



WILLIAM & MARY

CHARTERED 1693

OFFICE OF UNDERGRADUATE ADMISSION

Inclusive Excellence Plan – Office of Undergraduate Admission

I. Introduction

The Inclusive Excellence Plan (IE), created under the auspices of the Office of Diversity and Inclusion at William & Mary, is the foundational framework by which the Office of Undergraduate Admission fosters and implements diversity, equity, and inclusion practices into the core of our daily operation. By utilizing the IE as a Guiding Principle template, the members of the undergraduate admission staff are committed to recruiting and admitting a diverse population of students, help train and better prepare admission staff in inclusive practices in the workplace and beyond, and build upon the values of belonging and excellence with our internal and external partners to illustrates our commitment to equity in the enrollment process.

In the *Inclusive Excellence Framework: A Plan for Tracking and Assessing Progress on DEI Strategic Priorities*, a five-point program was created to infuse DEI work into the fabric of the William & Mary culture. The priorities are as follows:

1. Recruitment and Retention (Access and Success)
2. Campus Climate (Climate and Intergroup Relations)
3. Academic Excellence (Education and Scholarship)
4. Organizational Culture and Accountability (Infrastructure and Investment)
5. Innovation, Community and Reconciliation (Community and Partnership)

In the attainment of the aforementioned priorities, the Diversity and Access Team (DAT), which operates under the auspices of the Office of Undergraduate Admission, brainstormed vision and goal statements that are in direct correlation to priority 1: **Recruitment and Retention.**

As outlined under the established Goal and Objective 1:

- ***Goal: Achieve and maintain a more diverse and inclusive undergraduate, graduate/professional student body, faculty, and staff.***
- ***Objective 1: Achieve increased undergraduate student enrollment from historically underrepresented and underserved populations***

In preparing a living document that encompasses the verve and enthusiasm of the DAT recruitment and yield initiatives, we found commonalities in both the Inclusive Excellence Framework and the mission of the Office of Undergraduate Admission Office/DAT. Tenets that are fundamental to the Office of Undergraduate Admission and strengthen the work of the Diversity and Access Team are undergirded by diversity, equity, and inclusion in all planned events, partnerships, and enrollment practices.

II. Self-Assessment

Strengths	Weaknesses
<p>Communication with parents, students, and schools Incorporate a holistic review process into the admission process W&M has name recognition in certain circles of people/very strong alumni base The Diversity and Access Team (DAT) serves as committee to be a voice for historically underrepresented groups DAT provides inclusion and equity training and workshops for undergraduate admission office staff DAT team has established protocols for the way in which we prepare for and implement recruitment and yield events for underrepresented students (i.e., BIPOC, low income, first generation, schools with low college enrollment rates) The Office of Undergraduate Admission does an amazing job of making students feel as though they belong – strong sense of community We are committed to the holistic review in the admission process – this option truly does level the playing field in many ways for our underserved and underrepresented students</p>	<p>DAT members and the office of undergraduate admission could be more visible in CBOs and access programs in our region We are vulnerable in the sense that many SOC project the “stigma” of Colonial Williamsburg with William & Mary Challenge is always money – we can meet 100% of a student’s demonstrated need; however, many schools are also meeting their needs through merit-based scholarships and FA – which makes yielding SOC a challenge if there is no additional “hook” to help them to yield We need to increase the number of black students who participate in the office of undergraduate admission as tour guides, senior interviewers, and desk attendees – maybe try a different way of marketing and sharing job opportunities to students of color (black and indigenous) More paid internships/jobs in undergraduate admission for students Having “real” conversations about race relations and an unspoken culture of complacency at the college</p>
Opportunities	Threats
<p>An emerging trend that the DAT is attempting to capitalize on is the intense pressure that many colleges now feel to increase efforts in diversity, equity, and inclusion – we want to take advantage of every opportunity possible to find additional resources for historically underserved student populations We are attempting to do more with our Community Based Organizations in the state of Virginia – we understand that influence does not always happen in the schools, but with the trust that is established in organizations where students and parents feel supported The test optional opportunity has been a tremendous help to many of our students and we hope that we are able to maintain this policy after the three-year pilot program ends We are fortunate that we have leadership in our office who believe in professional development opportunities and encourage us to engage in conversation in the admission community and be trained on the latest technology – now that we are back in person, we can take advantage of certifications and workshops that will better prepare us to facilitate the needs of students from varying backgrounds and populations By highlighting diversity initiatives and spaces such as the Hearth Memorial, historically underserved students can get a feel for efforts that are being made to strengthen our commitment to DEI work at William & Mary Creation of pathway programs with the Virginia Community College System (VCCS) has given students another avenue for enrollment Virginia Alternative State Aid (VASA) has given students an opportunity to apply for state aid in situations where they would not have qualified for any additional funding (i.e., DACA students</p>	<p>W&M is a predominantly white institution (PWI) that has a history of atrocities that were inflicted upon black and indigenous people – often time that history is a hinderance in the recruitment of students of color We need to hire and retain more traditionally underrepresented people from diverse backgrounds We do not feel we have any insurmountable weakness; we simply need to be consistent in our diversity and access training practices and implementation</p>

