**INFRASTRUCTURE**

**Key Initiatives:**

**People:**

* Meet needs for all
  + Financial, social, facilities, emotional, academic, spiritual
* Cross-functional working governments that support the entirety of the student journey
* Training and Support – training, programs, ‘lift’
* Human Capital
  + value diversity in hiring practices
  + Diversify workforce with cultural competency – a key component
  + recruiting and retaining diverse leadership, faculty, and staff
  + diversity in our hiring practices
  + updating policies and manager training programs
* Long-term training in diversity and inclusion: Faculty, staff, students
* Mandatory training about diversity, identities, privileged, etc. specifically for incoming students
  + foster a more welcoming environment
* Homegrown Pipeline: Provide opportunities/develop students, faculty, staff diverse talent to be leaders here and elsewhere; include leadership training for people to move up
* Professional Development opportunities for members of diverse communities
* Recognition, Accountability, and Rewards for diversity engagement
  + Campus leaders are granted time to develop programming
    - Release Time Program w/ faculty and staff grants
* Integrate diversity and inclusion efforts in employee performance evaluations and in the hiring process
* Peacemaking initiatives
* Student recruitment and retention
  + Diversify admission and financial aid systems
* Building programs and partnerships aimed at who we want; hope in future; (African studies?)

**Spaces / Places:**

* Space (internal & external); Prioritize and assign and commit space for self-expression and diversity
* Substantial place for student union that houses intercultural center, worship rooms, gender and sexuality, student senate, etc.
* Thoughtful development of affinity group spaces
* Campus Master Plan:
  + High impact, high visibility, spaces for self-expression
  + Assessing diversity: how much is office space? community space?
* Expand Intercultural University

**Community Partners:**

* Leverage community partner organizations
* RWU as a conference location to get more people from the outside
* Access to campus and campus benefits for those with limited transportation and promote those benefits
* institute a Diversity Advisory Board (from community)
* Leverage community partner organizations for impact, assessment and improvement
* Targeted fundraising especially w/ alums

**Performance:**

* RWU Diversity Audit ‘Balance Sheet’
* Look at best practices, both inside and outside our institution
* Gathering and reporting metrics that relate to diversity and inclusion goals in all areas
* Training:
  + small groups: use actual examples from community; how to react, counter
  + Part of evaluations
* Need time to develop capacity – investment
* Integrate competency and success
* Grants/donors for book funds, other; financial assistance in addition to tuition
* Lifecycle of student – what do they need?
* Encouragement & flexibility with staff – when obtaining training and other personal improvements
* Cross-functional working groups who work with underserved students on each step of their journey
* Study the way class schedules affect diversity

**INFRASTRUCTURE**

**Over-arching:**

* Change thinking: Diversity is an investment, not an expense

**INFRASTRUCTURE**

**Measures of Success**

**People:**

* Expand financial resources
  + Adequate overtly stated and committed resources ($$$)
* Measure demographic on Cabinet, faculty and staff diversity
* How many internal candidates
  + Diversity in pipeline
* Employee ratings/awards
* Benchmarks for population of diverse students; set metrics and meet them
* Retention of all students is at an equal level
* Establish working groups that are cross-functional who work with underserved students – touch on each step of student’s journey
* Heavy-lifting can’t just be students ---faculty and staff responsiveness
* Board & Administration that reflects the vision we have
* Commitment to diversity as part of faculty job
* Expand recruitment to other areas that are more diverse
* Promote service for others
* Shared responsibility for creating a diverse community
* Support systems in place for student success
* Leadership and workforce are diverse – visibly or not
* Build leadership capacity in the area of cultural competence – provide tools-students, staff, administration
* Freshmen class on importance of diversity/identities – inclusion
* Access for staff – transportation, family services, etc.
* Foster the diversity we already have – student leadership programs-welcome staff
* Access for students – affordability, transportation
* Cultural competence of institutional leaders
* Focus on equity for student achievements, faculty productivity and advancement (equitable outcomes for all stakeholders)

**Spaces / Places:**

* Affinity groups established and maintained
* Physical Infrastructure: Student Union, Multi-cultural
* Creative use of current space
* Academic living spaces
* Outdoor community spaces
* Openness to express yourself – ‘sacred space’ – high impact and visibility
* Less formal meeting space, not academic (Student Union)
* Opportunity for people to share their background / heritage with other students
* \*Significant space for intercultural center – have more resources

**Community Partners:**

* Number and nature of our community partners
* Alumni giving and participation
* Climate survey of all community members
* Build connection with community
* Centerpiece for Community Resources
* Homegrown pipeline to develop our student and faculty/staff talent to be leaders for our community
* Diversity training for entire community
* Community engagement beyond Community Connections

**Performance**:

* Diversity balance sheet: how much money we spend on diversity/audit
* Climate survey data
* Policies and systems foster diversity and inclusion
* Rewards in areas of diversity and inclusion; to underscore our priorities
* Faculty & Staff
  + Training
  + Leadership Development
  + Recruiting
  + Evaluation
  + Value Diversity & Inclusion