

**Office of Equity, Diversity, & Inclusion**  
**Equity, Diversity, and Inclusion Action Plan (EDIAP)**

**Updated: September 2016**

**Overview**

This plan is intended to provide a roadmap to create a diverse, inclusive, and excellent learning and work environment for all students, faculty, staff, participants, community members, and others who partner with the University of Wisconsin Colleges (UWC) and University of Wisconsin-Extension (UWEX). This mission is accomplished through collaboration, leadership, and seeding of new initiatives, consultative advice, and the coordination of institutional initiatives.

A function of The Office of Equity, Diversity, and Inclusion (OEDI) is to make progress toward the University of Wisconsin System's [strategic diversity interests](#), including: 1) Enhancing campus and organizational climates for inclusion 2) Recruiting and retaining a more diverse faculty and staff; 3) Preparing all our students, staff, and faculty to thrive personally and professionally in a world that is diverse, global, and interconnected. These strategic goals are imperative for our continued success and for laying the groundwork for the UW Colleges and UW-Extension of the future.

The Office of Equity, Diversity, and Inclusion and this plan seek to follow the [six guiding principles of Inclusive Excellence](#), which provide a fundamental framework for equity, diversity, and inclusion plan and work. These include:

- 1.) Core to mission: Diversity is central to institutional life, not the periphery, such that it becomes a key organizing principle around which other institutional decisions are made.
- 2.) Widespread engagement: To truly fulfill our educational mission as UW Colleges/UW-Extension, a more comprehensive, widespread level of engagement, shared responsibility, and accountability at all levels and ranks should be engendered, where everyone has a place at the table. In short, everyone has a role to play.
- 3.) Close attention to students: UW Colleges/UW-Extension needs to cultivate close attentiveness to the student experience itself, including the impact of social identities on students' learning experiences. In short, different students require different forms of support.
- 4.) Joint pursuit of diversity and excellence: Since the goals of excellence and diversity are interconnected and interdependent, excellence must be measured by equity, inclusion and superior performance.
- 5.) Implementation matters as much as strategy: Success is measured by changes made toward our goals of equity and inclusion, not by the quality or time spent setting goals and planning.
- 6.) Dual Focus: Diversity efforts require dual focus, concentrating on both increasing compositional diversity and creating a culture in which individuals from all backgrounds can thrive.

**Owners and Stakeholders**

Our senior leadership defines the culture of our organization through their leadership, their actions, behaviors, and values. Senior leadership is accountable for reaching our diversity goals.

- OEDI is responsible for creating the Equity, Diversity, and Inclusion Action Plan (EDIAP), and for managing the plan with the input of leadership and employees. Many of the goals that support this plan require the support of the OEDI and Office of Human Resources (OHR) staff and the Assistant Vice Chancellor for Human Resources and OEDI Executive Director will be key people to provide leadership and guidance on the plan.
- The Chancellor of UW Colleges and UW-Extension and cabinet are responsible for approving the plan, ensuring that the goals and objectives of the plan are communicated, acted on, and evaluated. If our goals are not accomplished, leadership will be charged with determining what can be done to become effective in the future. Each leadership team member will be evaluated on their performance in diversity and inclusion in their annual performance evaluation through the addition of a specific question asking about success with diversity initiatives.
- UWC Campus and UWEX Divisional Deans and Directors are responsible for supporting and encouraging diversity and inclusion. Each Dean/Director is responsible for establishing a minimum of at least one diversity-related goal each year. Notably, this group’s buy-in, adoption of needed mindsets, behaviors and support for the effort is critical.
- Hiring managers are responsible for ensuring that every recruitment pool is sufficiently diverse as determined in consultation with OHR.
- Employees are responsible for supporting and encouraging diversity through their interactions with co-workers, students, participants, community members, and others outside the organization, staying educated on workplace expectations, and getting involved wherever possible in workplace diversity efforts.

**Long Term Objectives**

- Make UW Colleges and UW-Extension’s commitment to diversity and inclusion visible on a daily basis to our employees, visitors, students, the community, the public, our members, and listeners and viewers.
- Increase the diversity of our workforce through employment actions, as measured against the available pools of female and minority candidates reported in UWC and UWEX’s Affirmative Action Plans.
- Create and maintain a supportive and inclusive environment that is welcoming for all individuals.
- Grow and develop our diverse talent into positions of greater responsibility, including key leadership positions.
- Collect and organize data to effectively assess our progress and make changes as needed to enhance diversity and inclusion.

