"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."
Our D&I Vision

To be the leading institution on action-oriented and transformative inclusive excellence
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.
So we can lead the way in developing adaptive problem-solvers capable of tackling our greatest challenges.
HOW DO WE GET THERE?

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

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.
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

INSITUTIONAL GOALS

- Access
- Institutional Climate
- Success
- Infrastructure
- Inclusive Education
Harnessing the Power of Diversity

Every Wildcat, Every Day

ACCESS
Ensuring barrier free, equitable pathways to knowledge acquisition and dissemination.

CLIMATE
Creating a campus where all members feel welcome, valued, and respected to bring their authentic self.

SUCCESS
Providing resources, opportunities, and support for campus constituents to reach their academic pursuits.

INFRASTRUCTURE
Building diverse spaces to increase dissemination and acquisition of cultural based knowledge including development, professional networks, and data support.

INCLUSIVE EDUCATION
Developing an inclusive excellence framework that encompasses D&I learning in every aspect of the student and employee journey.
### CENTRALIZED: CAMPUS WIDE PRIORITIES

<table>
<thead>
<tr>
<th>PROBLEMS WE ARE SOLVING OR OPPORTUNITY WE ARE GOING AFTER</th>
<th>SUPPORT WE NEED TO ACHIEVE THIS GOAL</th>
<th>HOW WILL ACHIEVING THIS GOAL HAVE A GREAT IMPACT?</th>
<th>KEY METRICS, HOW WILL WE KNOW WE HAVE ACHIEVED THIS GOAL? HOW DO WE KNOW IF WE ARE SUCCESSFUL?</th>
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</table>
| Increasing representation of marginalized and populations of color in students, faculty, staff, and administrative leadership | • 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 |
| Improve and sustain an environment where every member of our campus community feels welcomed, valued, and supported to bring their authentic selves | • Reimagining campus climate surveys  
• Increased D&I trainings  
• Sustainable D&I infrastructure  
• Equity Audit  
• Accessible spaces & improved cultural spaces | • 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 |
| Expand current 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 | • 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 |
<table>
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<th>INSTITUTIONAL PRIORITIES</th>
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<tr>
<td>INFRASTRUCTURE</td>
<td>Create and sustain an institutional infrastructure that ensures effective support and achievement of diversity and inclusive excellence goals.</td>
<td>• Incorporate D&amp;I goals into Development &amp; Fundraising opportunities • Develop a D&amp;I infrastructure which supports the growth and needs of the campus community</td>
<td>Achieving institutional accountability and sustainability</td>
<td>Number of D&amp;I goals in fundraising, number of D&amp;I grants awarded, partnerships with campus community</td>
</tr>
<tr>
<td>INCLUSIVE EDUCATION</td>
<td>Understanding diversity &amp; inclusion with an emphasis on applying inclusive excellence in every aspect of the Wildcat experience</td>
<td>• Campus wide required trainings • Professional development plan for SLT &amp; Cabinet • Intergroup dialogue and restorative justice programs • Support inclusive research and teaching</td>
<td>Advance institutional goals and exhibit commitment to producing globally inclusive citizens</td>
<td>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</td>
</tr>
</tbody>
</table>
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
Strategy v. Tactics

Avoiding the Illusion of Inclusion
FROM STRATEGIES TO TACTICS TO CHANGE

01 Establish & Quantify
02 Sustain & Measure
03 Visible & Continuous Accountability
Create opportunities for staff to increase their awareness and knowledge regarding actively applying inclusive practices in the workplace.

- 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

May Goal: Campus Notifications

02
June - July Goals: Centralized and Decentralized goal development

03
August Goal: Website launch

01

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

Next steps
Roadmap to Success
Our Major Goals

100% Participation

Every Division, Unit, and College

Action-Oriented, Measurable

1-3-5 Year Impacts
Inaugural Diversity Symposium

September 30 - October 2, 2021
Transparency, Accountability, & Sustainability
"Inclusive excellence is the responsibility of every Wildcat. We accomplish systemic change together, in shared community, every single day."
Q & A