



THE UNIVERSITY OF ARIZONA

Office of Diversity & Inclusion

Harnessing the Power of Diversity: Every Wildcat, Every Day





President Robbins

Harnessing the Power of Diversity: Every Wildcat, Every Day

"One of our core values is inclusion, which reflects our broad and overarching commitment to creating a welcoming and supportive atmosphere where we not only invite people of all backgrounds to help shape our future, but we intentionally seek their experience, expertise and contributions. We believe it is imperative to live our values of inclusion and compassion every single day."



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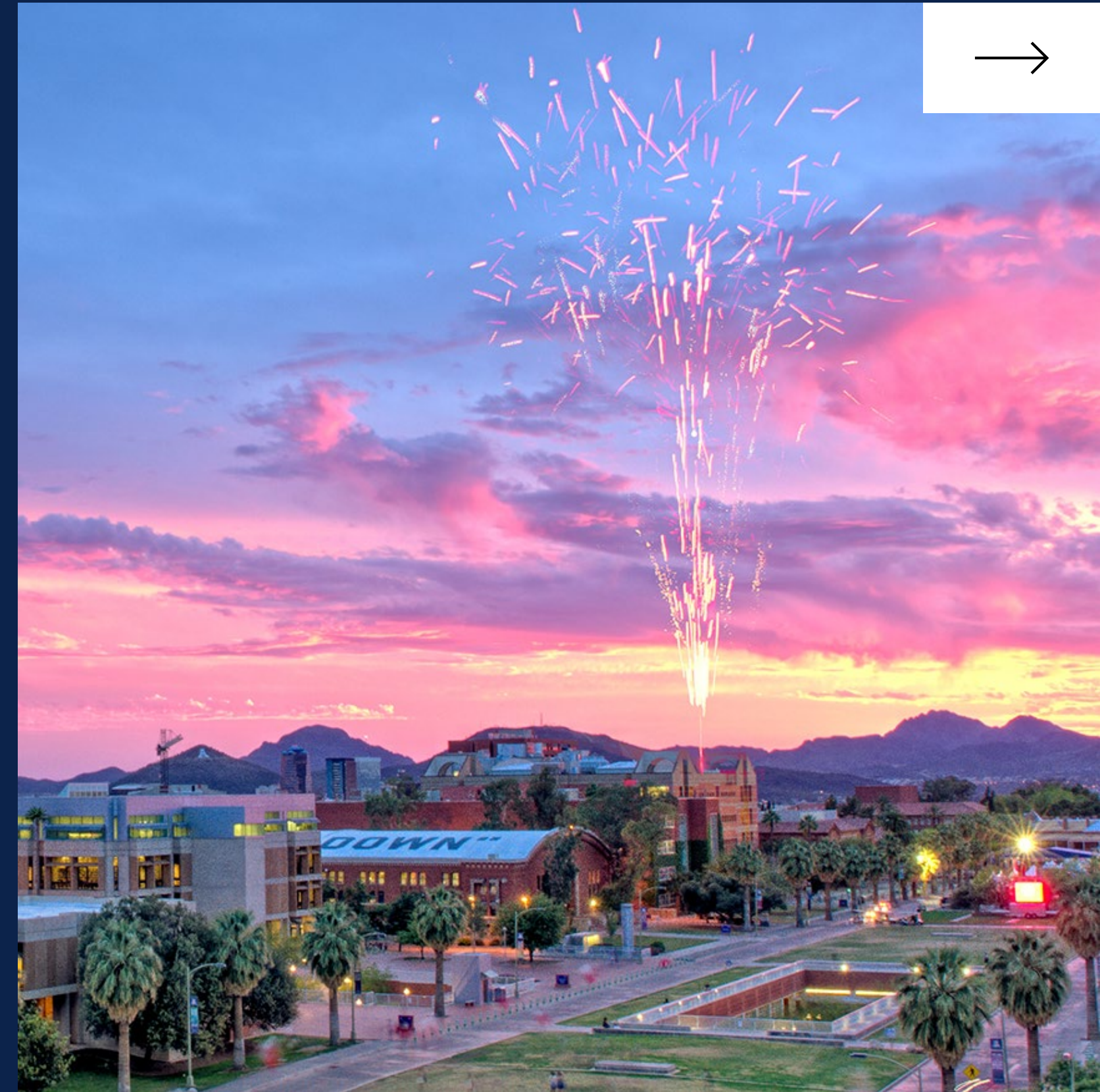
O u r D & I V i s i o n

