



The Division's Guiding Principles for 2015-2021

DRAFT - Report on 2015-2016 Goals/Actions

(See Framework document for Vision, Mission, Core Values, and 2021 Outcomes)

Report on 2015-2016 Strategic Actions/Goals

2016-2021 Strategic Function	
1. Coordinate and provide leadership for the university's extensive efforts to advance inclusion and equity that engage all members of the community, with a central focus on supporting the university's diverse and historically underrepresented communities .	
2015-2016 Strategic Actions/Goals	
a. Provide direction and expertise on organizational structures and restructuring that best support the next phase of GVSU's multifaceted and multipronged approach to inclusion and equity.	<ul style="list-style-type: none"> • Actively engaged in the strategic planning process of the university to give direction and expertise on specific unit approaches to inclusion and equity • The Milton E. Ford LGBT Resource Center, Office of Multicultural Affairs, and Women's Center moved from the Division of Student Services to the Division of Inclusion and Equity. This structural shift also included the half-time appointment of the Associate Vice Provost for Student Affairs, now also Assistant Vice President for Inclusion and Equity • Campus Interfaith Resources was added as the fifth Social Justice Center • Additional new positions include the Special Associate for Inclusion and Equity, Director of Affirmative Action/EEO and a Social Justice Educator/Coordinator
b. Advisory Council on Inclusion and Equity: In an effort to increase engagement, particularly of faculty and students, in I&E functions and initiatives, the Division will create and engage an Advisory Council structure that will include focused subgroups for students, faculty, staff and the external community. These structures will provide meaningful guidance and accountability for I&E's strategic plan and assist in identifying annual priorities or needed course-corrections for ongoing strategic planning.	<ul style="list-style-type: none"> • Moved to 2016-2017
c. Review and provide recommendations for Disability Support Resources to evaluate support and possible efficiencies to meet the growing needs of the population.	<ul style="list-style-type: none"> • A Testing Task Force and an ADA Advisory Council were established. • A new AP position, the Disability Resources Administrator, was created to better manage testing and transportation services.

d. Develop a cohesive, coordinated, and articulated partnership with the Division of Enrollment Development to support the recruitment and success of underrepresented students.	<ul style="list-style-type: none"> • Division participates in Enrollment Development Planning and Assessment Committee (EDPAC) • Assistant Vice President VanderVeen serves on New Student Orientation Planning and Assessment Committee • Special Associate for Inclusion and Equity serves as a liaison to the Enrollment Development Division
e. Support the Enrollment Development Division's efforts to maintain affordability and access for low-income students.	<ul style="list-style-type: none"> • Ongoing
f. Support the University Development Division's efforts to increase engagement of diverse alumni and donor relationships	<ul style="list-style-type: none"> • The Division participated in several signature events with the LGBT, Black, and Latino/a Alumni Associations during the 2015-2016 year. • The Division supports the Cesar Chavez Committee and Lupe Ramons Scholarship Endowment through organizational and event support as well as staffing
g. Develop and support employee affinity groups for underrepresented and diverse communities.	<ul style="list-style-type: none"> • The Division now provides support to eight faculty and staff affinity groups – Asian, Black, International, Latin@, LGBT, Native American Advisory Board, Positive Black Women, and Women's Commission • Over \$11,000 in support given during 2015-2016
h. Convene a staff affinity group council to support collaboration, reduce duplication of effort, and encourage cross-group and identity efforts.	<ul style="list-style-type: none"> • Interim Assistant Vice President Grant convened and chaired an Affinity Group Council which met regularly during 2015-2016 school year. The group jointly planned the 2nd Annual Graduates of Color Celebration
i. Track and inventory division efforts, including partnerships and collaborations, and regularly report on and communicate division efforts to the university and external community.	<ul style="list-style-type: none"> • 2015-2016 efforts were inventoried retroactively. Future, collaborations, and partnerships will be tracked using a CMS form.
j. Continue to support and make progress in implementation of the Student Diversity Coalition's recommendations (developed in March 2015).	<ul style="list-style-type: none"> • Ongoing
k. Continue representative roles, increase advocacy and attention to equity and inclusion, and provide support and consultation with internal organizations and others as needed.	<ul style="list-style-type: none"> • UAS/ECS, Student Senate Diversity Committee, EDPAC, Provost's Cabinet, President's Cabinet, Budget Committee, Finance and Administration Diversity Committee, Freshman Academy Advisory Committee, Gender Expression and Identity Committee, Campus Climate Survey Steering Committee, Inclusion Advocates Review Task Force, Native American Advisory Board

