

Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)				
Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Staff				
Increase presence of staff from underrepresented groups, and other diverse constituencies in the Office of Graduate Studies (GS)	Wide dissemination of position openings in GS to diverse audiences included in University Inclusion Plan	Advertise position openings through diverse publications and institutions, such as HBCU's and minority focused media	100% of position openings advertised through diverse publications/institutions	Dean = P Associate Dean
	Include cultural competency training as an expectation of all staff in the GS division	All staff to complete training by 2011-12 AY	100% of staff completing training	Dean = P Associate Dean
	Ensure staff representative with Inclusion Advocate training in each unit	At least 2 staff members to complete IA training by end of 2010-11 AY	At least 50% of staff completing training	Unit Leaders = P
	Involve inclusion advocate(s) in search committee functions from inception through final hire	Each GS search committee will have an IA per search	100% of search committees have at least one IA	Dean = P Associate Dean
Graduate Students				
Increase graduate student recruitment efforts that target potential diverse audiences	Work with Graduate Program Directors, GEM, Admissions, and other units engaged in graduate education at GVSU, to expand recruitment of potential graduate students from diverse populations	Build relationships with institutions which have diverse undergrad populations; support efforts to increase diversity at the undergrad level at GVSU to help create a more diverse pool of applicants at the graduate level for all programs	2010-2015 Strategic Vision: Objective 1.4 Increase by 10% the number of under-represented graduates in fields such as STEM, Health Professions, Nursing, and Business	EDPAC=P GEM = P Admissions Graduate Office Graduate Programs

	Work with Institutional Marketing to incorporate inclusive messages and images in marketing campaigns for graduate programs at GVSU	Determine appropriate phrases, images, and messages to include in marketing materials to attract a diverse pool of candidates	Implement with re-issue of documents for AY 10-11	Graduate Office Institutional Marketing Graduate Program Directors
Enhance diversity/inclusion elements in new graduate student orientation	Include representatives from campus groups that represent all diverse populations in the orientation events	Invite organizations to participate in the resource fair and orientation materials. Add sections to Grad Student Guidebook for diverse populations (disability services, OMA, LGBT, etc)	All Graduate Student Guidebook covers will include at least one photo that illustrates inclusion; revised AY 10-11 Grad Student Guidebook. Schedule events for AY 10-11	Graduate Studies = P Student Services – Pew Campus = P Graduate Admissions
Enhance competency-building supports for success in graduate education	Work with individual offices that provide tutorials, consultations and workshops regarding diverse graduate student needs (PACES Program)	Sponsor or Co-sponsor professional development workshops and advertise to grad students	At least 1 PACES Program offering per year will focus on diversity or intercultural competency	Graduate Office = P Pew Student Services Writing Center Statistical Consulting Center

Action Area 1: Access and Equity – Policy/Administrative Initiatives				
Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Support GVSU principles of open access and equity in GS culture	Identify representatives for the Inclusion & Equity Advisory Board	Nominate members for the AY 10-11	Appoint a staff member for AY 10-11	Graduate Studies
Allow graduate students an additional voice in the campus dialogue regarding policy and administration	Nominate /work with graduate programs to nominate a graduate student representative for the Inclusion & Equity Advisory Board	Collection nominations for the AY 10-11	Appoint a new student annually	Graduate Studies GPSA Graduate Program Directors
	All staff of GS will be allowed to actively pursue diversity and intercultural competence development	Provide staff with opportunities to attend trainings, cultural events, and other activities to improve competency. Recognize staff members who support inclusion on campus	100% of staff participation in trainings and workshops	Graduate Studies
Conduct or support a policy gap analysis	Identify ethical and/or federal mandates related to diversity that falls within our domain – GA hiring practices, student issues, social justice issues in research, include focus on age discrimination and disability supports	Designate staff/student time to research on such mandates and integrate into materials for administering GA appointments and department publications such as the Graduate Director's Handbook	Conduct and review research during AY 10-11 and incorporate into materials AY 11-12	Graduate Studies
Pursue commitment to an inclusive graduate culture	Adopt statement of commitment to inclusion through Graduate Council	Revise the GS Strategic Plan to be congruent with the University's 2010-2015	Complete by end of AY 10-11	Graduate Office Graduate Council