To be the leading institution
on **action-oriented** and
transformative inclusive
excellence



Our D&I Goal

The goal is to make diversity and inclusiveness a habit that is implemented and practiced by everyone consistently throughout the university. To practice diversity and inclusiveness is to achieve excellence.



WHY?

So we can **lead** the way in
developing adaptive problem -
solvers capable of tackling our
greatest challenges.



THE UNIVERSITY
OF ARIZONA



HOW DO WE GET THERE?

**Centralized and
Decentralized Strategic
Planning Process that
includes every institutional
stakeholder**



Harnessing the Power of Diversity: Every Wildcat, Every Day

Our Commitment & Beliefs



Diversity

At the **University of Arizona**, we promote a broad definition of diversity that recognizes that diversity exists in a variety of forms which includes identities and intersections of race, ethnicity, religion, age, sexual orientation, gender identity, veteran status, geographic diversity, and disability.

We commit to **respecting** diverse perspectives, **embracing** diverse people, and **seeking** to increase our campus diversity in every aspect of our community to maximize our living and learning environment.



Equity

At the **University of Arizona**, we believe in creating an environment of fairness which exemplifies a strong commitment towards ensuring all members of our campus community can maximize their full potential through meaningful, impactful participation.

We commit to **proactively identifying** and **eliminating** barriers in our policies, practices, and processes that preclude members from full and authentic participation.



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Our Commitment & Beliefs



Inclusion

At the **University of Arizona**, we empower our campus community to create equitable environments where all campus constituents feel authentically welcomed, valued, supported, and respected in every opportunity offered across the institution.

We commit to **actively** and **intentionally** ensuring all **voices** across our institution are **amplified**, respected, and contribute to the institutional inclusive climate.



Inclusive Excellence: Harnessing the Power of Diversity

At the **University of Arizona**, we commit to harnessing the power of our diverse ideas, extraordinary talents, and unique identities to achieve systemic change in our institution, our city, our state, and our world both today and tomorrow.

We commit to building a **sustainable system** for inclusive excellence that challenges '**Every Wildcat, Every Day**' to harness their power of diversity in their classrooms, department meetings, student organizations, or leadership meetings - from every vantage point, it takes every member of Wildcat country.

Centralized



INSTITUTIONAL GOALS

- Access
- Institutional Climate
- Success
- Infrastructure
- Inclusive Education



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Every Wildcat, Every Day

ACCESS	CLIMATE	SUCCESS	INFRASTRUCTURE	INCLUSIVE EDUCATION
Ensuring barrier free, Equitable pathways to knowledge acquisition and dissemination.	Creating a campus where all members feel welcome, valued, and respected to bring their authentic self	Providing resources, opportunities, and support for campus constituents to reach their academic pursuits.	Building diverse spaces to increase dissemination and acquisition of cultural based knowledge including development, professional networks, and data support	Developing an inclusive excellence framework that encompasses D&I learning in every aspect of the student and employee journey.

