

Pacific Lutheran University

Diversity & Inclusion Strategic Plan

Fall 2020

Vision

The introductory vision statement for PLU's University Strategic Plan holds true for the Diversity & Inclusion Strategic Plan: "PLU aims to deepen our commitment to being an inclusive, rigorous and innovative university in the Lutheran tradition by providing access to a transformative, lifelong and distinctively purposeful education. As a distinguished, learning-centered university that integrates the liberal arts and professional studies, PLU will thrive by continuing to educate graduates who exemplify ethical character, care for others, global perspectives and thoughtful service to the common good." Diversity and inclusion are essential to actualizing this vision.

Diversity & Inclusion

We believe that diversity is intrinsic to the vitality of learning, resilience, and growth. Accordingly, at every level of the university, we will act upon the fact that diversity and inclusion efforts must address and account for all differences born out of power and oppression; be responsive to how intersections and context impact how power is experienced; and collectively reimagine models and practices to create inclusive environments where all members of the PLU community can learn, live, work and — most importantly — thrive. (PLU's Diversity Statement)

Values

Similarly, an explicit commitment to diversity and inclusion is essential if the University is to live its values and realize its mission. Educating "students for lives of thoughtful inquiry, service, leadership, and care — for other people, for their communities, and for the earth" can only be achieved within a framework of inclusive excellence. Further, a challenging academic experience, culture of service and leadership, and community of care are incomplete without accounting for, mitigating, and dismantling inequitable systems and working together in community to re-envision otherwise.

Goals, Strategic Objectives, and Strategies*

The following objectives and strategies are intended to be completed within five years, at which time they will be assessed and a new plan developed. Additionally, while the goals will likely remain stable as subsequent plans are developed, the objectives and strategies reflect current priorities that are responsive to present conditions.

Climate — Actualize a campus community that invests in the development and maintenance of the physical and psychological well-being of all its members

Objectives & Strategies

1. Articulate, in a consistent and direct manner, how diversity and inclusion are central to PLU's identity and distinguishing educational advantage (See University Strategic Plan: Identity & Messaging 1.a and Environment & Well-Being 2.a)
 - a. Develop an external marketing campaign
 - b. Review website for presence and consistency of D&I messaging across units
2. Create a comprehensive and coordinated onboarding program for students, faculty, and staff + resources for follow up engagements with D&I content (See University Strategic Plan: Identity & Messaging 1.b)
 - a. Coordinate the D&I onboarding that faculty and staff receive so that it is consistent across groups
 - b. Establish and prioritize a university-wide training program on issues of equity, diversity, and inclusion for all PLU community members. (See Seven Goals for Racial Equity 1.b)
 - c. Craft New Student Orientation to broadly and consistently message D&I to new students
 - i. Develop interventions during NSO for particular affinity groups
 - ii. Deploy an online D&I module for incoming students as well as for students with junior standing
3. Develop measures of accountability for D&I work (See University Strategic Plan: Environment & Well-Bring 2.b and Seven Goals for Racial Equity #6)
 - a. Integrate the seven goals for racial equity outlined in Summer 2020 into the University Strategic Plan and assign responsible parties, timelines, and performance indicators
 - b. Develop a calendar to conduct regular climate surveys across faculty, staff, and students and report out those findings and resulting responses/actions at one University Assembly each academic year and publish on website
 - c. Assign the Dean of Inclusive Excellence and Associate VP of DJS to write three reports that are shared with the university community, published on the D&I website, and presented to the Board of Regents

Access, Recruitment & Retention — Create and sustain environment and resources to attract and retain diverse constituents to the PLU community

