



WILLIAM & MARY

CHARTERED 1693

University Operations Inclusive Excellence Plan – 2022 - 2023

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
Recruit and retain a diverse faculty and staff	Develop and implement a contemporary enterprise recruitment and retention platform; Update classification manual and implement methodology changes; Assess current levels of diversity in existing managerial and supervisory roles.	Improved employee turnover rates, especially those of diverse backgrounds; Position reclassifications aligned with industry standards; Growth in the presence of diverse individuals serving in managerial and supervisory roles.	2022 - 2027	COO, CHRO, CIO	Continued investment in HR management applications and compensation-related spend.

Campus Climate		<i>2022-2026: 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
Facilitate a more diverse and inclusive campus	Introduce regular surveys of campus climate for	Improved employee satisfaction,	2022 – 2027	COO, CHRO	Ongoing HR funds

	employees; Incorporate exit surveys as a routine protocol for employees prior to departure from the university; Aggregate exit survey findings to identify trends and potential areas for improvement	particularly related to diversity and inclusion efforts within our community			

Academic Excellence (Education & Scholarship)		<i>2022-2026: 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
Increase cultural competencies of faculty and staff	Bolster professional development opportunities, especially concerning best DEI practices; Facilitate cultural opportunities for employees and our community to learn together	More robust development opportunities for employees to access easily; Continued expansion of cultural opportunities which bring diverse communities across campus together.	2022 – 2024	COO, CHRO	Ongoing University Operations and HR funds

Organizational Culture and Accountability (Infrastructure & Investment)		<i>2022-2026: 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

Meet and exceed benchmark of 42% SWaM usage for campus spend	Develop and deliver SWaM spend dashboard; Expand educational opportunities internally and externally to build awareness of benefits of SWaM spend; Formalize and emphasize SWaM spend policies with procurement for goods and services as well as capital outlay	Sustained achievement of at least 42% of spend with SWaM vendors; Increased utilization of minority businesses	2022 – 2024	COO, AVP BSOE	Continued base funding of Office of Procurement Services and incremental investments in Business Services & Organizational Excellence programs
Create a culture of evaluation and improvement concerning DEI	Prioritize recruitment and retention activities of HR function; Incorporate DEI principles and best practices into day-to-day operations of the University Operations leadership and teams	Growth in the number of diverse employees; Growth in the number of diverse employees in management positions Continuous improvement of employee satisfaction scores	2022 - 2024	COO, University Operations Leadership Team	Ongoing University Operations investments in operating funds

Innovation, Community and Reconciliation (Community & Partnership)		<i>2022-2026: 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
Further the awareness of the stories and history of those people previously enslaved by the university	Continue the work of naming, renaming, contextualizing W&M's campus;	Continued progress toward a campus that is inclusive and welcoming to all who come here.	2022 - 2026	COO, VP BSOE	Existing university funds and new capital project investments
Facilitate partnerships between the university and diverse local	Bolster the university's economic development	Enhanced resources and opportunities for local diverse businesses and	2022 -2024	COO	Additional investments in economic development

partners	relationships and partnerships with local businesses and entrepreneurs	entrepreneurs to leverage university resources; Greater joint ventures with such businesses and partners.			resources and partnerhsips

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