FOCUS AREA 2: ACTION PLAN

DIVERSITY, EQUITY, INCLUSION & BELONGING

Create and embrace a university-wide culture of inclusion and belonging for all members of the NMU community.

NMU acknowledges that historical patterns of oppression in US society—beginning with colonization, and continuing with racial and ethnic discrimination, and mistreatment of LGBTQIA+ people and people with disabilities and other marginalized populations—also exist on college campuses. NMU commits to understanding those patterns and will work to create a more just university and society. We must recognize that diversity, equity, inclusion and belonging (DEIB) do not simply exist with a statement but rather must be sewn into the fabric of our university culture and values. NMU will ensure the sustainability of the comprehensive, transformative work of diversity, equity, inclusion and belonging, and understands the long journey that will create a community where everyone feels safe, supported, and included.

DOCUMENT LEGEND

Font color = BLACK: No dependencies to starting work outlined in the tactic have been identified.
Font color = GRAY: Dependencies to starting the work outlined in the tactic exist and are described in the "Dependencies" column.

Common acronyms used:
NSSE IED: National Survey of Student Engagement, Inclusion and Engagement with Diversity Topical Module
FSSE IED: Faculty Survey of Student Engagement, Inclusion and Engagement with Diversity Topical Module
NSSE: National Survey of Student Engagement
FSSE: Faculty Survey of Student Engagement

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STRATEGY 1:

Establish DEIB leadership and increase institutional capacity to better support and improve diversity, equity, inclusion and belonging efforts.	KEY PERFORMANCE INDICATORS: • NSSE IED: Student perceived institutional commitment to diversity • FSSE IED: Faculty perceived institutional commitment to diversity • TBD: *Staff perceived institutional commitment to diversity* • Total FTE dedicated to DEIB efforts							
	SPONSOR	**CONTACT 1**	**CONTACT 2**	**START DATE**	**END DATE**	**DEPENDENCIES**	**STATUS**	**PROGRESS METRICS**
~~Tactic 1.1. Hire consultant to provide guidance on DEIB efforts for AY22-23.~~	Office of the President, Human Resources	Jill Compton	Cindy Paavola	Summer 2022	Summer 2023		Removed; RFP unsuccessful. Pres. Schuiling approved alternate plan to utilize internal resources.	• Documentation of progress toward completion
Tactic 1.2. Hire permanent Director of DEIB.	Office of the President, Human Resources	Jill Compton	Cindy Paavola	Winter 2023	Winter 2024	New President is hired		• Documentation of progress toward completion

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STRATEGY 2:

Assess internal information and data in order to develop a shared understanding of the current state of DEIB at NMU.	**KEY PERFORMANCE INDICATORS:** • Documentation of progress toward completion • TBD: *Additional metrics to be developed as work advances*							
	SPONSOR	**CONTACT 1**	**CONTACT 2**	**START DATE**	**END DATE**	**DEPENDENCIES**	**STATUS**	**PROGRESS METRICS**
Tactic 2.1. Inventory recent and current DEIB activities.	DEIB Leadership Team	Jill Compton		Fall 2022	Fall 2023			• Documentation of progress toward completion
Tactic 2.2. Establish an inventory of currently collected DEIB metrics (e.g., grants and research, external regulators, auditors, accrediting bodies, others) to identify NMU's DEIB Key Performance Indicators.	President's Council on Diversity	Jill Compton	LaMart Hightower	Fall 2022	Winter 2023			• Establishment of accepted DEIB classifications
Tactic 2.3. Centralize and organize findings from recent DEIB data projects.	DEIB Leadership Team	Jill Compton	Cindy Paavola			DEIB Tactics 2.1. and 2.2.		• Documentation of progress toward completion
Tactic 2.4. Implement campus climate survey.	DEIB Leadership Team	Jill Compton	Abigail Wyche	Fall 2022	Winter 2023	IE rep. appointed to DEIB Leadership Team		• Documentation of progress toward completion
Tactic 2.5. Review administrative policies and procedures for systemic inequities/ bias.	Division Vice Presidents, Executive Council	Jill Compton		Fall 2022	Winter 2024	DEIB Consultant		• Documentation of policies and procedures reviewed • Documentation of policies identified as needing change • Recommendations for change implemented
Tactic 2.6. Determine current process for rapid response teams for bias incident protocols, addressing slurs and hate speech, and potential mental health crises, and recommend improvements.	Dean of Students Office	Chris Greer	Abigail Wyche	Fall 2022	Summer 2023			• Documentation of progress toward completion
Tactic 2.7. Inventory DEIB-related services available in the MQT community and identify gaps.	DEIB Leadership Team	Jill Compton		Fall 2022	Fall 2023			• Documentation of progress toward completion
Tactic 2.8. Initiate discussions to define DEIB at NMU within targeted contexts.	DEIB Leadership Team	Jill Compton	LaMart Hightower			Progress in DEIB Tactics 2.1.- 2.7.		• Documentation of progress toward completion

