MILLERSVILLE UNIVERSITY
DIVERSITY EQUITY & INCLUSION
2020-2025 STRATEGIC PLAN
Statement From the Chief
Diversity Officer

Dear Campus Community, Friends, and Community Collective Impact Partners,

It has been an honor to serve as the Chief Diversity Officer for Millersville University over the past year. I am indebted to those who served before me for providing a foundation and the leadership blueprint to build a comprehensive and transformational Diversity, Equity and Inclusion plan.

Over the past year we have encountered unprecedented phenomenons filled with unforeseen challenges. Such challenges have carved spaces for ambassadors of diversity, equity and inclusion work to provide a greater illumination of the principles that guides our work. I am grateful to be a part of a community of students, staff, faculty, and administrators who work together to promote an inclusive excellence agenda throughout these challenging times.

As we work to implement the diversity, equity, and inclusion strategic plan, I am excited about what the future holds, yet also cognizant of the fact that we still have work to do. Peering through the lens of reality, it becomes more apparent that organizational cultures were not established overnight and they cannot change overnight.

I am grateful for the support of our university president for the multiple "presidential pearls" he has shared with me on this journey. I am also thankful for my colleagues from the senior leadership team for embracing the Diversity, Equity, Inclusion and Inclusive Excellence Vision and for the Office of Diversity and Social Justice team for running with the vision.

Inclusively Minded!

Felicia Brown-Haywood

Felicia Brown-Haywood, D.Ed. Chief Diversity Officer
Our Team

TaLisa Ramos, MSW, LSW
Diversity and Inclusion Officer
Office of Diversity and Social Justice

Virginia W. Brooks
Administrative Assistant 1-Confidential
Office of Diversity and Social Justice

The Office of Diversity & Social Justice is committed to cultivating a vibrant learning, living, working environment so that diversity, inclusion and equity are recognized as essential to inclusive and academic excellence.

The Office of Diversity & Social Justice employs a Social Justice lens. This lens provides the infrastructure to:

* Review institutional structural issues in the context of inclusive excellence.
* Recognize the importance and impact of the multiple dimensions of diversity.
* Pay attention to collaborative efforts of all aspects of the university including people, practices and policies.
* Address dynamics of hatred, oppression and privilege.
* Recognize that every member of the university plays a vital role in advancing the goals diversity, equity and inclusive and academic excellence.
Over the next five years, The Office of Diversity & Social Justice (ODSJ) will establish itself as a resource employing an ethos of diversity, inclusion and social justice. Through these lens the ODSJ is committed to becoming national renowned for Inclusive Excellence.

The Office of Diversity & Social Justice envisions Millersville University as university that is:

* Diversity Driven
* Inclusively Impacted
* Dynamic in Inspiring Change

Our Core Values

- Exploration
- Professionalism
- Public Mission
- Inclusion
- Integrity
- Compassion
DEFINITIONS OF CORE TERMS

DIVERSITY
Diversity is expressed in myriad forms including race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origins, religious commitments, age, ability status, political perspective and more.

EQUITY
Equity is working actively to actively challenge and respond to bias, harassment, discrimination and oppression. We are committed to an environment of equal opportunity for all persons.

INCLUSION
Inclusion is creating a campus community where differences are welcomed and respectfully heard and where every individual feels a sense of belonging.

SOCIAL JUSTICE
Taking concrete steps to ensure greater diversity, equity and inclusion at the university.

INCLUSIVE EXCELLENCE
Inclusive Excellence is the university's commitment to infuse operational guidelines that focus on greater diversity, equity, inclusion and accountability so that diversity and excellence are recognized as interdependent.

CULTURAL COMPETENCE
A set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals and enables that system, agency or those professionals to work effectively an cross-cultural situations." (Cross et al, 1989).
GOAL 1: FOSTER AN INNOVATIVE AND INCLUSIVE CAMPUS CLIMATE

OBJECTIVE:
Intentionally increase diversity in its myriad of forms in pursuit of sustainability and equitable policies and opportunities for all members of the community to feel a sense of belonging by integrating and advancing an Inclusive Excellence framework.

STRATEGIES:

**Strategy 1.1** Expand the Office of Diversity and Social Justice services and personnel to ensure that the office serves as the main resource for advocating and fostering university-wide diversity, inclusion, equity and social justice initiatives through the lens of Inclusive Excellence.

**Strategy 2.1** Align programs and policies in the Diversity, Equity and Inclusion Plan to identify and remove barriers faced by marginalized communities.

**Strategy 3.1** Partner with Human Resources to enhance New Employee Orientation Sessions I & II by facilitating diversity and inclusion components.

**Strategy 4.1** Partner with Student Affairs and Enrollment Management to develop training initiatives for all components dealing with admissions to include narratives inclusive of diversity, equity and inclusive excellence.

**Strategy 5.1** Create a Belongingness Plan that incorporates the EPPIIC values and goals of the Diversity, Equity and Inclusion Strategic Plan.

**Strategy 6.1** Foster a campus environment that advances the university's commitment to inclusive excellence.

**Strategy 7.1** Partner to administer a university-wide climate survey.
GOAL 2: RECRUIT, RETAIN AND DEVELOP A DIVERSE AND INCLUSIVE COMMUNITY

OBJECTIVE 1:

Communities to inform, evaluate and measure institutional performance in relation to inclusive excellence goals at all levels.

STRATEGIES:

Strategy 1.2.1 Partner with other university units to facilitate the administration of a university-wide Climate Assessment.

Strategy 2.2.1 Partner to enhance UNIV 103 course to include diversity, equity and inclusion content.

