

The Diversity and Inclusion Strategic Plan was developed as a conceptual document. In order to transition into an implementation plan, the Diversity and Inclusion Advisory Council will be comprised of working groups. Selection of the working group membership from across the campus is based upon the expertise and contributions each member brings to the following core areas which align with the four Goals of the Strategic Plan. With guidance from the Chair and Group Leaders, each Working Group will be responsible for establishing a working framework that will include:

1. Outcomes and Benchmarks
2. Metrics to assess outcomes
3. Resources
4. Timeline to accomplish outcomes

Nazareth College
Diversity and Inclusion Strategic
Implementation Plan
Three-Year Plan (2017-2021)

Diversity and Inclusion Advisory Council

The Three-Year Implementation Plan

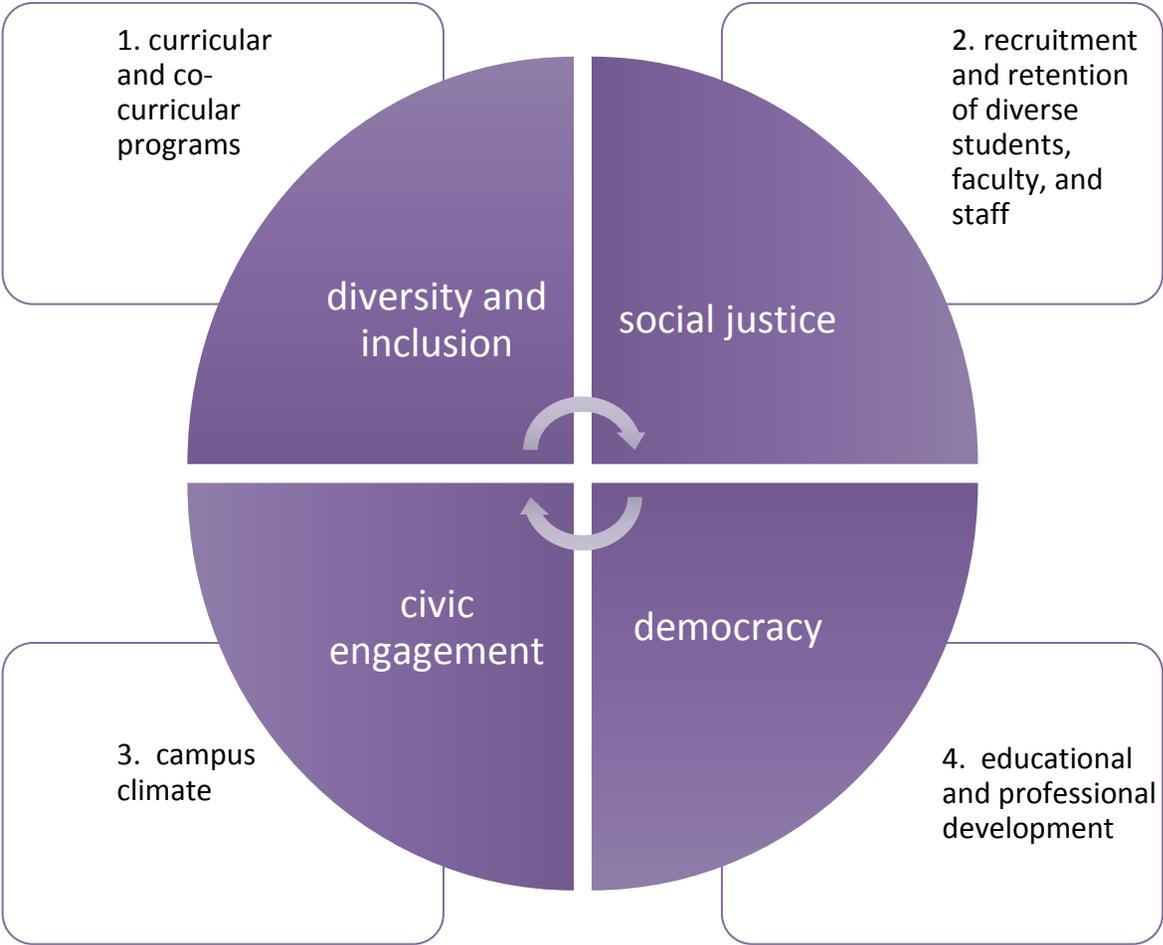
Overall Goal: To prepare all of our students and ourselves for meaningful lives in a diverse and global society