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STRATEGY 3:

Ensure DEIB learning opportunities and training are available to all students, faculty, and staff members to increase individual and collective knowledge around diversity, equity, inclusion and belonging.	KEY PERFORMANCE INDICATORS: • NSSE IED: Student participation in DEIB-related activities • Count of available learning opportunities for students • Count of available learning opportunities for faculty • Count of available learning opportunities for staff							
	SPONSOR	**CONTACT 1**	**CONTACT 2**	**START DATE**	**END DATE**	**DEPENDENCIES**	**STATUS**	**PROGRESS METRICS**
Tactic 3.1. Using inventory of existing DEIB efforts (DEIB 2.1), prepare a document to describe options for delivery of student, faculty, and staff DEIB learning opportunities and training, and identify resources for support.	DEIB Leadership Team, Human Resources, Academic Affairs	Jill Compton		Winter 2023	Winter 2024	DIEB Tactic 2.1.		• Documentation of progress toward completion
Tactic 3.2. Build capacity to support the expectation that every employee will engage in education about bias and privilege; systemic racism; the value of diversity, equity, and inclusion.	Office of the President			Winter 2023	Winter 2024			• Recommendations for change identified
Tactic 3.3. Increase learning opportunities and training available through the Center for Native American Studies (CNAS).	DEIB Leadership Team	CNAS Director (TBD)	Joe Lubig	Winter 2023	Winter 2024	CNAS Director hired		• Count of learning opportunities and training available

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STRATEGY 4:

Improve services and supports for students, faculty, and staff (at all levels of employment) from diverse backgrounds in ways that improve recruitment.	**KEY PERFORMANCE INDICATORS:** • Count of students, faculty, and staff from diverse backgrounds • TBD: *Additional indicators to be developed as work advances (DEIB Strategy 2)*							
	SPONSOR	**CONTACT 1**	**CONTACT 2**	**START DATE**	**END DATE**	**DEPENDENCIES**	**STATUS**	**PROGRESS METRICS**
Tactic 4.1. Review current student recruitment activities with a focus on inclusivity and equity, including domestic and international students.	Academic Affairs, Admissions, Graduate Studies	Gerri Daniels	Jill Compton			DEIB Strategy 2		• Documentation of efforts identified
Tactic 4.2. Propose efforts to improve inclusivity and equity in student recruitment activities.	Academic Affairs, Admissions, Graduate Studies	Gerri Daniels	Jill Compton			DEIB Strategy 2, DEIB Tactic 4.1.		• Documentation of efforts identified • Documentation of efforts implemented
Tactic 4.3. Review current faculty and staff recruitment and search activities with a focus on inclusivity and equity, including international faculty.	Academic Affairs, Equal Opportunity, Human Resources	Rhea Dever	Janet Koski			DEIB Strategy 2		• Documentation of Offices/Departments completing review • Documentation of efforts identified
Tactic 4.4. Propose efforts to improve inclusivity and equity in search activities for faculty and staff.	Academic Affairs, Equal Opportunity, Human Resources	Rhea Dever	Janet Koski			DEIB Strategy 2, DEIB Tactic 4.3.		• Documentation of efforts identified • Documentation of efforts implemented • Count of searches including new efforts

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STRATEGY 5:

Improve services and supports for students, faculty, and staff (at all levels of employment) from diverse backgrounds in ways that increase retention.	KEY PERFORMANCE INDICATORS: • NSSE IED: Student perceived institutional emphasis on diversity-related efforts • FSSE IED: Faculty perceived institutional emphasis on diversity-related efforts • TBD: *Staff perceived institutional emphasis on diversity-related efforts*							
	SPONSOR	**CONTACT 1**	**CONTACT 2**	**START DATE**	**END DATE**	**DEPENDENCIES**	**STATUS**	**PROGRESS METRICS**
Tactic 5.1. Determine cultural needs of students from diverse backgrounds.	DEIB Leadership Team	Jill Compton	Lee Xiong	Fall 2022	Winter 2023			• Count of needs identified
Tactic 5.2. Develop and implement programs and services that better support and engage students from diverse backgrounds.	DEIB Leadership Team	Jill Compton				DEIB Tactic 5.1.		• Count of needs addressed
Tactic 5.3. Determine cultural needs of faculty and staff from diverse backgrounds.	DEIB Leadership Team, Human Resources	Rhea Dever	Renee Sheen	Fall 2022	Winter 2024			• Count of needs identified
Tactic 5.4. Develop and implement programs and services that better support and engage faculty and staff from diverse backgrounds.	Academic Affairs, Human Resources	Rhea Dever				DEIB Tactic 5.3.		• Count of needs addressed

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STRATEGY 6:

Improve efforts to integrate diversity, equity, accessibility and inclusion into academics.	KEY PERFORMANCE INDICATORS: • NSSE IED: Student perception of emphasis on diversity-related topics in coursework • FSSE IED: Faculty perception of emphasis on diversity-related topics in coursework • NSSE: Discussions with Diverse Others							
	SPONSOR	**CONTACT 1**	**CONTACT 2**	**START DATE**	**END DATE**	**DEPENDENCIES**	**STATUS**	**PROGRESS METRICS**
Tactic 6.1. Provide tools and framework to integrate DEIB into the curriculum, co-curriculum, and research.	DEIB Leadership Team, President's Council on Diversity, Academic Affairs	Sarah Jennings	LaMart Hightower	Fall 2022	Winter 2024			• Count of identified tools and structures to implement
Tactic 6.2. Develop and make a tool available to identify bias in coursework.	DEIB Leadership Team, Academic Affairs	Sarah Jennings	LaMart Hightower	Winter 2023	Winter 2024			• Progress of tool development • Count of efforts to make tool available
Tactic 6.3. Develop and offer a DEIB faculty fellows program (modeled after CTL's online teaching program).	DEIB Leadership Team, Academic Affairs			Fall 2023	Winter 2024	Need program lead identified		• Progress of program development
Tactic 6.4. Develop a plan to implement Universal Design for Learning across the university as possible.	Center for Teaching and Learning, Academic Affairs, Disability Services	Matt Smock	Disability Services	Fall 2022	Winter 2023	Capacity to implement		• Progress of plan development
Tactic 6.5. Increase learning opportunities supportive of research practices honoring diverse cultures and traditions.	Graduate Studies and Research	Lisa Eckert	Lee Xiong	Fall 2022	Winter 2024			• Count of learning opportunities

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STRATEGY 7:

Promote efforts that enhance cross-departmental collaborations and integration of DEIB-related perspectives into curriculum in order to increase faculty engagement with diversity.	**KEY PERFORMANCE INDICATORS:** • Count of interdisciplinary courses with DEIB focus • Count of co-taught courses with DEIB focus • FSSE: Supportive Environment • FSSE: Reflective & Integrative Learning							
	SPONSOR	**CONTACT 1**	**CONTACT 2**	**START DATE**	**END DATE**	**DEPENDENCIES**	**STATUS**	**PROGRESS METRICS**
Tactic 7.1. Work with leadership to articulate and develop a proposal for DEIB Faculty Liaison Plan.	Academic Affairs	LaMart Hightower	Weronika Kusek	Fall 2022	Winter 2024			• Progress of plan development
Tactic 7.2. Develop strategies and structure(s) to offer interdisciplinary and co-taught courses.	Academic Affairs	Lisa Eckert	Josh Santiago	Fall 2022	Winter 2024			• Count of strategies developed