professor

C. Jayne Brahler
Associate Professor

Julia Circle
Director of Didactic Education, Physician Assistant Education

Robert Frayer
Director of Budgets and Financial Operations

Graham Hunter
Assistant Professor

Novea McIntosh
Assistant Professor; Co-Program Director: Urban Teacher Academy (UTA)

Rhonda Mercs
Director, ECHO (Empowering Children with Hope and Opportunity)

Rochanda Nononene
Assistant Professor; First-Year Experience Coordinator; Co-Program Director: Urban Teacher Academy (UTA)

Haozhou Pu
Assistant Professor

Mary Ziskin
Associate Professor

School of Engineering

**LIAISONS**
Laura Bistrek
Executive Director, Diversity in Engineering Center

Margaret Pinnell
Interim Dean; Professor; The Bernhard Schmidt Chair in Engineering Leadership

**WORKGROUP MEMBERSHIP**
Sherri Alexander
Administrative Assistant, Mechanical Engineering

Kelly Bohrer
Director of Community Relations, KEEN/ETHOS

Jacob Cress
Assistant Professor, Engineering Management, Systems and Technology

Sandy L. Furterer
Chair and Associate Professor, Engineering Management, Systems and Technology

Marie Gaeke
Senior Administrative Assistant, Engineering Management, Systems and Technology

Erin Gibbemeyer
Lecturer, Chemical Engineering

Sid Gunasekaran
Assistant Professor, Mechanical Engineering

Eric Janz
Faculty of Practice, Innovation Center

Kristen Krupa
Chair and Associate Professor, Chemical Engineering

Ting Li
Director, International Engineering Student Engagement, Diversity in Engineering Center

Rachel Robinson
Advising Coordinator, OSS

Markus Rumpfkeil
Associate Professor, Hans von Ohain Chair, Mechanical Engineering

Lindsey Temple
Program Coordinator, ETHOS

Dana Tobias
Senior Administrative Assistant, Chemical Engineering

**Core Team**
Laura Bistrek
Executive Director, Diversity in Engineering Center

Kelly Bohrer
Director of Community Relations, KEEN/ETHOS
### Unit-Level Strategic Planning Teams, Cont.

#### Gerica Brown
Director, Minority Engineering Program, Diversity in Engineering Center

#### Kenya Crosson
Associate Professor, Chemical Engineering

#### David Perkins
Lecturer, Mechanical Engineering

#### Margaret Pinnell
Interim Dean; Professor; The Bernhard Schmidt Chair in Engineering Leadership

#### Caroline Waldron
School of Engineering, Equity Advisor, Dean's Office

#### School of Law

**Liaisons**
- Julie Zink
  Professor of Lawyering Skills

**Workgroup Membership**
- Maureen Anderson *(Co-Chair)*
  Professor
- Faisal Chaudry
  Professor
- Khandice Lofton
  Student
- Tracy Reilly
  Professor
- Dalindyebo Shabalala *(Co-Chair)*
  Professor
- Elizabeth Van Fossen
  Staff/Librarian

#### University Libraries

**Liaisons**
- Ione Damasco *(chair)*
  Associate Dean for Inclusive Excellence, Engagement and Operations in the University Libraries

**Workgroup Membership**
- Kevin Cretos
  Library Systems Support Specialist
- Hector Escobar
  Director of Education and Information Delivery
- Heidi Gauder
  Coordinator of Research and Instruction
- Henry Handley
  Collections Librarian
- Chloe Massie-Costales
  Circulation Assistant
- Diane Osman
  Administrative Assistant
- Scott West
  Collections Specialist

#### Athletics

**Liaisons**
- Angie Petrovic
  Senior Associate Athletic Director and Senior Woman Administrator

**Workgroup Membership**
- Neil Sullivan
  Vice President and Director of Athletics
- Krystal Warren
  Associate Athletics Director of Student Development and Community Engagement

#### School of Law

**Liaisons**
- Julie Zink
  Professor of Lawyering Skills

**Workgroup Membership**
- Maureen Anderson *(Co-Chair)*
  Professor
- Faisal Chaudry
  Professor
- Khandice Lofton
  Student
- Tracy Reilly
  Professor
- Dalindyebo Shabalala *(Co-Chair)*
  Professor
- Elizabeth Van Fossen
  Staff/Librarian

#### Advancement

**Liaisons**
- Emily Holterman
  Director of Development
- Cheryl Sims
  Assistant Director, Prospect Research

**Workgroup Membership**
- Matt Borden
  Director of Planned Giving
- Jonina Kelley
  Alumni Engagement Officer
- Patricia Thomas
  Annual Giving Specialist

#### Finance, Administrative Services, Human Resources, General Counsel, Facilities Management

**Liaisons**
- Jordyn Baker
  Equity Compliance
- Joan Bauman
  Dining

**Workgroup Membership**
- Emily Holterman
  Director of Development
- Cheryl Sims
  Assistant Director, Prospect Research

#### Subcommittees

**Strategic Plan Creation**
- Savannah Adams
  Bookstore
- A’Zia Garrett
  Dining Services
- Scott Kulka
  Facilities
- Heidi Pearce
  St. Mary's Hall
- Ashley Rutledge
  Financial Support Services
- David Schmidt
  Facilities
- Jane Schober
  Human Resources
Unit-Level Strategic Planning Teams, Cont.

