



WILLIAM & MARY

CHARTERED 1693

Inclusive Excellence Plan Template

- I. Introduction-** A brief overview of the university’s Inclusive Excellence plan in relation to department’s mission and a short description of the process used to develop the plan
- II. Self-Assessment-**Reflections on the department’s current strengths, challenges, opportunities, and needs in relation to diversity, equity, and inclusion
- III.** Key strategies for the department taken from the [university’s Inclusive Excellence Plan](#)
- IV. SMART Goals, Actions, Measures, Assignment of Responsibility, Funding/Resources**
- V. Implementation Plan**
- VI. Communication Plan-**A brief overview of the ways in which you will communicate your IE plan, progress, and impacts to stakeholders, community partners, and others. Please include information on how people can monitor progress and participate in the success of the IE plan (i.e. website).

Recruitment and Retention (Access & Success)	<i>2022-2026: Achieve and maintain a more diverse and inclusive undergraduate, graduate/professional student body, faculty and staff</i>				
SMART Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
1. Hire and retain more diverse staff/S-A	1. Be more intentional where vacancies posted ie: MOAA, NCAA, Women Ldrs, etc.	1. Diversification of applicant pool, thus leading to greater diversity in hires	1. Ongoing and immediate	1. Hiring officials/Managers of job postings/HR	1. As needed
2. Retention of staff	2.Track data related to turnover; Formalize exit interview process	2.Greater insight around promotion, growth opportunities, issues & concerns	2. AY-23	2. SLT/Manager Tracking /HR	2. As needed
3. Consider mandating implicit bias training as mandatory for all who sit on a search committee	3. 100% staff participation in implicit bias training	3. Greater diversity of applicant pool and offers of employment	3. AY-23	3. SWA, Associate AD, SLT	3. N/A
4. Create more opportunities for staff to gather to build community and foster a greater sense of belonging	4. Welcome back gathering, continue hosting lunch following all staff mtgs, holiday, EOY	4. Annual staff surveys show a greater sense of belonging & community	4. AY-23	4. SLT, all staff	4. Funding related to food, decor

Campus Climate		2022-2026: <i>Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations</i>			
SMART Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
1. Take time to honor, recognize, and celebrate diversity and inclusion people/actions	1. Create a standing agenda item at all staff meetings for these celebrations. Use social media channels to promote these actions	1. Staff surveys show a greater sense of belonging. Retention efforts/data improves	1. AY-23	1. SLT/Assoc AD	1. As needed

Academic Excellence (Education & Scholarship)		2022-2026: <i>Engage students, faculty, staff, alumni and the community in learning varied perspectives of domestic and international diversity, equity, inclusion and social justice.</i>			
SMART Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
1. Enhanced DEI training for staff. Topics applicable to all (ex, implicit bias training) and those more targeted (recruiting for coaches). Capitalize on expertise within campus partners	1. Scheduling speakers, educational modules, trainings. Dedicate time at regularly scheduled meetings to convey priority of these learning opportunities	1. DEI trainings occur in at least 50% of all staff meetings	1. AY-23	1. SLT/HR	1. As needed
2. Consider using events, heritage celebrations, anniversaries as opps for education about a particular area of EDI	2. Intentional planning around these occurrences to tie them into our educational efforts	2. Education surrounding every heritage month celebration	2. AY-23	2. SLT/HR/Assoc AD	2. As needed

Organizational Culture and Accountability (Infrastructure & Investment)		2022-2026: <i>Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity, equity and inclusion goals in the university strategic plan</i>			
SMART Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
1. Provide safe, supportive equitable and inclusive environment	1. Examine departmental policies, documents, media, visuals, to ensure use of inclusive language and images.	1. DEI statement/mission; Fan engagement messaging. Inclusive and equitable marketing and branding efforts	1. AY-23	1. SLT/Assoc AD	1. As needed
2. Consider DEI training as part of onboarding for all new employees, in addition to the mandatory annual	2. Develop DEI curriculum for department	2. Participants trained	2. Framework in AY-23, fully implemented starting next spring	2. SLT/HR/Assoc AD	2. As needed

Innovation, Community and Reconciliation (Community & Partnership)		2022-2026: <i>Grow institutional philanthropy and community partnerships to improve outcomes in local/regional communities</i>			
SMART Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
1. Formalize DEI community activities/partners	1. Working with local schools and non-profits to create outreach days	1. Service hours; All staff recognition/celebration of service	1. AY-23	1. SLT	1. N/A
2. Increase philanthropic funds that directly support DEI efforts (trainings, guest speakers, prof development opportunities, Black Student-Athlete Summit stipends, McClendon Minority Initiative stipends, etc.)	2. Create fund and marketing materials/impact statements to convey opp/importance	2. Increased funding to enhance all the areas listed under Goals/Obj	2. AY-23 a	2. Sr Assoc AD Adv/SLT	2. N/A

*Template courtesy of Dr. Kevin McDonald, University of Virginia

DEI SWOT Analysis

Questions to Consider:

- What do we do exceptionally well?
- What advantages do we have?
- What valuable assets and resources do we have?
- What do colleagues/trainees identify as our strengths?
- What are our capabilities?
- What resources, assets, people are in place?
- What are some innovative aspects?
- What accreditations, qualifications, certifications do we have?

Strengths

- Cross-campus partnerships
- Recent progress with recruitment and hiring
- Focus and commitment of SA's improving DEI efforts for the department
- SA's – SAAC involvement
- Increasing engagement of alumni and mentorship opportunities

Weaknesses

- Recruiting diverse S-A for certain sports
- Less competitive financial aid packages
- Experience of current coaches and staff and SA's
- SA's negative perception of our department wide DEI education
- Black Alumni less connected to university
- Consistent and persistent DEI messaging and training for a large department (120 staff/500 SA's)

Questions to Consider:

- What could we do better?
- What do we need to improve?
- Where are we vulnerable?
- What are the disadvantages of proposition?
- What are gaps in capabilities?
- What are the timescales, deadlines and pressures?
- What institutional/logistical barriers do you anticipate?

Questions to Consider

- What opportunities do we know about, but have not addressed?
- Are there emerging trends on which we can capitalize?
- What resources are available that may be useful?
- Are there potential partnerships, or agencies that could help?
- Any ways to save time/be more efficient in the development phase (i.e. adapt from an existing resource)?

Opportunities

- Partnering with more off campus groups to help provide more education
- Comprehensive education re: recruiting diverse prospect pool
- Knowledge sharing among coaches and staff
- Improved sense of belonging from current SA's & staff
- Increase visibility of inclusive policies and practices
- Intentional allocation of time and resources
- Continuous open discussions about DEI efforts of the department
- Intentional support of campus DEI initiatives

Threats

- We cannot become complacent or think that our work in this area is 'done'
- Recruitment and retention of staff and SA's at risk

Questions to Consider

- What external roadblocks exist that block our progress?
- Are there significant changes coming in our specialty?
- Are economic conditions affecting our ability to accomplish this task?
- Are there any insurmountable weaknesses?
- Any loss of key staff?