CENTRALIZED: CAMPUS WIDE PRIORITIES



	PROBLEMS WE ARE SOLVING OR OPPORTUNITY WE ARE GOING AFTER	SUPPORT WE NEED TO ACHIEVE THIS GOAL	HOW WILL ACHIEVING THIS GOAL HAVE A GREAT IMPACT?	KEY METRICS. HOW WILL WE KNOW WE HAVE ACHIEVED THIS GOAL? HOW DO WE KNOW IF WE ARE SUCCESSFUL?
ACCESS	Increasing representation of marginalized and populations of color in students, faculty, staff, and administrative leadership	<ul style="list-style-type: none">• Partnership with K -12 & Community Colleges• Data disaggregation to show 'Deserts of Inclusion'• Partnerships with HBCUs, MSIs, and Tribal Institutions	Institutional values of access and serving the communities represented in the state of Arizona	Disaggregate data showing decreased SOC entering deficiencies, increase diversity communities, and number of diverse hiring trainings
CLIMATE	Improve and sustain an environment where every member of our campus community feels welcomed, valued, and supported to bring their authentic selves	<ul style="list-style-type: none">• Reimagining campus climate surveys• Increased D&I trainings• Sustainable D&I infrastructure• Equity Audit• Accessible spaces & improved cultural spaces	<ul style="list-style-type: none">• Increased persistence, retention, and graduation of diverse populations - students and faculty• Achieving institutional goal of producing global, inclusive graduates	Multifaceted, includes campus climate measures, campus -wide training initiatives, engagement assessments, and exit data
SUCCESS	Expand metrics of success; assess current metrics of success for students retention, persistence, and graduation; assess current metrics of success for faculty and staff including hiring, promotion, and retention	<ul style="list-style-type: none">• Senior Leadership Team• Faculty Affairs• Funding to update or transition current assessment and data collection practices	Institutional values of access and serving the communities represented in the state of Arizona	Ongoing, achieving this goal requires systemic and infrastructure change; we will establish 3 -5-10 year goals to make progress

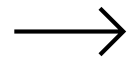
CENTRALIZED: INSTITUTIONAL PRIORITIES



	PROBLEMS WE ARE SOLVING OR OPPORTUNITY WE ARE GOING AFTER	SUPPORT WE NEED TO ACHIEVE THIS GOAL	HOW WILL ACHIEVING THIS GOAL HAVE A GREAT IMPACT?	KEY METRICS. HOW WILL WE KNOW WE HAVE ACHIEVED THIS GOAL? HOW DO WE KNOW IF WE ARE SUCCESSFUL?
INFRASTRUCTURE	Create and sustain an institutional infrastructure that ensures effective support and achievement of diversity and inclusive excellence goals.	<ul style="list-style-type: none">• Incorporate D&I goals into Development & Fundraising opportunities• Develop a D&I infrastructure which supports the growth and needs of the campus community	Achieving institutional accountability and sustainability	Number of D&I goals in fundraising, number of D&I grants awarded, partnerships with campus community
INCLUSIVE EDUCATION	Understanding diversity & inclusion with an emphasis on applying inclusive excellence in every aspect of the Wildcat experience	<ul style="list-style-type: none">• Campus wide required trainings• Professional development plan for SLT & Cabinet• Intergroup dialogue and restorative justice programs• Support inclusive research and teaching	Advance institutional goals and exhibit commitment to producing globally inclusive citizens	Number of trainings; number of campus community members completing trainings; connecting with campus climate surveys to actively measure impact on institutional climate; number of diverse research grants and articles

An aerial photograph of a university campus during the "golden hour" of sunset. The scene features several large, multi-story brick buildings with varying architectural styles. A central green lawn is visible, flanked by paved walkways and palm trees. In the far distance, a range of mountains is silhouetted against the warm, orange and pink sky. The overall atmosphere is serene and academic.