2016-2021 Strategic Function	
2. Assure the university complies with all relevant federal and state laws, university policies, and requirements related to civil rights including all facets of promoting and monitoring equal employment opportunity and affirmative action, developing related educational programs, and preventing or responding to issues of harassment, discrimination, and bias.	
2015-2016 Strategic Actions/Goals	
a. With the interim Title IX Coordinator, GVPD, General Counsel, Student Services, and Human Resources, guide planning for a coordinated program related to Title IX, gender equity, and the prevention of sexual violence on campus, including: (1) policy and protocol revisions and approval of new/revised policy and protocols; (2) development and implementation of trainings (including at least one mass online compliance training component); (3) use campus climate survey findings of fall 2015 to plan for a sexual violence-specific survey in late winter, if needed; (4) identify resource and staffing needs related to Title IX responsibilities; and (5) oversee full compliance of OCR investigation recommendations.	<ul style="list-style-type: none"> Improved reporting and investigation process through staffing and process changes as well as the implementation of a centralized online reporting system Sexual violence survey was administered Staffing changes were made to support Title IX compliance – full-time Title IX Coordinator, Lead Investigator, and # trained employee investigators Training for all faculty, staff, and students was developed – will be implemented in Fall 2016 Compliance with investigation is ongoing (OCR has not issued report yet)
b. Finalize and implement a revised and comprehensive policy related to bias, discrimination, harassment, affirmative action and sexual misconduct, with General Counsel and Human Resources.	<ul style="list-style-type: none"> Bias Incident reporting process revised – no longer a protocol or policy Revised/new Sexual Misconduct Policy and Sexual or Gender-Based Harassment Policy
c. Review and revise Affirmative Action and Equal Employment Opportunity statements, policies, and protocols to better align with the university's renewed framework for equity and inclusion, I&E's vision, mission, and values, new federal and state guidance, and institutional best practices.	<ul style="list-style-type: none"> New Affirmative Action/Equal Employment Opportunity statements created Director of Affirmative Action/EEO hired Revision of AA/EEO policy and protocol moved to 2016-2017
d. Administer a campus climate for sexual violence survey in winter 2016 to undergraduate students (separate from the general campus climate survey set for fall 2015)	<ul style="list-style-type: none"> Survey sent to 10,000 students, in March 2016 with follow up in May. Response rate was roughly 15%.
e. Train all senior managers and appointing offices on effective uses of Affirmative Action data, including availability analysis and setting placement goals.	<ul style="list-style-type: none"> Moved to 2016-2017
f. Complete 2015-2016 Affirmative Action Plan, with engagement of President's Cabinet.	<ul style="list-style-type: none"> Affirmative Action plan completed Engagement with President's Cabinet moved to 2016-2017
g. Revise and administer hiring practices for internal hires, waived searches, and other practices, particularly for searches with Affirmative Action Plan placement goals.	<ul style="list-style-type: none"> Moved to 2016-2017
h. Review and recommend changes to DSR policies and practices related to parking and testing functions.	<ul style="list-style-type: none"> DSR staff and members of the disabilities community were added to University Parking Committee Testing Task Force established
i. Create and implement an ADA Advisory Council to guide ongoing efforts related to inclusion of students, faculty, and staff with disabilities.	<ul style="list-style-type: none"> ADA Advisory Board created. Meets once per semester. Board includes 21 individuals including a Student Senate representative, ADA Compliance officer, Director of DSR, Housing staff, Facilities staff, and members of the disabilities community
j. Implement increased awareness of religious accommodation and inclusion practices and policy, including annual notification of important dates, and sharing practices for greater intentionality and inclusion.	<ul style="list-style-type: none"> Religious Inclusion policy shared with all faculty, staff, and students Division sponsored an open-house for the Inclusive Prayer and Meditation space in the Kirkhof Center

	<ul style="list-style-type: none"> Created an “Interfaith Resources” page/guide on the I&E website – info has since been moved to new Campus Interfaith Resources page Hired a Campus Interfaith Resources Coordinator
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2016-2021 Strategic Function

3. Provide **consultation and support to deans, colleges/schools, departments, and divisions** to implement strategies that assist in achieving a more diverse and inclusive university through **strategic planning, campus climate** initiatives, program **evaluation, pipeline** development strategies, and **recruitment and retention** initiatives for underrepresented students, faculty, and staff.