“We are engaged in a continual process of education, critical self-reflection and dialogue regarding privilege, power, and marginalization, promoting greater access and inclusion through systemic and structural change, and ensuring that all students, faculty, and staff reach their fullest potential individually and collectively.”
(Nazareth College Strategic Plan for Diversity and Inclusion, 2015)

The Journey

- Phase I Listen (Spring 2018)
- Phase II Learn and Engage (Fall 2018-Spring 2019)
- Phase III Systematize, Measure, Assess (Fall 2019-Spring 2020)
- Phase IV Systematize, Measure, Assess (Fall 2020-Spring 2021)

**Diversity & Inclusion Advisory Council
Working Groups**



**2018-2019: Year 1 of 3-Year Implementation Plan
“The Learning Phase”**

1-Campus Climate Working Group

<u>Strategic Goal:</u> Create and sustain an Inclusive Environment for Undergraduate and Graduate Students, Faculty and Staff	
Strategies/Tactics	Timeframe
1) Develop Diversity Scorecard to assess diversity and inclusion initiatives over time	<ul style="list-style-type: none"> ➤ Dec 2018: Draft to senior leadership and D&I Advisory Council, and BT Committee ➤ January 2019: Disseminate Final Document to Nazareth Community
2) Enhance Anti-Bias Policy and Protocol & create educational component	<ul style="list-style-type: none"> ➤ January 2019: Draft Document to senior leadership, D&I Council, and BT Committee ➤ February 2019: Disseminate to Nazareth College Community
3) Create first campus climate study with all faculty and staff to gauge diversity and inclusion. Report to community.	<ul style="list-style-type: none"> ➤ Dec 2018: Survey tool completed ➤ Jan 2019: Disseminate to community ➤ March 2019: Data collected and analyzed ➤ April 2019: (1) Summary report to senior leadership and D&I Committee, followed by (2) report to the community
4) Identify best practices and establish Nazareth strategy for students living in the residences to feel included, engaged, and a sense of belonging.	<p>On-going 2018-2019</p> <ul style="list-style-type: none"> ➤ May 2019: Assess academic year outcomes ➤ May-June 2019: Plan for 2019-2020
5) Create a new brand for the division for diversity and inclusion where everyone feels included and respected	<ul style="list-style-type: none"> ➤ September-December, 2018: Conversations with Senior Leadership and Marketing and Communications, D&I Advisory Council and BT Committee ➤ January, 2019: Unveil to community at Assembly Day

2-Curriculum and Co-Curriculum Working Group

Strategic Goal: To create an inclusive learning environment throughout the curriculum and co-curriculum, and in all fields.	
Strategies/Tactics	Timeframe
1) Survey faculty for diversity and inclusion in courses and overall learning environment	<ul style="list-style-type: none"> ➤ Dec 2018: Survey tool draft completed ➤ Jan 2019: Draft to Deans, VPAA, Faculty Senate ➤ Feb 2019: Disseminate to faculty ➤ March 2019: Data Collected and analyzed ➤ April 2019: Disseminate final document to community
2) Survey campus to understand educational programs and initiatives (curricular and co-curricular) that engage students, faculty and staff across and within difference	<ul style="list-style-type: none"> ➤ Jan 2019: Complete inventory of current educational programs and initiatives and examine what is missing ➤ Spring 2019: Begin to evaluate/assess how to best to align programs with curriculum ➤ April 2019: Report to the community
3) Develop program to create faculty and student scholars who can build academic leadership capacity for faculty to increase diversity and inclusion in curriculum, teaching, and assessment	<ul style="list-style-type: none"> ➤ Summer-Fall 2018: Research best models ➤ Develop and finalize proposal ➤ Dec 2018: Identify best places to seek funding (e.g., Mellon Foundation)
4) Develop thematic and inclusive cultural programming including heritage months (e.g., Black History, Latinx, LBTQ+, Asian, Native American) that have not been recognized at Nazareth	<ul style="list-style-type: none"> ➤ Fall 2018- Spring 2019: Create new cultural heritage months that have not been recognized and celebrated on campus ➤ Create cultural events committee represented by faculty, staff and students
5) Interweave current interfaith programs with diversity and inclusion initiatives.	<ul style="list-style-type: none"> ➤ Spring 2019: Kick-off event

