Goal 1: Representation
Continue to recruit and retain talented and diverse students, faculty, and staff to ensure our campus community reflects the rich diversity of our city, region, nation, and the world.

**Student recruitment**
Accountable leader: VP for Enrollment Management
- Assess the success of expanded training and tools to support the identification of student applications from diverse backgrounds and modify if needed to support recruitment and retention
  - Continue to use Landscape to supplement application review to support and identify applicants from diverse backgrounds; provided training on approaches to using Landscape as an affirmative tool to advantage applicants.
  - Use Spanish-language print and electronic versions of publications on UR Merit Scholarships and UR Financial Aid
- Create new training opportunities for admission tour guides to ensure staff and students are able to respond honestly and effectively to difficult questions and speak openly about UR, even during challenging times on campus
  - Based on ambassador feedback, provided guiding language to talk about diversity and inclusivity on campus
  - Develop training and messages about why diversity is important to UR’s educational and community experiences
  - Continue using message about the burial ground to the campus tour guide training
- Use and evaluate new inclusivity training, provided by Common Ground and the Office of Multicultural Affairs for all student ambassadors in Admissions
- Incorporate and use affirmation of the University’s values in the admitted students checklist for incoming classes

**Staff and faculty recruitment**
Accountable leaders: EVP COO and EVP Provost
- Roll-out new process for searches (when resumed) that include guidelines that adhere to University guidelines for committees to maximize recruitment of diverse, qualified applicant pools
- Complete and pilot the development of training for faculty search committees and hiring managers prior to the posting of a position of vacancy to support anti-bias efforts (when searches resume). New hiring process for faculty searches is currently underway, template
job advertisement was revised, initial training for faculty search committees (including anti-bias training) occurred in early May and changes will be made as needed.

**Representation at UR**

Accountable leaders: EVP COO, Interim SAO, VP for Communications and VP for Planning and Policy

- Inventory current campus commemoration and memorialization and recommend process for memorializing previously excluded figures and milestones in our University history on campus
- Publish and promote inclusive language as part of the UR Communications style guidelines
- Continue to implement changes in Banner, Blackboard, and on campus forms that support the use of gender-inclusive language and preferred pronouns

**Goal 2: Belonging**

Cultivate living, learning and work environments in which all can fully participate in the life of the institution and experience a sense of belonging.

**Student, Staff and Faculty Belonging:**

Accountable Leaders: VP for Student Development, EVP Provost, Academic Deans, Interim SAO, VP and Director of Athletics

- Administer the Higher Education Resource Institute (HERI) surveys to students (diverse learners survey), staff, and faculty to assess UR’s overall campus climate to gather baseline belonging data. With IFX, analyze the results, share with the ICC, cabinet, and deans to set a baseline for growth and improvement.
- Establish DEI plans and goal setting in schools and units (e.g. the Law School, Student Development, Athletics)
- Establish a facilitator training cohort made up of faculty, staff, and students who learn together from campus and local experts to facilitate dialogues around difficult topics
- Memorialize the burial ground for enslaved people on campus with input and connectivity with the descendant community
- Support ongoing work to integrate inclusive historical context into campus, including development of historical exhibits and interpretive signage
- Creation of Diversity, Equity, and Inclusion position within Athletics to further DEI goals within the unit

**For Students:**

Accountable Leaders: Executive Assistant to the President, VP for Student Development, VP for Planning and Policy, EVP and Provost, Dean of the Business School

- Establish a President’s Student Cabinet beginning in fall 2020 to facilitate open dialogue among students and University leaders
- Complete review of student services and continue providing support for staff and programming that support underrepresented students at UR
- Evaluate use and continue to secure a permanent home for the multicultural space
- Continue support for the Race and Racism Project, including undergraduate research, faculty director, and co-curricular learning opportunities throughout the academic year
- Pilot and evaluate opportunities for prospective Robins School majors from underrepresented communities to prepare for RSB academic life; 2 Endeavor Program cohorts focused on RSB starting in 2020
- Include modules on inclusion and diversity as part of University 101 course, to be piloted in Fall 2020

*For Staff and Faculty:*
Accountable Leaders: EVP and COO, Senior AVP of Human Resources

- HR to pilot affinity groups to provide support for underrepresented groups to connect, build relationships, and affirm social identities while working at a Predominantly White Institution (PWI)

**Goal 3: Capability**
*Become a skilled intercultural community that enables and enriches an unparalleled academic experience.*
Accountable leaders: President, EVP and COO, EVP and Provost, VP for Student Development, CIO, SAO, ICC

*For the Campus Community:*
- Provide faculty and staff with learning and skill-building opportunities via white anti-racism lunch discussions
- Provide faculty and staff with learning and skill-building opportunities via weekly Intersections discussions centering a range of topics related to diversity, equity, and inclusion
- Provide open forums to discuss the Bias Resource Team’s purpose and role on campus, listen to questions and concerns, and refine its processes and approaches as needed
- Complete and disseminate research on Robert Ryland and Douglas Southall Freeman and make accessible critical insights into our University history to inform commemoration and memorialization decisions
- Institutionalize the ICC as a deliberative body to build DEI capacity on campus and to support long-term MEI work

*For Senior Leaders:*
- Engage senior leaders and the ICC together in discussions about anti-racism in higher education and at UR
- Engage senior leaders in professional development and shared capacity-building on diversity, equity, and inclusion

*For Students:*
- Evaluate and expand equity, inclusion, and anti-bias training for student leaders
- Support the student-led Interpoint programming to build students’ awareness and skills in intercultural dialogue
For Staff and Faculty:

- Offer regular workshops for faculty and staff to build skills for engaging in difficult conversations through HR
- Offer regular workshops for faculty and staff on creating inclusive work environments through HR
- Continue support and assessment of faculty use of expanded inclusive pedagogical strategies in the classroom
- Review and revise supervisor development cohort training program to meet UR’s inclusive excellence goals
- Create opportunities for intergroup dialogue and discussion of topics related to diversity, equity and inclusion in the advancement division through a moderated discussion series (Intersections Advancement)

Note: Additional actions may be added to further our goals. Some current actions may shift due to Covid-19.