2015-2016 Strategic Actions/Goals

a. Oversee an Inclusion Advocates Task Force in reviewing and evaluating the program and developing recommendations for enhancements, with a particular focus on training development.	<ul style="list-style-type: none"> Moved to 2016-2017
b. Related to hiring practices, I&E will lead an effort to develop a more comprehensive inclusive hiring “toolkit” that focuses on actively using affirmative action and availability data, and engaging intentionally in pre- and post-hiring practices that advance diversity and inclusion.	<ul style="list-style-type: none"> Moved to 2016-2017 and modified
f. Support academic units in advancing diversity of faculty from underrepresented groups (Black/African American, Latino/Hispanic, Native American,), LGBT, international and faculty with disabilities via invited consultation and workshops particularly in response to trends identified in anti-harassment policy violation reports and disaggregated campus climate data.	<ul style="list-style-type: none"> Moved to 2016-2017 and modified
g. Develop and implement a Faculty Associates program in I&E.	<ul style="list-style-type: none"> Hired Dana Munk and D.J. Mitchell as part-time (25%) faculty associates Created program statement and goals, will recruit additional associates in Fall 2016
h. With the Campus Climate Steering Committee, lead the university’s re-administration of MyGVSU – Campus Climate Survey in fall 2015, and report results and findings to the university community in winter 2016. Identify and begin planning phase for action-based response(s) to findings. Outcomes: 30% or higher survey response rate of all constituency groups; Release of report on university website by March 2016; Finalized action plan by June 2016.	<ul style="list-style-type: none"> myGVSU 2015 administered November 12-23. Overall response rate= 42% (13 percent above 2011) Preliminary findings shared with campus March 2016 Action Teams convened May-June 2016 Full report released August 1, 2016 Finalization of Action Plan moved to 2016-2017

2016-2021 Strategic Function	
4. Direct a comprehensive social justice education and intercultural competency for social justice program for the campus community, using both formal and informal delivery methods to address the broad range of relevant issues, in an effort to develop a shared understanding of social justice and equity and support continual self and professional development of all community members.	
2015-2016 Strategic Actions/Goals	
a. Develop and implement a Social Justice Education Training Program for faculty and staff.	<ul style="list-style-type: none"> • Moved to 2016-2017
b. Participate in new faculty, staff, and student orientations to share <i>GVSU's Framework of Equity and Inclusion</i> , and I&E's social justice approach to equity and inclusion.	<ul style="list-style-type: none"> • Framework was presented at all staff orientations and inclusive values were shared to incoming students at Transitions
c. Develop and organize a social justice training for Division of Inclusion and Equity staff	<ul style="list-style-type: none"> • Diversity and Social Justice consultant, Diane Goodman, led a half day training for I&E staff on November 12, 2015
d. Support the university's Teach-in and Change U, for campus-wide training opportunities related to social justice education.	<ul style="list-style-type: none"> • Fully funded Teach-In and provided staff support • 15 of the 37 Teach-In sessions included Division of I&E staff members as presenters/facilitators • Financial sponsorship of Change U
e. Support faculty and staff participation in external social justice training opportunities.	<ul style="list-style-type: none"> • The Division provided support for over 40 faculty and staff members to participate in external social justice related trainings and conferences across the state and country.
f. Support student participation in national conferences and symposiums related to social justice and intersectionality.	<ul style="list-style-type: none"> • The Division provided support for more than 10 students to participate in external social justice related trainings and conferences across the state and country.
h. Provide training and educational opportunities related to social justice education for external community groups, with a particular focus on public education sectors in 2015-2016.	<ul style="list-style-type: none"> • Division staff provided training related to social justice for external community groups on 21 separate occasions. These trainings were to a variety of groups including public schools in Allendale, Grand Rapids, and Muskegon.