**Short Term Objectives**

<b><u>Development and Communication of Plan</u></b>	<b><u>Owner</u></b>	<b><u>Contributors</u></b>	<b><u>Date</u></b>	<b><u>Notes/Measurements</u></b>
➤ Gain key stakeholder input from leaders and employees on the EDIAP.	Asst VC, Exec Dir.	Chancellor, cabinet	June, July, 2016	Seeking feedback from: <ul style="list-style-type: none"> <li>➤ CE</li> <li>➤ CEOEL</li> <li>➤ BAMI</li> <li>➤ UW Colleges Inclusive Excellence Committee</li> </ul>

				<ul style="list-style-type: none"> <li>➤ UW Colleges Faculty members</li> <li>➤ UW Colleges Campus Leadership</li> <li>➤ UW Colleges Student Affairs</li> </ul>
<ul style="list-style-type: none"> <li>➤ Discuss EDIAP with all Deans and Directors at meetings on _____. Each participant will generate individual action items.</li> </ul>	Asst VC, Exec. Dir.	Chancellor	Fall, 2016	
<ul style="list-style-type: none"> <li>➤ Obtain feedback from active diversity committees within UWC and UWEX.</li> </ul>	Exec. Dir.	Asst VC	June, July, 2016	<ul style="list-style-type: none"> <li>➤ Senate Inclusive Excellence Committee may not meet during the summer, request for feedback was solicited.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Distribute Plan to all staff via email</li> </ul>	Chancellor		Sept, 2016	
<ul style="list-style-type: none"> <li>➤ Communicate plan and provide regular updates in staff meetings.</li> </ul>				At least ½ yearly updates at Dean & Director meetings
<ul style="list-style-type: none"> <li>➤ Prepare regular updates and distribute to faculty and staff.</li> </ul>				

<b><u>Goal: Build Core Competencies for inclusivity and diversity amongst faculty and staff.</u></b>	<b><u>Owner</u></b>	<b><u>Contributors</u></b>	<b><u>Date</u></b>	<b><u>Notes/Measurements</u></b>
1. Survey employees across UW Colleges and UW-Extension to do a review of current practices and programs that are currently happening. This review will be used for obtaining knowledge of what is already currently happening, what's working and what are the areas of need.	OEDI Staff	Exec. Dir.	TBD	<ul style="list-style-type: none"> <li>➤ Connect with subject matter experts on survey creation. What type of survey would be best for what we need, what should it include? How can we draw upon</li> </ul>

				<p>information we already have?</p> <ul style="list-style-type: none"> <li>➤ Review of already existing/completed results for comparison data.</li> <li>➤ Add questions about MAP.</li> </ul>
<p>2. Work with UW Colleges leadership to develop educational materials in the Virtual Teaching and Learning Center (VTLC) for faculty and staff.</p> <ul style="list-style-type: none"> <li>• Explore accessibility options for Extension.</li> <li>• Communicate resource to all faculty and staff.</li> <li>• Discuss ways to further faculty engagement on diversity and inclusion topics ongoing.</li> </ul>	OEDI Staff	Exec. Dir., Gender Equity Coordinator, Assoc VC for Academic Affairs, Dir. VTLC	TBD	<ul style="list-style-type: none"> <li>➤ First meeting to discuss is June, 2016</li> <li>➤ August, 2016, met with employee of CATL @UWL to discuss their 'VTLC' resources.</li> <li>➤ Connecting with CEOEL instructional designers: they have learning theory backgrounds in addition to technology expertise.</li> <li>➤ Explore options for tracking how often site is accessed.</li> </ul>
<p>3. Include opportunities for faculty, staff, and others, to provide resources and information for trainings in areas where they have demonstrated competency and knowledge related to diversity and inclusion. Would like to develop a one-day workshop on inclusive classroom practices and pedagogical resources.</p>	OEDI Staff	Exec. Dir., Gender Equity Coordinator, Assoc VC for Academic Affairs, Dir. VTLC	After VTLC Project	
<p>4. Provide podcasts for UW Colleges faculty on inclusivity, diversity, and culturally relevant classroom teaching principles. Sourcing for podcasts may include: utilizing ones that current exist, creating with speakers within our institution, and/or outside speakers.</p>	OEDI Staff	Exec. Dir., Gender Equity Coordinator, Assoc VC for Academic Affairs	After VTLC Project	<ul style="list-style-type: none"> <li>➤ Providing podcasts that are accessible to the entire institution.</li> </ul>