III. Key Strategies Taken from the university’s Inclusive Excellence Plan

1. Implement new gateway initiatives to make W&M a preferred destination for underserved populations (Posse Foundation Partnership, Transfer Admission Pathways)
2. Make application process more inclusive and equitable
3. Increase financial aid to diversify student populations
4. Increase yield for admitted first-time-college or transfer students from underrepresented and underserved populations
5. Strengthen partnerships with diverse alumni groups for admission and inclusion initiatives

IV. Smart Goals, Actions, Measures, Assignments of Responsibility, Funding/Resources

Recruitment and Retention (Access & Success)			2022-2026: Achieve and maintain a more diverse and inclusive undergraduate, graduate/professional student body, faculty, and staff		
SMART Goals/Objectives	Actions	Outcomes Data/Metric	Timeframe(s)	Responsible Officer/Position	Funding/Resource Allocation
To recruit and yield diverse students who are: (Black, Indigenous, and people of color – BIPOC), first generation, low income, from rural communities, from high schools where less than 48% go on to college	Play a greater role in Community Based Organizations and gateway initiatives (ACCESS, Posse, Ron Brown Scholars, Transfer/Pathway students) Continue to host on and offsite visitation opportunities in regional high schools and home schools		Fall 2022 – Spring 2026	Campus Experience Team (CET) Diversity & Access Team (DAT) Office of Undergraduate Admission Team Transfer	
Strengthen partnerships with diverse alumni groups for admission and inclusion initiatives	Continue to work closely with alumni office to participate in upcoming events and activities that highlight underrepresented populations (i.e., Black Alumni Weekend)		Fall 2022 – Spring 2026	Diversity & Access Team (DAT)	
Increase financial aid awareness to diversify student populations	Continue to speak with families and schools regarding Virginia Alternative State Aid (VASA), Ongoing relationships building with donors who wish to give endowments to be used for scholarship purposes Enslaved Ancestors Access Scholarships		Fall 2022 – Spring 2026	Office of Undergraduate Admission Financial Aid	federal, state, and private donors

V. Communication Plan

Communication Goal	Communication Method (Program)	Audience	Frequency/Action Plan
To increase recruitment efforts to a diverse population of students (i.e., Black, Indigenous, People of Color, first generation, low income, students from school with low college attendance rates, students from rural areas)	Highschool Visits (in-person/virtual) Partnership with Community Based Organizations (CBO) Counseling Workshops/Visitations Campus Experience Events (i.e., on-campus visits, group tours, Autumn Blast , W&M Transfer Days , Fall Focus , Student Panels , STEM & Arts Panels)	Potential underserved/underrepresented students, Parents, Counselors, CBOs, Alumni	Programs are designed to inform students of opportunities that exist at W&M during the fall (prior to application deadlines) August – December of each year
To yield a diverse population of students	Admitted Student Programs Days for Admitted Students (i.e., Green & Gold Days, You Belong, Scholar Campus Visit Programs)	Admitted Students, Parents, Alumni	Programs are designed to encourage and yield students to attend W&M. Events take place during the month of April each year