2016-2021 Strategic Function	
5. Represent the university in local, state, and national dialogues related to equity and inclusion and engage all members of the community in understanding the vision and values for social justice while advancing the university's reputation as a pioneer, content expert, and dedicated advocate.	
2015-2016 Strategic Actions/Goals	
a. Continue intentional and expansive engagement, outreach, and communications on campus, community, regional, state and national levels to engage a broad range of community members in decision-making and deliberations, developing a shared understanding and accountability for the <i>GVSU's Framework for Equity and Inclusion</i> , and deepening relationships with diverse external constituencies.	<ul style="list-style-type: none"> • Division Strategic planning retreat (included faculty, staff, students from across university) • Shared with colleagues at National Chief Diversity Officers in Higher Education conference (NADOHE) and National Conference on Race and Ethnicity (NCORE) • Presented to and endorsed by: Student Senate, Faculty Senate, President's Cabinet, Board of Trustees
b. Support the university's overall increased community engagement in providing dedicated outreach and engagement among diverse communities in Grand Rapids and West Michigan.	<p>Select organizations that Division staff are involved in through board and committee memberships:</p> <ul style="list-style-type: none"> • <i>César E. Chávez Leadership Advisory Council</i> • <i>Michigan Asian Pacific American Affairs Commission</i> • <i>Michigan Department of Civil Rights' Advocates & Leaders for Police and Community Trust</i> • <i>Historical Society of Michigan</i> • <i>Grand Rapids Convention Authority Arena Community Inclusion Group</i> • <i>Vietnamese American Association of Michigan</i> • <i>West Michigan Environmental Action Council</i> • <i>King Chávez Parks Planning Committee</i> • <i>ATHENA – Grand Rapids Chamber</i> • <i>Journal of Diversity in Higher Education</i> • <i>OutPro – Grand Rapids Chamber</i> • <i>West Michigan Presidents Compact Committee</i>
c. Increase GVSU representation and participation in expert panels and workshops in external organizations working in diversity, equity, and inclusion.	<ul style="list-style-type: none"> • Division staff provided expertise on panels or in speaking roles at 17 different conferences or workshops hosted by external diversity, equity, and inclusion related organizations
d. Working with the association of State Universities of Michigan (formally, President's Council), initiate a convening of chief diversity officers at Michigan's public universities to discuss and determine shared possibilities.	<ul style="list-style-type: none"> • Moved to 2016-2017
e. Support diverse community organization's activities and initiatives through sponsorships and resource support (volunteering, time, facilities, etc.).	<ul style="list-style-type: none"> • The Division provided over \$35,000 in funding for more than 23 external community organizations, events, or initiatives in 2015-2016.

2016-2021 Strategic Function	
6. Advocate for and demonstrate equity-mindedness in all university functions , particularly providing support for the continued evaluation, implementation, and updating, as necessary, of university policies, procedures, and planning, and monitoring of progress toward meeting the university's goal to be more diverse and inclusive.	
2015-2016 Strategic Actions/Goals	
a. Develop and release with Institutional Analysis and Enrollment Development a university diversity dashboard.	<ul style="list-style-type: none"> Diversity Dashboard available at gvsu.edu/inclusion/dashboard
b. Identify responsible parties in I&E for reach assigned goal/metric GVSU's 2016-2021 Strategic Plan and I&E Strategic Priorities.	<ul style="list-style-type: none"> Ongoing
c. Identify metrics for each I&E 2021 Outcomes and outcomes and metrics for each I&E 2015-2016 Strategic Actions/Goals.	<ul style="list-style-type: none"> Ongoing
d. Review academic and administrative unit goals related to equity and inclusion items in GVSU's 2016-2021 Strategic Plan.	<ul style="list-style-type: none"> Moved to 2016-2017
e. In support of GVSU 2016-2021 Strategic plan (2.B.1), complete a review of all university systems and polices will be conducted to serve as a baseline for improvement in 2016, with the objective to be reached by 2021.	<ul style="list-style-type: none"> Moved to 2016-2017
f. Propose a diversity accountability report, working with University Relations.	<ul style="list-style-type: none"> Moved to 2016-2017