**DINING SERVICES**
- **Chris Alexander**
  - Marycrest
- **Joan Bauman**
  - Admin
- **Krystal Becraft**
  - Catering
- **Rebekah Crawford**
  - Kennedy Union
- **A’Zia Garrett**
  - Chair
- **Susan Lammers**
  - Virginia W. Kettering Hall
- **Lynn White**
  - Admin

**FACILITIES MANAGEMENT**
- **Leah Ceperly**
  - Sustainability
- **Scott Kulka (Chair)**
  - Construction Management
- **Gaynor Payne**
  - Residential Properties Maintenance
- **David Schmidt (Chair)**
  - Planning and Construction Management
- **Eric Thomas**
  - Campus Maintenance

**FINANCIAL SUPPORT SERVICES**
- **Savannah Adams**
  - Bookstore
- **Ashley Rutledge (Chair)**
  - Procurement

**HUMAN RESOURCES**
- **Jen Duwel**
- **Anita Harris**
- **Kate Henry**
- **Tony Linz**
- **Troy Washington**
- **ST. MARY’S HALL**
- **Gayarthis Mahesh**
  - Budget Controller

**Strategic Enrollment Management**

**LIAISONS**
- **Catherine Mix**
  - Associate Vice President of Strategic Enrollment Management and Director of Financial Aid
- **Donnell Wiggins**
  - Associate Vice President of Strategic Enrollment Management and Dean of Admissions

**WORKGROUP MEMBERSHIP**
- **Kim Johnson**
  - Director of Budget and Administration
- **Jennifer Koesters**
  - Executive Director, Enrollment Management Strategic Operations and Projects
- **Maria Newland**
  - Registrar
- **Dana Sellers**
  - Executive Director, Enrollment Strategies
- **Jia Jia Wei**
  - Executive Director, International Graduate Admissions
- **Bob Winger**
  - Director, EM IT

**Subcommittee**
- **Stacy Burke**
  - Associate Director, EM Strategic Operations and Projects
- **Lynn Doohen**
  - Senior Administrative Assistant
- **Cody McMillen**
  - Director of Recruitment and Admission for Transfer and Strategic Partnership
- **Marissa Taulbee**
  - Assistant Registrar
- **Andrew Rouhier**
  - Associate Director, Financial Aid

**Campus Ministry and Office of Mission and Rector**

**LIAISONS**
- **Meaghan Crowley**
  - Campus Minister for Christian Leadership and Retreats
- **Fr. James Fitz**
  - Vice President for Mission and Rector
- **Mary Niebler**
  - Coordinator of Cross-Cultural Immersions

**WORKGROUP MEMBERSHIP**
- **Bridget Ebbert**
  - Campus Minister, Residence Life (South Quad)
- **Ellen Garmann**
  - Associate Director of Campus Ministry, Liturgy
- **Jen Morin-Williamson**
  - Campus Minister, Residence Life and LGBTQ+ Ministry
- **Tom Pieper, S.M.**
  - Campus Minister, Residence Life (Stuart)
- **Karen Rolfe**
  - Administrative Secretary for the Center for Social Concern
- **Crystal Sullivan**
  - Executive Director of Campus Ministry
Marketing and Communications

**LIAISONS**

Michelle Tedford  
Executive Editorial Director

**WORKGROUP MEMBERSHIP**

Michael Kurtz  
Executive Producer and Director, Media Productions

Kim Lally  
Executive Director, University Marketing

Nichole Rustad  
Executive Director, Advancement Communications

Cilla Shindell  
Executive Director, News and Communications

Molly Wilson  
Vice President for Marketing and Communications

TBD  
Executive Director, Enrollment Management Marketing and Communications

and Communication Coordinator, Ryan C. Harris Learning Teaching Center

Youssef Farhat  
Diversity and Social Justice Coordinator, CAP and Lecturer, Political Science

Diane Helmick  
Assistant Director Students Services

Sarah Hernandez  
Faculty, Intensive English Program

Zoe Krzywda  
Program Coordinator, Office of Education Abroad

April Mescher  
Director of Strategic Partnerships and Marketing, Center for Leadership

Anthony Rodriguez  
Team Lead, IT Service Center

Stephen Swabb  
Director, Business Intelligence and Enterprise Reporting

Student Development

**LIAISONS**

Merida Allen  
Associate Dean of Students and Executive Director Multi-Ethnic Education and Engagement Center

Emily Wilkins  
Director of Student Development Planning and Assessment

**WORKGROUP MEMBERSHIP**

Amber Dierking  
Assistant Director of Outdoor Recreation, Campus Recreation

Christopher Fishpaw  
Director of Student Leadership Program, Center for Student Involvement

Olivia Keithley  
Coordinator, Co-curricular Learning, Housing and Residence Life

UD Research Institute

**LIAISONS**

Kelly Carpe  
Program Manager, Sustainment Technologies Transition

Jessica Mancz  
Development Specialist, Director’s Office

**WORKGROUP MEMBERSHIP**

Andrew Croftcheck  
Project Manager, Power and Energy

Lindsay Davis  
Team Lead Corrosion Engineer, Sustainment Technologies Transition

David Gudorf  
Senior Research Engineer, Sensor and Software Systems

John Mackay  
Proposal Manager, Director’s Office

Gabe O’Reilly  
Associate Research Engineer, Structural Materials

Rebecca Servaites  
Associate Computer Engineer, Applied Sensing

Tony Shreck  
Accounting Admin Associate, Research Accounting

Nora Tesone  
Environmental Effects Engineer, Sustainment Technologies Transition

Ron Zeszut  
Research Scientist, Nonstructural Materials

Provost Area

**LIAISONS**

Yolanda Copeland  
Graduate Student Services Assistant

Justin Keen  
Director of Assessment and Student Centered Analytics

Nichole Lucas  
Associate Program Manager, Intensive English Program

Angela Parker  
Associate Director, Classroom Support and Operations Engineer

**WORKGROUP MEMBERSHIP**

Susan Brown  
Director of Faculty Development
COMMITTED TO INCLUSIVE EXCELLENCE FOR THE COMMON GOOD