Objectives & Strategies

1. Develop data-driven and intentional retention efforts for student, faculty, and staff of color and indigenous students, faculty, and staff
 - a. Hire a consultant who has expertise in the retention of students of color to create a comprehensive admissions and retention plan that is particular to populations
 - b. Investigate possibility of requiring PLUS 100 for students of color students by affinity group and offering such students culturally-specific academic advising (See SEMAC: Advising, Momentum, and Academic Success Strategy #5)
 - c. Integrate exit surveys and/or interviews for faculty and staff as part of the outprocessing plan and share information with units
2. Improve hiring process for staff positions (See Seven Goals for Racial Equity #3. Additionally, extensive work has already been and continues to be done regarding faculty hiring.)
 - a. Provide bias training for staff who participate in the hiring process
 - b. Revise recruitment and retention plans for staff hiring and provide support at the institutional level to help create diverse pools, support for new hires, etc. (See University Strategic Plan: Resources & Stewardship 3)
3. Revive the leadership-development program for faculty and staff supervisors across the university, which includes bias training and purposeful anti-racist, decolonial, and culturally responsive development (See Seven Goals for Racial Equity #1.c)

Teaching & Learning — Support innovative and inclusive teaching, curriculum, and scholarship

Objectives & Strategies

1. Continue to evaluate, update, and revise curricula for students of color to see and experience themselves in learning and in the community at PLU and to decenter whiteness as a default in on-campus life (See Seven Goals for Racial Equity #7)
 - a. Create a faculty- and student-led curricular task force to support such efforts
 - b. Continue with revision of Diversity Requirement in the Core Curriculum
2. Examine faculty review practices (Both strategies below are part of the Provost's commitments to create an anti-racist culture released in Summer 2020.)

- a. Assess the faculty review, tenure, and promotion processes for potential biases about “what counts” in the academic review system across teaching, scholarship, and service.
 - b. Convene a task force to review and make recommendations related to teaching feedback forms and their use in faculty reviews and the tenure and promotion process.
3. Invest in professional development across faculty responsibilities and career span, with D&I efforts fully integrated
- a. Investigate the creation a Center for Faculty Excellence, with inclusive excellence as the foundation for the center’s mission
 - b. Develop a Faculty Excellence Award for Diversity & Inclusion (potentially DJS) to recognize D&I efforts

Institutional Vitality & Viability: Develop structure, support, and accountability for sustained diversity and inclusion work

Objectives & Strategies

1. Act upon the Seven Goals for Racial Equity
 - a. Establish annual D&I training and accountability measures for President’s Council. (See Seven Goals for Racial Equity #1.a)
 - b. Embed equity-minded practices in decision-making processes across the university, (See Seven Goals for Racial Equity #2) — with particular emphasis and attention paid to budget decisions.
 - c. Create a culture of “critical” care and wellness at PLU that interrupts the “culture of busy,” which reflects and maintains many dynamics of white-supremacist culture. (See Seven Goals for Racial Equity #4)
 - d. Revise program-review procedures so that units are held accountable to equity-minded practices as a central aspect of program evaluation, and complete a community-engaged Campus Safety Program Review in Fall 2020. (See Seven Goals for Racial Equity #5)
 - e. Continue to critically examine, undo, and co-construct anew policies and practices that currently have—and have had—a disproportionate and harmful impact on Black and Brown students, staff, and faculty. (See Seven Goals for Racial Equity #6)

2. Create a sustainable D&I structure within the Board of Regents
 - a. Establish a D&I Committee within the Board of Regents
 - b. Schedule annual D&I training for the Board of Regents
 - c. Review policies and procedures of the Board of Regents to ensure inclusive practices, such as Board member recruitment, selection, etc.

3. Explore a structure that may service as an umbrella for student-, staff-, and faculty-based D&I initiatives (potentially including the Center for Gender Equity, Diversity Center, Campus Ministry, Wild Hope Center for Vocation, etc., relevant academic programs, and Inclusive Excellence & DJS projects) (See SEMAC Student Experience and Well-being, Strategy #2)

**The University Diversity Committee will prioritize objectives and strategies as well as assign responsible parties, timeline, and performance indicators within the plan by the conclusion of Fall 2020.*