	that reflects values embedded in CGS inclusion statement	Strategic Vision		
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Action Area 2: Campus Climate				
Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Work to encourage faculty and staff engaged in graduate education, to create a campus atmosphere that fosters success of diverse graduate students within an inclusive community of scholars	Develop resources and programs to support the success of non-traditional adult students in the classroom and beyond. Work with Pew Student Services to address concerns for non-traditional graduate students	Support alternative spaces on campus, such as a new Graduate Student Commons, and extended hours/locations for student services	Support GPSA petition for Graduate Student Commons space. GradClub attendance and participation	Provost
	Promote lectures, social events for/with faculty and students of color (PACES)	Seek diverse speakers for sponsored programs or co-sponsored programs from diverse units	Co-sponsor at least 1 campus lecture per semester	Deans Graduate Office GPSA
	Actively promote matching of graduate students of color with mentors of color within their own or a related discipline, for professional development	PACES/GPSA workshops or student events. Post online resources/create database	Implement by end of AY 10-11	GPSA or Graduate Office with College Deans
	Actively mentor international and other diverse students from outside the GR area to facilitate social connections and actively foster engagement and minimize marginalization	PACES/GPSA workshops or student events that encourage students from diverse cultures/populations	Implement by end of AY 10-11	Student Services, PIC, Graduate Office

	Promote networking events for diverse graduate students with alumni of color, or similar qualities (international, LGBT, etc.)	Display information in the graduate studies office and graduate student BB about cultural events. Work with Alumni Relations to maintain a database/listserv of graduate alumni interested in participating in a mentorship program	Implement by end of AY 10-11	Graduate Office GPSA Cultural Centers Alumni Assoc
Establish recognition and rewards for students and mentors as they progress through each stage of their program	Ensure that graduate students are recognized for their successes as well as extracurricular activities relating to inclusion and diversity	Develop or designate a Dean's Citation Award to recognize outstanding graduate students who are acting as change agents and/or forwarding the agenda of inclusion and equity on campus	Recognize at least one recipient per semester in AY 2010-11, with as many as one per graduate program. Pilot award in Winter 2010	Graduate Office College Deans Graduate Program Directors
Educate faculty engaged in graduate education on best practices in the classroom re: inclusion and equity (example: working with language barriers, lectures that cater to hearing/visual disabilities, etc.)	Provide the necessary information and resources so that faculty can assist students with issues relating to inclusion	Graduate Director's Handbook	Implement by end of AY 10-11	Graduate Program Directors Graduate Office

Action Area 3: Diversity in Curriculum/Co-curriculum				
Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Identify/encourage development of graduate courses that integrate culturally diverse perspectives where appropriate	Review current curriculum to identify gaps where culturally diverse perspectives could be included and work with graduate programs to develop content with diverse views	Propose a Special Projects GA to work with programs to develop courses or materials that integrate diverse populations and content – this GA could be housed in Grad Studies and service all programs	Begin process in AY 10-11 with possible implementation for AY 11-12	Graduate Council Curriculum Committee = P Deans = P Graduate Dean P

Action Area 4: Organizational Learning - Internal				
Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Provide 'internship' opportunities for staff and/or faculty within the Office of Graduate Studies	Develop a proposal for an "administrative intern" with an annual or biennial rotation	Designate an "Inclusion" liaison for the unit - a rotating position in which an individual will assume responsibility for making staff aware of inclusion issues/training on campus and communicate with the Office of Inclusion and Equity regarding issues. Include these duties as part of performance reviews, providing an incentive for staff to participate	Implement by end of AY 10-11	Graduate Dean
Encourage activities that teach about/provide a forum for discussion and learning about the purpose and value of inclusion and the organizational factors that require an intentional focus on it	Host a colloquium for graduate program directors and faculty held at least once a year with a focus on what it takes to build an inclusive graduate community	Invite representatives from schools with diverse/inclusive populations to speak in a panel/round table discussion with faculty and Graduate Program Directors about the value of inclusion and specific tactics to increase diversity at the institution (PACES)	Planning stages to begin AY 10-11 with implementation in AY 11-12	Graduate Office GPSA GEM

Action Area 4: Organizational Learning – Community Outreach				
Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Involve graduate alumni in programming around inclusion and equity for our graduate students	Collaborate with Alumni Relations to create relationships with graduate alumni and encourage their continued feedback and participation in graduate education at GVSU	As part of the PACES project, create a database/mailling list or listserv for graduate alumni interested in participating in these events and invite them back to campus. Can also use this list for exit surveys regarding graduate education	Planning stages to begin AY 10-11 with implementation in AY 11-12	Graduate Office GPSA GEM Alumni Relations
Encourage graduate programs to identify/support those community mentors/partners that demonstrate awareness/commitment to equity and inclusion	Identify resources and publish a list of community mentors/partners	PACES Co-Ops/Externships Internships Student Volunteer Days Student Scholarship	Planning stages to begin AY 10-11 with implementation in AY 11-12	Graduate Office GPSA GEM CSCE