

Charting Our Inclusive Path Forward

Shaping a University-wide Diversity Strategic Plan

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RUTGERS

Office of the Senior
Vice President for Equity

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Revisiting the Equity Audit Goals

- ▶ Ascertain where our current practices match or deviate from our aspirations of inclusive excellence.
- ▶ Define challenges at present (current state) and identify aspirations (ideal state).
- ▶ Understand perceptions of the system and how they can limit positive change.
- ▶ Create a shared understanding that will guide the path forward.

The purpose of this exercise was not to say “look at how great we are,” but instead “look at how great we can be, if...”

Revisiting the Equity Audit

University Leadership Perception Survey

3. THERE HAS BEEN A HISTORIC LACK OF ATTENTION TO DIVERSITY, EQUITY, AND INCLUSION IN UNIVERSITY STRATEGIC PLANNING.

9%

said diversity, equity, and inclusion goals were clearly specified “to a great extent.”

8%

said strategic investments were made to advance DEI goals “to a great extent.”

7%

said metrics were used to gauge progress on university DEI goals “to a great extent.”

4. THE VAST MAJORITY OF LEADERS RECOGNIZE DIVERSITY, EQUITY, AND INCLUSION AS CRITICALLY IMPORTANT NOW.

99%

view inadequate attention to diversity, equity, and inclusion as risky for the university.

88%

“strongly agreed” or “agreed” that diversity and equity are institutional priorities.

86%

of leaders report that diversity, equity, and inclusion is “very important” to Rutgers’ mission and future success.

Defining Aspirations

Central Administration Self-study

1. Diversity Strategic Planning

- ▶ Develop a clear vision, guided by strong goals and core values, to signal an investment in a paradigm shift leading to long-term culture change.
- ▶ Develop a plan to meaningfully expand DEI community engagement and raise public awareness of purposeful partnership/engagement as a university priority.

2. Build Capacity to Lead and Support Institutional Change

3. Build and Retain an Inclusive Workforce

President's Vision for Institutional Equity

As I stated in my introductory message to the university community, Rutgers can be a leader on the national stage by redefining how and where we find excellence. This work is born and bred out of a commitment to diversity in all of its forms. Establishing this office [SVP Equity], and making it an integral part of the University's central leadership, is meant to send a clear signal of our institutional values and investments, just as it is our intention to hold ourselves accountable as we build a better university."

New Senior Vice Presidents to Advance Our Mission
President Jonathan Holloway
September 3, 2020

INCLUSIVE



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Inclusive Excellence means an institution has adopted means for the cohesive, coherent, and collaborative integration of diversity, and **inclusion** into the institutional pursuit of **excellence**.

Strategic planning is the process through which we will assess and align efforts in service of this goal.

Diversity Strategic Planning Process

In order to build a more diverse, equitable and inclusive university community, we defined five priorities that encapsulate areas where the university needs to make progress to make its commitment to diversity, equity, and inclusion real.