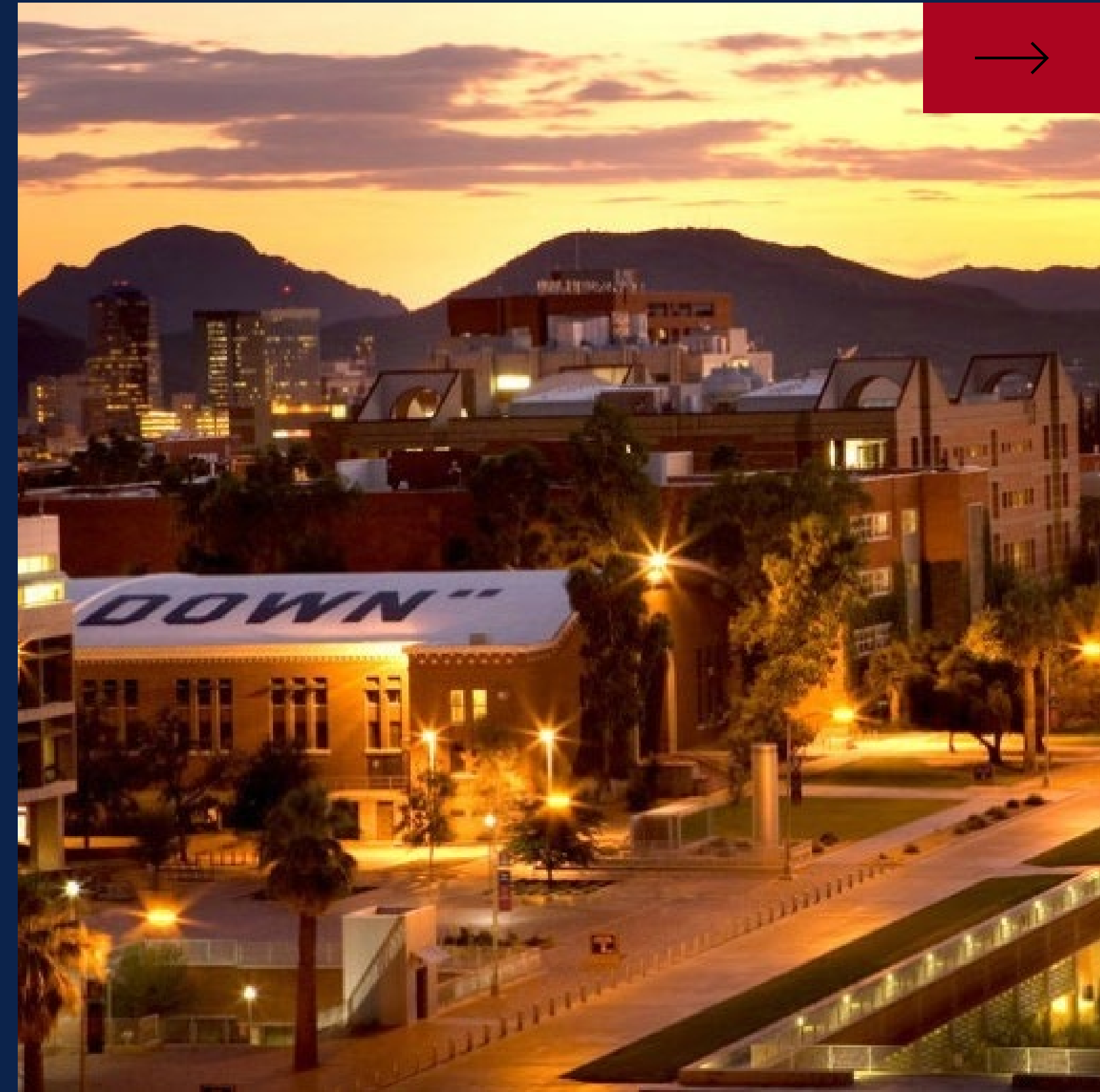
Decentralized: Offices, Colleges, & Departments





Strategic Approach

- All Encompassing – Every Division, Department, Office
- Document our current D&I strategies and identify opportunities
- Transparent
- Accountability
- Progression over time
 - 1-3-5 Year Goals



Transparency & Accountability

Filter By Year: All | 2016 | 2017 | 2018 | 2019 | 2020 | 2021

Total Initiatives



Assessment



Event



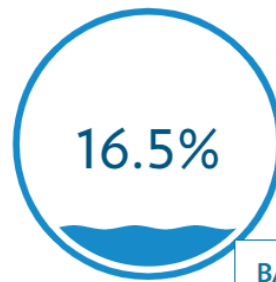
Program



Research



Support Services



BACK

School or Unit Plans

50

Strategic Objectives

699

Click on a Unit to display Year 4 DEI Plan contents:

- Academic Innovation
- ADVANCE Program
- Athletics
- Audit Services
- Bentley Historical Library
- Business & Finance
- Center for Research on Learning & Teaching
- Center for the Education of Women
- Clements Library
- College of Engineering
- College of Literature, Science and the Arts

School or Unit Plans	Strategic Objectives	Action Items
1	1	10
Click on a Unit to display Year 4 DEI Plan contents:	Click on a Year 4 Strategic Objective to display associated action(s):	Year 4 Action Item(s): Hover over the Progress color code for additional status details of In Progress Action Items.
Academic Innovation ADVANCE Program Athletics Audit Services Bentley Historical Library Business & Finance Center for Research on Learning & Teaching Center for the Education of Women Clements Library College of Engineering College of Literature, Science and the Arts College of Pharmacy Division of Public Safety and Security Duderstadt Center Ford School of Public Policy Graham Sustainability Institute Information & Technology Services Institute for Social Research Law School Life Sciences Institute Matthaei Botanical Garden & Nichols Arboretum Michigan Medicine Museum of Art Office of Budget and Planning Office of Diversity, Equity and Inclusion Office of Enrollment Management Office of Research Office of the General Counsel Office of the President Office of the Provost	Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students. Ensure the diversity of staff at all levels of the division: Implement standards to improve the recruitment, hiring and selection process to enhance the potential for increasing the diversity of the staff. Evaluate and improve practices that support the success, retention and promotion of a diverse staff. Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution. (staff) Work collaboratively and cooperatively with the campus and external constituencies to sustain or grow initiatives that enrich the academic, social, cultural, and personal development of a diverse group of students. Utilize marketing and communication best practices to promote engagement with diversity, equity and inclusion. Foster a positive climate for diversity that encourages staff members to grow and embrace diversity as a core value and as a vital component of the division and the institution.	Development of technology infrastructure. Development of faculty community of practice (Faculty Forum and S.O.S. Fellowship). Consult with schools and colleges. Watson A. Young Scholarship. Deliver custom campus visits for underserved schools. Michigan College Advising Corps. Project Inspire Grants and Workshops. Michigan Medicine

Strategy v. Tactics

Avoiding the Illusion of Inclusion



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FROM STRATEGIES TO TACTICS TO CHANGE

01

Establish & Quantify

02

Sustain & Measure

03

Visible & Continuous
Accountability



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Strategy

Create opportunities for staff to increase their awareness and knowledge regarding actively applying inclusive practices in the workplace.



Tactics

- Establish D&I training plan for every administrative level in Provost's office.
- Incorporate D&I workshops for leadership team quarterly.



Roadmap

Harnessing the Power of Diversity: Every Wildcat, Every Day

Next steps
Roadmap to
Success

01

May Goal:
Campus Notifications

02

June - July Goals:
Centralized and
Decentralized goal
development

03

August Goal:
Website launch

04

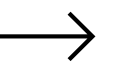
September Goal:
Diversity Symposium

05

Fall 2021 Goals:
Centralized and
Decentralized goal
development cont...

06

Spring 2022 Goals:
Deploy and Measure
- 1 year
- 3 year
- 5 year



Our Major Goals



EVERY DIVISION, UNIT, AND COLLEGE

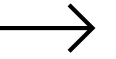
100% Participation

ACTION-ORIENTED, MEASURABLE

1-3-5 Year Impacts

Expanding Shared Practices Across the Institution

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Inaugural Diversity Symposium

September 30 - October 2, 2021

Transparency, Accountability, & Sustainability



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Associate Vice Provost, Diversity & Inclusion Ivy Banks

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"Inclusive excellence is the responsibility of every Wildcat. We accomplish systemic change together, in shared community, every single day."

A scenic view of a city at sunset. In the background, there are dark, silhouetted mountains under a sky with soft orange and yellow clouds. The city lights are visible in the distance. In the foreground, a university campus is shown with a large, modern building on the left, a green lawn in the center, and a walkway lined with palm trees on the right. The overall atmosphere is warm and peaceful.

Q & A