<p>5. Multicultural Awareness Program</p> <ul style="list-style-type: none"> <li>• Complete new cohort facilitator training for Multicultural Awareness Program.</li> <li>• For immediate, develop a consistent method of delivery for the training.</li> <li>• Develop strategies to increase the participation of UW Colleges.</li> <li>• Ongoing: consider options for develop an in-house training owned by Colleges and Extension.</li> <li>• Ensure training and development opportunities are understood and communicated throughout UWC and UWEX.</li> </ul>	OEDI Program Coordinator	Asst VC, Exec. Dir.	Fall 2016	➤ Final Certification was completed in July 2016
<p>6. Outreach to UW Colleges Campus Steering Chairs and (CA's?) for identifying needs, development of dates and requested topics for UW Colleges campus visits. Develop &amp; deliver an onsite training topic for each campus or regionally for 2016-17.</p>	OEDI & HR Mgmt Team	OHR, OEDI staff, and feedback from campuses.	Fall, 2016 & Winter 2017	➤ Work with Joe Foy and Jessica Van Slooten to develop dates/formats that fit UW Colleges and topics
<p>7. Explore online training platforms to be used institutionally for all staff as an option for broader delivery of online training materials and presentations related to diversity, inclusion, and compliance related topics.</p>	OEDI Staff	Exec. Dir.	Fall, 2016	
<p>8. Website Improvement: develop centralized location for employees to access information and resource materials</p>	OEDI Staff	Exec. Dir.	Fall, 2016	
<p>9. At least one Dean/Director meeting each year is devoted to a diversity/inclusion topic and/or speaker. Offer to expand this to Department Chair Meetings and Senate meetings as well.</p>	Chancellor, Asst VC, Exec. Dir.	Senior Leaders	Fall, 2016	

<b><u>Goal: Highlight diverse programming we do; find ways to seek out more speakers on topics around equity, diversity and inclusion.</u></b>	<b><u>Owner</u></b>	<b><u>Contributors</u></b>	<b><u>Date</u></b>	<b><u>Notes/Measurements</u></b>
10. Explore options for diversity and inclusion discussion and to raise awareness including brown bags, reading	OEDI Staff	Exec. Dir. & OEDI Staff	Fall 2016 & Winter, 2017	Consider IRL component.

groups, and online training courses where employees earn certificates.				
11. Increase communication around diversity specific awards and how to apply.	OEDI EEO Specialist	Exec., Dir.	Winter, 2017	
12. Create a Newsletter and communicate directly with staff on a regular basis.	OEDI Diversity Specialist	Exec. Dir. & OEDI Staff	Fall, 2016	
13. Continue with and broaden the diversity series that is currently being created. Consider tangent uses for the series to increase visibility of OEDI.	OEDI Diversity Specialist	Exec. Dir & OEDI Staff	Fall, 2016	

<b><u>Goal: Search and Screen Committee/Recruitment Engagement</u></b>	<b><u>Owner</u></b>	<b><u>Contributors</u></b>	<b><u>Date</u></b>	<b><u>Notes/Measurements</u></b>
14. Continue AA plan creation annually, work with HR to ensure accurate and consistent data points. Distribute and communicate AA plan 'goals' and expectations for recruitment in positions that are underutilized.	OEDI EEO Specialist	Exec. Dir. & HR	Fall, 2016	➤
15. Continue EEO orientations for search and screen committee.	OEDI EEO Specialist	Exec. Dir. & HR	Fall, 2016	➤
16. OEDI implement regional trainings for appointment committees and other employees who may serve on search and screen committees. Develop a video series for search and screen committee members to watch on unconscious bias and diversity in recruiting. Once adequate resources are available, consider requiring training for all committee members.	OEDI EEO Specialist	Exec. Dir. & HR	Winter, 2017	➤
17. Review current diverse advertising sources and determine which are most effective. Identify new sources that we can use to reach diverse candidates. Communicate advertising resources broadly to hiring authorities and employees.	OEDI EEO Specialist	Exec. Dir. & HR	Fall, 2016	➤

18. Provide guidance and information to search and screen committees on new, more inclusive and modern diversity language for PDs.	OEDI EEO Specialist	Exec. Dir. & HR	Winter, 2017	➤
19. Establish goals for search and screen committee members such as to reach out to at least one diverse contact for every position opening.	OEDI EEO Specialist	Exec. Dir. & HR	Winter, 2017	➤
20. Ensure diversity qualifications are included and given weight appropriately in the recruitment process.	OEDI EEO Specialist	Exec. Dir. & HR	Winter, 2017	Possible options: Diversity statements from applicants when applying for jobs. Including a question in the interview process for knowledge assessment of diversity and inclusion behaviors and understanding of concepts.
21. Continue Summer Affirmative Action Internship Program within UW-Extension.	OEDI EEO Specialist	OEDI Program Coordinator	Ongoing	

<b><u>Goal: Focus on Employee Inclusion and Engagement</u></b>	<b><u>Owner</u></b>	<b><u>Contributors</u></b>	<b><u>Date</u></b>	<b><u>Notes/Measurements</u></b>
22. Add diversity language and accountability to performance evaluation forms for all supervisors and managers for 2017. Discuss in mid-year reviews. Consider adding a diversity goal or action item for every employee, when appropriate.	OEDI EEO Specialist	Asst VC, OEDI & HR	2017	<u>Sample Actions/Activities</u> ➤ Attend MAP training if you have not done so already. ➤ Speak to a community or faith-based group you are involved in about working at UWC/UWEX. ➤ Develop a new partnership through a community or group with someone from a background different from you.