Camden

Newark

New Brunswick

RBHS

Institutional Diversity Priorities

Recruit,
Retain, and
Develop a
Diverse
Community

Promote
Inclusive
Scholarship
and Teaching

Define
Substantial and
Substantive
Community
Engagement

Build Capacity
for Leaders to
Create
Inclusive
Climates

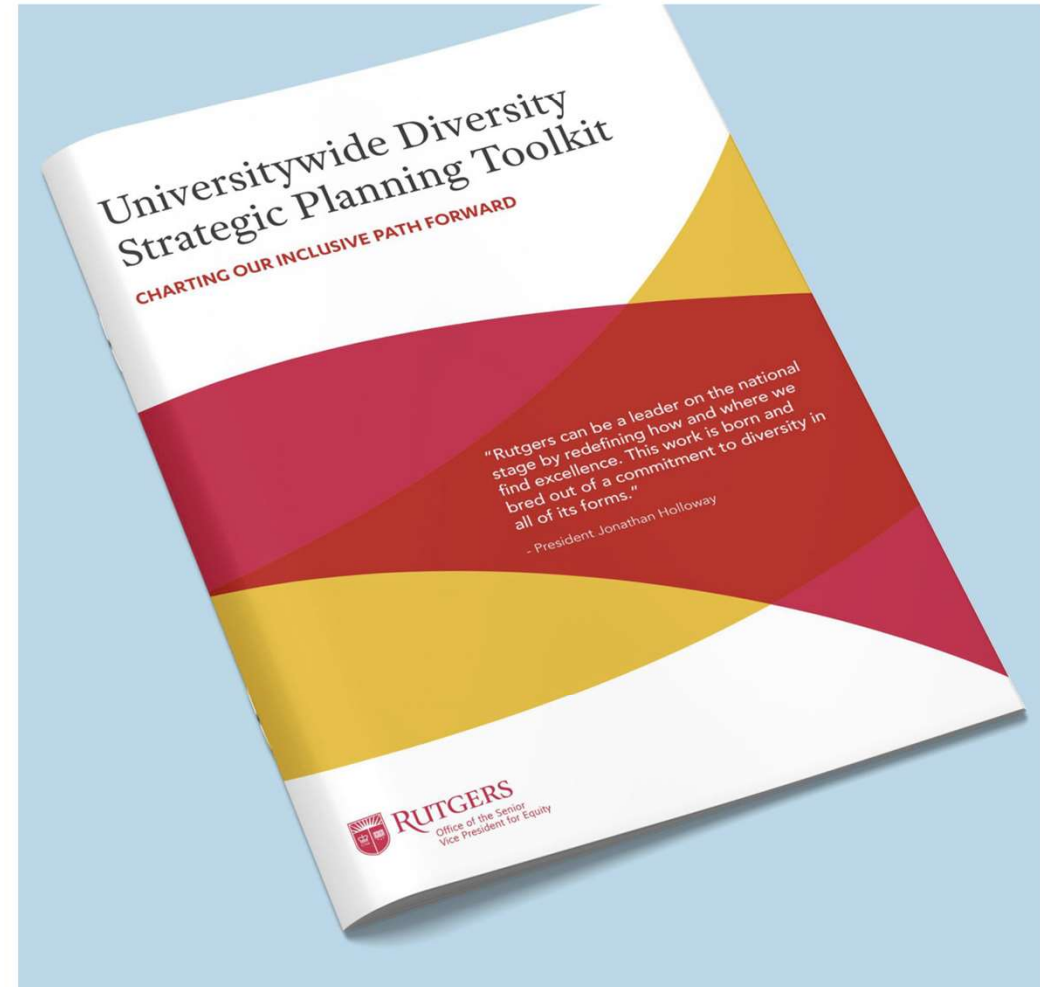
Develop an
Institutional
Infrastructure
to Drive
Change



Diversity Strategic Planning Toolkit

Learn how to chart an inclusive path forward in your organizational unit. Use this toolkit to guide your process and draw on the tools to support your work.

Review the toolkit >



Diversity Strategic Planning Assessment Survey

Shape our path forward by reflecting on where we are now and what needs to change. We need your voice to inform our vision and strategy.

Take the survey now >

**WE
WANT
YOUR
FEEDBACK**

FAQs

Understand the objectives of the university diversity strategic planning process and learn about the next steps by reading the frequently asked questions.

Read the FAQs >



Planning Process Overview

1

STEP ONE: MAP OUT PLANNING PROCESS

Form a planning committee, organize, and launch planning process in organizational unit (OU).

2

STEP TWO: GATHER INFORMATION AND CONDUCT SELF-ASSESSMENT

Gather/analyze data to understand the current state of your organizational unit and identify strengths/gaps/needs relevant to the university priorities.

3

STEP THREE: DEVELOP A VISION – SET GOALS, IDENTIFY METRICS

Articulate organizational unit goals and develop an Organizational Unit Diversity Action Plan.

The Need for Strategic Planning

Every organizational unit should complete a diversity action plan to align organizational unit goals with the university priorities. The diversity strategic planning process will help you to:

- Shape strategies for recruiting, retaining, and developing a diverse community of students, staff, and faculty.
- Expand curriculum to promote understanding of diversity and equity within academic disciplines and reflect community engagement.
- Adopt culturally inclusive teaching practices that center students' backgrounds, experiences, and cultural/linguistic frames of reference as well as the experiences of indigenous and other marginalized communities.
- Deepen relationships to the surrounding community through partnership development with existing organizations and creating opportunities for employee/student engagement.
- Hone leadership capacity to build and sustain an inclusive climate that actively mitigates inequity.

diversity.rutgers.edu

Rutgers Equity Scorecard

The scorecard uses quantitative metrics to measure access, retention, success, and leadership representation for historically underrepresented groups by race and gender at Rutgers, identifying areas of strength and opportunities for growth for each Chancellor-led unit. Draw on it during the strategic planning process to reflect the activities and challenges facing your organizational unit and identify metrics to track as measures of progress.

