

A Framework to Guide our Institutional Justice and Equity Efforts (merging the Inclusive Excellence model and Daryl Smith's framework)

1. Access, Success and Equity

- Recruit and Retain a Diverse Student Body
- Ensure equitable outcomes for students.

2. Employee Access, Success and Equity

- Recruit and Retain a Diverse Workforce
- Ensure equitable outcomes for employees.

3. Campus Climate and Intergroup Relations

- Develop a Shared and Inclusive Understanding of Diversity
- Create a Welcoming Campus Climate/develop a psychological and behavioral climate supportive of all students
- Foster positive and meaningful interactions across different cultures

4. Education, Scholarship and Service

- Develop a Curriculum That Fosters United States Cultural Competencies through curricular and co-curricular content and experiences, with an emphasis on experiential learning.
- Develop a Curriculum That Fosters International Cultural Competencies curricular and co-curricular content and experiences, with an emphasis on experiential learning.
 - Ensure that students and employees become literate in their own and other cultures and experiences, and are competent in interacting across difference.
- Foster cognitive complexity and critical thinking [in the areas of diversity, equity and inclusion]

5. Infrastructure

- Diversify University Leadership and Management
- Build leadership capacity to drive diversity and inclusion strategy and support a welcoming climate
- Coordinate Organizational Change to Support Our Diversity Goals
- Create a structure that supports the implementation of diversity and inclusion goals and the achievement of desired outcomes.
- Become a model for sustained success in the areas of access, racial justice, inclusion and equity in our region and among our peer and aspirational institutions