3-Education and Professional Development Working Group

Strategic Goal: Educate Undergraduate and Graduate Students, Faculty and Staff about Diversity and Inclusion	
Strategies/Tactics	Timeframe
1) Provide education to all search committees for faculty, administrator, and staff hires	<ul style="list-style-type: none"> ➤ Fall 2018: Document developed and completed, <i>D&I Handbook of Best Practices for Faculty Search Committees</i> ➤ Fall 2018: Revised Full Time Faculty Search Guidelines to include mandatory training/education for all search committee members
2) Create baseline/audit current practices for education around diversity and inclusion at Nazareth	<ul style="list-style-type: none"> ➤ Fall -Spring 2019: Designed and disseminated survey to units across campus to determine the types and frequency of existing professional development activities ➤ Fall 2018 -Spring 2019: Survey units across campus to determine gaps and needs in professional development pertaining to diversity and inclusion
3) Identify and provide educational programs (topics: critical conversations, contemplative practices, & unconscious bias training)	<ul style="list-style-type: none"> ➤ Jan 2019: Assembly Day ➤ Spring 2019: Scheduled workshops/training

4- Recruitment and Retention Working Group

Strategic Goal: Strategic Goal: Recruit and Retain Diverse Students, Faculty, and Staff	
Strategies/Tactics	Timeframe
1) Identify best practices for recruiting visible and invisible (e.g. LGBTQ, Religious Groups, First Generation, Veterans) underrepresented students	<ul style="list-style-type: none"> ➤ January 2019: Identify 3 - 5 higher education institutions that are exemplary for recruiting and retaining visible and invisible underrepresented students ➤ May 2019: (1) Identify 1 - 2 practices to incorporate for recruitment; (2) Identify 1 - 2 practices to incorporate for retention; (3) Identify resources/changes/partnerships needed to successfully implement practices in Year 2
2) Continue to develop, nurture, and designate resources for partnerships with urban schools, international high schools, colleges, and universities as community-based organizations that serve populations of academically achieving, diverse students who are potential undergraduate and graduate recruits for Nazareth College	<ul style="list-style-type: none"> ➤ January 2019: (1) Identify 2 - 3 actions Nazareth College does well with developing, nurturing, and designating resources for each of our partnerships - specifically addressing how we serve populations of academically achieving, diverse students who are potential undergraduate recruits; (2) Identify 2 - 3 areas of opportunity for each of the partnerships to better serve populations of academically achieving, diverse students who are potential undergraduate recruits ➤ May 2019: (1) Research and identify best practices of 2 - 3 higher education institutions that may help with our areas of opportunity listed; (2) Identify resources/changes/partnerships needed to successfully implement practices in Year 2
3) Identify informal mentoring opportunities in order to establish formal mentoring programs to foster and strengthen campus connections and learning opportunities	<ul style="list-style-type: none"> ➤ March 2019: (1) Pilot both faculty and staff mentoring program; (2) Meet to discuss what works and what needs to be changed; (3) Identify how to track and measure success of mentoring program ➤ May 2019: (1) Implement necessary changes; (2) Track and collect data

Second Year, 2019-2020

“Systematize, Measure, and Assess”

Based on data collected in the first year, the Division for D&I implements structures and systems informed by best practices nationally and internationally that advances a community of belonging within each division/department. Here is a list of a few initiatives/priorities:

- Institutionalize faculty and staff mentorship program
- Provide deliberate training and professional development for faculty, staff and students
- Create intentional & collaborative cultural programming
- Thread D&I throughout curriculum with alignment of co-curricular
- Identify role of Affinity Group(s)
- Increase UR alumni support
- Identify best model(s) to recruit UR faculty
- Benchmark, Measure and Assess

Third Year (2020-2021)
“Systematize, Measure, Assess”

- Continue to systematize, measure and assess