Priority Area 5: Diversity, Equity and Inclusion OWNER: Tara Owens and Jason Casares

Goal 5.1: Increase and recruit the diversity of our students, faculty, and staff.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed

To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	Further expand towards a comprehensive, institution-wide plan to identify and implement best and current practices to diversify student recruitment efforts and faculty/staff candidate pools to support the mission of the campus. Establish a committee to further the diversity of faculty on campus, including with respect to underrepresented faculty and staff (Black, LatinX, Asian American, Native American/ Indigenous, and International) in the Schools. Create, develop, and conduct diversity/bias and cultural competence training for search committee members. Develop and implement an inclusive onboarding process for new faculty and staff and incorporate resources to support the acclimation and retention of diverse faculty and staff. Create a survey instrument to identify reasons why students, staff, and faculty from underrepresented groups leave the University. Create inclusive language and establish assessment criteria for advancing diversity, equity, and inclusion to incorporate in all position descriptions. Develop and establish best and current practices to provide information to applicants (students, staff, University's commitment to JEDI principles including a standard question for measuring on candidate score sheets. Create affinity groups	Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

Goal 5.2:Seek out and promote best practices to enhance inclusion and promote equity.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed

Goal 5.3: Develop and implement a research initiative on diversity, justice, equity, globalization, and sustainability

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
Total annual funding based on globalization and sustainability	Target: ≥ the percentage of expenditures coming research related to globalization/ sustainability in the prior year.	No benchmark exists and will need to revaluate this data with OSRP on Workday	Enhance DEI and equity research and community engagement (e.g. underserved populations, food insecurity, faculty grants that involve students to learn research skills) Increase partnerships and funding		Need to hire DEI staff to oversee DEI at university

Goal 5.4: Provide experiences to the campus community that prepare them to be engaged global citizens and change agents

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed

To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	Identify what it takes to be a change agent through the development of core competencies. Evaluate, assess, modify, and rethink programming and practices currently in existence for promotion, evolution, and/or elimination. Create and develop an inclusive leadership certificate for students (possible transcript addition). Develop and provide transformational training for the campus community to be global citizens and change agents (students and employees). Develop JEDI education, training modules (in-person, online), and an online resource library of JEDI-related topics for students, staff, and faculty. Identify and provide opportunities for community members to connect with external, corporate, community organizations, social movement organizations and government offices to enhance participation in initiatives that align with and support JEDI goals and principles. Identify and expand pathways for students to engage in learning opportunities with international participation	Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

Goal 5.5 Implement hiring and retention practices that lead to greater quality and diversity among faculty and staff.

Measure/Metric	2024-2026 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed

Goal 5.6: Ensure the curriculum, scholarship, and teaching embodies the principles of Justice, Equity, Diversity, and Inclusion (JEDI)

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed
To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	To be developed by the Priority 5 workgroup, committee, and/or champions. See next steps.	Encourage faculty to include the University's diversity and accessibility statements in their syllabus. Develop training for faculty and staff on delivering content and information on various platforms and formats to ensure equal and meaningful access. Develop and create an inclusive pedagogy academy. Create an online database to compile and share information about faculty and staff diversity, equity, and inclusion expertise. Develop and implement a research initiative on justice, equity, diversity, and inclusion through faculty/staff grants. Develop in-class review and evaluation process by an external source to ensure teaching embodies the principles of JEDI.	Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

SUBGOALS of Goal 5.1: Cultivate a sustainable, equitable, and inclusive community where all members from all backgrounds, identities, abilities, and life experiences are safe welcomed, valued, supported, and that fosters belonging.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed

SUBGOALS of Goal 5.2: Implement systematic processes and protocols – grounded in inclusive excellence and equity – for regular data collection to report progress on education and scholarship, recruitment, retention and success, and campus climate.

Measure/Metric	2026-2028 Target	Benchmark	Proposed Strategies	Next Steps	Resources Needed