Strategy 3.2.1 Increase opportunities for -inter-group dialogues and Courageous Conversations.

Strategy 4.2.1 Partner with the "Closing the Gap" Steering Committee to identify gaps and adopt strategies to address "gaps" as outlined in best practices.

Strategy 5.2.1 Formalize a faculty and staff Affinity Groups to assist in assessing and articulating goals and professional development for underrepresented and undeserved employees.

Strategy 6.2.1 Enlist Inclusive Excellence Training Ambassadors.

Strategy 7.2.1 Provide resources to support and augment initiatives and programming to promote intercultural competence.

Strategy 8.2.1 Increase opportunities for -inter-group dialogues and Courageous Conversations.

Strategy 9.2.1 Develop and distribute an inclusive excellence scorecard template as a guide for divisions and department to use as an evaluation tool for assessing success of the inclusive excellence goals.

Strategy 10.2.1 Use surveys and focus groups to periodically assess students and employees' feedback on the climate as it relates to the EPPIIC Values and Inclusive Excellence.
OBJECTIVE 2:

Guide and support collaborative efforts that promote mutually reinforcing curricular and co-curricular initiatives, programs and resources that advance inclusive excellence.

STRATEGIES:

Strategy 1.2 Partner with other university units to facilitate the administration of a university-wide Climate Assessment.

Strategy 2.2 Partner to enhance UNIV 103 course to include diversity, equity and inclusion content.

Strategy 3.2 Increase opportunities for inter-group dialogues and Courageous Conversations.

Strategy 4.2 Partner with the "Closing the Gap" Steering Committee to identify gaps and adopt strategies to address "gaps" as outlined in best practices.

Strategy 5.2 Formalize a faculty and staff Affinity Groups to assist in assessing and articulating goals and professional development for underrepresented and undeserved employees.
INSTITUTIONAL INFRASTRUCTURE

GOAL 3: ENSURE INCLUSIVE AND EQUITABLE POLICIES AND PRACTICES

OBJECTIVE 1:
Develop an infrastructure to infuse the goals of inclusive excellence.

STRATEGIES:

Strategy 1.3.1 Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive and equitable practices.

Strategy 2.3.1 Review, edit and create campus wide policies and procedures that address disruptions to the EPPIIC values and principles of inclusive excellence.

Strategy 3.3.1 Develop and administer focus groups, surveys and assessments to ascertain inclusive excellence baseline.

Strategy 4.3.1 Enlist the three Presidential Commissions as advisory collective impact partners.

Strategy 5.3.1 Advance an inclusive excellence operational framework that is practiced consistently throughout the university.

Strategy 6.3.1 Establish an inclusive excellence Ambassadors Training Team.

Strategy 7.3.1 Enlist a university wide planning structure and measurement tool to measure progress of inclusive excellence practices
GOAL 3: ENSURE INCLUSIVE AND EQUITABLE POLICIES AND PRACTICES

OBJECTIVE 2:
Establish accessible and inclusive physical and virtual campus environment.

STRATEGIES:

Strategy 1.3.2 Create and implement inclusive facilities checklist that establishes guidelines for renovations and new construction that supports more accessible and inclusive physical environment.

Strategy 2.3.2 Complete an accessibility of MU's web-page and D@L to ensure digital media are accessible to all users.

Strategy 3.3.2 Program all new buildings and retrofit existing buildings to contain family and gender-neutral bathrooms.

Strategy 4.3.2 Promote and increase accessibility to lactation room.

Strategy 5.3.2 Remodel ICSE space to enhance more open inviting and culturally rich environment.

Strategy 6.3.2 Partner to conduct evaluation of all campus spaces for students and employee accessibility and safety (e.g. ADA compliant, safety phones, lighting, security cameras)
GOAL 3: ENSURE INCLUSIVE AND EQUITABLE POLICIES AND PRACTICES

OBJECTIVE 3:

Develop a university-wide communication plan to advance inclusive excellence.

STRATEGIES:

Strategy 1.3.3 Review and edit website to include university commitment to inclusive excellence.

Strategy 2.3.3 Develop publications and materials that share the benefits of inclusive excellence in promoting and celebrating diversity, equity and inclusion.

Strategy 3.3.3 Enlist marketing department to develop marketing strategies to nurture a community of inclusive excellence.

Strategy 4.3.3 Design, implement and monitor inclusive community disruption reporting form.

Strategy 5.3.3 Ensure inclusive excellence is integrated into university strategic plan.

Strategy 6.3.3 Restructure a rewards and recognition program for students, staff, faculty and community partners who significantly advance inclusive excellence at Millersville University.

Strategy 7.3.3 Partner with academic units to launch diversity, equity, inclusion/inclusive excellence statements on their websites.
GOAL 4: CREATE AND FOSTER COLLECTIVE IMPACT PARTNERSHIP

OBJECTIVE:
Develop mutually beneficial initiatives and community engagement to support and value university's commitment to diversity, equity, inclusion and inclusive excellence.

STRATEGIES:

Strategy 1.4 Develop Community Collective Impact Partners as a collaborative between Millersville University and community organizations to enhance reciprocal communication, build relationships and identify reciprocal diversity, equity and inclusion strategies and initiatives.

Strategy 2.4 Partner with Student Affairs and Enrollment Management to develop initiatives with local K-12 school strategies and initiatives.

Strategy 3.4 Utilize collective impact model to identify and align partnerships throughout the campus and greater community.

Strategy 4.4 Develop a directory of community based organizations in local and contiguous counties.

Strategy 5.4 Establish an advisory board of underrepresented alumni to provide two-way communication for mentoring and leadership initiatives for current students.