[Read the Rutgers Equity Scorecard pages of the University Equity Audit Report \(PDF\)](#)

Individualized Diversity Plans by Chancellor-led Unit

Shared University Diversity priorities

4

STEP FOUR: CHANCELLOR-LED UNITS ADOPT DIVERSITY STRATEGIC PLAN

This step will help to describe how organizational units will work together to achieve the Chancellor-led unit's goals and advance the university priorities.

5

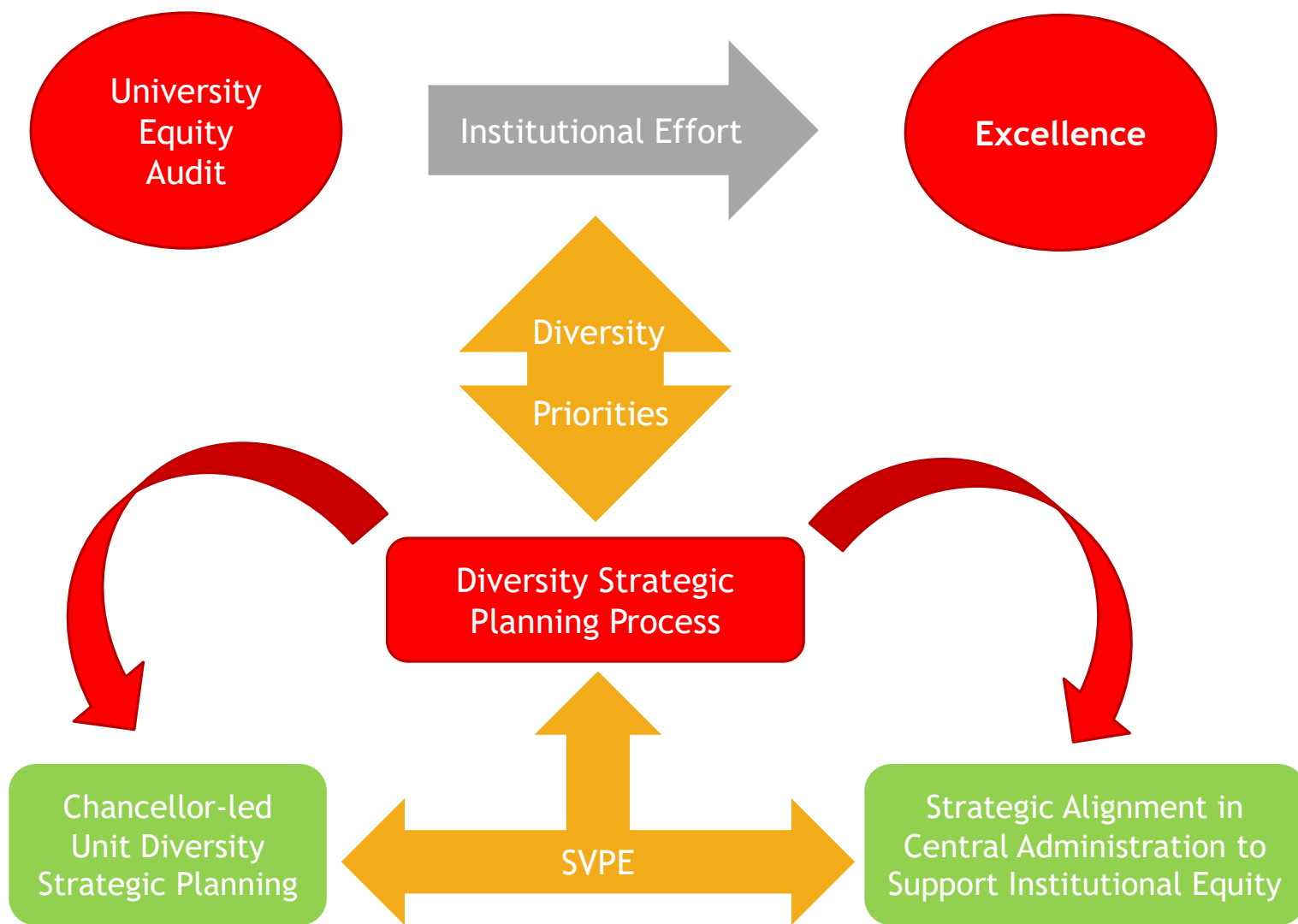
STEP FIVE: UNIVERSITY COMMUNICATES VISION

University communicates vision and outlines overarching university strategies that will support the fulfillment of the Chancellor-led units diversity goals.

6

STEP SIX: IMPLEMENT PLAN

Launch internal workplan with benchmarks, timelines, and institutional support.



Pursuing Excellence Schematic



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