				<ul style="list-style-type: none"> <li>➤ Volunteer to attend a job fair with targeted recruitment for diverse applicants.</li> <li>➤ Volunteer for a work-sponsored event and try to make contact with someone new.</li> <li>➤ Hold a brown bag on a trip you took recently that allowed you to explore a culture different from your own.</li> <li>➤ Be intentional about inclusiveness in everything you produce or write.</li> <li>➤ Join a professional group and attend a meeting focusing on a topic of diversity and inclusion.</li> <li>➤ Attend a university-related function (lecture, discussion, etc.) with a speaker from a diverse background.</li> <li>➤ Attend an OEDI training, discussion or event.</li> </ul>
23. Develop a UWCX Inclusive Excellence advisory council to increase engagement and collaboration. How would an Advisory Council work? How could they contribute to this process?	Exec. Dir.	Asst VC & OEDI staff	Winter, 2017	Part information sharing, part feedback loop for OEDI.

<b>Goal: Bring all areas into Full Compliance</b>	<b>Owner</b>	<b>Contributors</b>	<b>Date</b>	<b>Notes/Measurements</b>
24. Work closely with HR to develop stronger processes and communication for disability accommodations related to leave procedures.	Exec. Dir & HR	HR	Fall & Winter, 2016	



25. Review of compliance needs for Title IX. Ensure we are achieving primary objectives for compliance as prescribed by the Office of Civil Rights.	Exec. Dir. & Diversity Specialist	Kristine McCaslin, Jason	Fall, 2016	
26. Providing compliance based training through the software system funded by UW System Administration.	Exec. Dir. & Diversity Specialist		Fall, 2016	
27. Bring the Affirmative Action plan into further compliance by ensuring data is being recorded and reported accurately, and that all legally required reports are included in the Affirmative Action plan.	OEDI EEO Specialist	Exec. Dir.	Winter, 2017	
28. Policy review and update. Our policies are outdated or nonexistent for issues that are arising with our faculty, staff, students, and participants related to equity, diversity, and inclusion.	Exec. Dir.	Asst VC, OEDI staff	Winter, 2017	
29. Maxient software for tracking investigations and accommodations cases within OEDI.	Exec. Dir.	Dir. Conduct & Compliance	Fall, 2016	
30. Hate and Bias reporting. Provide resources and communicate broadly information and a process.	OEDI Program Coordinator, Dir. Conduct & Compliance, Student Services Program Manager	Exec. Dir.	TBD	
31. Creation of Task Force(s) for addressing concerns related to students and employees that are transgender	OEDI Staff	Exec. Dir.	Fall, 2016	

<b>Goal: Student Engagement</b>	<b>Owner</b>	<b>Contributors</b>	<b>Date</b>	<b>Notes/Measurements</b>
32. Peace Circles: Provide Peace Circles at each UW College campus over the next year. <b>Obtain feedback</b> during/after sessions for ongoing goal development around student issues.	OEDI Staff	Asst VC, Exec. Dir., Chancellor's Chief of Staff	Fall, 2016	

33. See #2 above for populating the Virtual Teaching and Learning Center (VTLC) to provide faculty information on resources on how to make classrooms inclusive for students.	OEDI Staff		Fall, 2016	
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<b><u>Other: Placeholder for programs and activities to pursue in the future</u></b>	<b><u>Owner</u></b>	<b><u>Contributors</u></b>	<b><u>Date</u></b>	<b><u>Notes/Measurements</u></b>
Do we currently already have an introductory program for students of color coming to the Colleges campuses to specifically introduce them to the campus?	OEDI Staff		TBD	
Housing & Student Life – what is currently in place regarding expectations for events, etc., from students in housing?	OEDI Staff		TBD	
Town Hall meetings for students to relay concerns to the Chancellor, once a semester				
Gather information and resources around how to obtain funding through grants	OEDI Staff	Consult with subject matter experts	TBD	
Find out more about the TRiO program.	OEDI Staff		TBD	
Jumpstart Program: are we interested in offering/do we offer a mentoring program for high school students to prepare for college?				
Explore IE committees on each campus to help facilitate short and long-term goals.				
Explore institutional assessment of SAAIP				