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# MAKING A PARADIGM SHIFT FROM DIVERSITY TO DIVERSITY, EQUITY, AND INCLUSION

## Working Definitions

**Diversity:** Diversity refers to all aspects of human difference, social identities, and social group differences, including but not limited to race, ethnicity, creed, color, sex, gender, gender identity, sexual identity, socio-economic status, language, culture, national origin, religion/spirituality, age, (dis)ability, military/veteran status, political perspective, and associational preferences.

**Inclusion:** Inclusion refers to a campus community where all members are and feel respected, have a sense of belonging, and are able to participate and achieve to their potential. While diversity is essential, it is not sufficient. An institution can be both diverse and non-inclusive at the same time, thus a sustained practice of creating inclusive environments is necessary for success.

**Equity:** Equity refers to fair and just practices and policies that ensure all campus community members can thrive. Equity is different than equality in that equality implies treating everyone as if their experiences are exactly the same. Being equitable means acknowledging and addressing structural inequalities — historic and current — that advantage some and disadvantage others. Equal treatment results in equity only if everyone starts with equal access to opportunities.

## Excellence *through* Diversity, Equity, and Inclusion

The University of Iowa's status as a premier research university depends on the robust exchange of ideas. The diversity of our students, faculty, and staff helps us fulfill our mission to explore, discover, create, and engage. Thus, we are committed to supporting every Hawkeye's pursuit of excellence. As we enhance the breadth and depth of our perspectives, we purposefully prepare for our future. Our ability to foster an equitable and inclusive environment for all who join the UI family will determine our collective success. We eagerly accept this challenge.

At the UI, we achieve excellence through diversity, equity, and inclusion.

# 2019-2021 EXCELLENCE *through* DIVERSITY, EQUITY, AND INCLUSION ACTION PLAN

## 1 GOAL ONE: Create and sustain an inclusive and equitable campus environment

STRATEGY 1-A: Consistently, clearly, and boldly communicate the message that diversity, equity, and inclusion are critical to the university's academic mission.

STRATEGY 1-B: Enhance diversity, equity, and inclusion-related central communications and marketing of diversity, equity, and inclusion commitments and events.

STRATEGY 1-C: Strengthen the university's leadership infrastructure to advance diversity, equity, and inclusion efforts.

STRATEGY 1-D: Integrate the leadership of historically marginalized communities in advancing diversity, equity, and inclusion initiatives.

STRATEGY 1-E: Ensure that administrators, faculty, and staff are effective at promoting, modeling, and implementing diversity, equity, and inclusion core values.

STRATEGY 1-F: Enhance the campus physical and technological environment for inclusion and accessibility.

## 2 GOAL TWO: Recruit, retain, and advance a diverse campus community of faculty, staff, and students

### FACULTY

STRATEGY Fac 2-A: Communicate a clear and convincing message that diversity, equity, and inclusion are inextricably linked to the academic mission.

STRATEGY Fac 2-B: Implement research-informed programs to enhance diversity, equity, and inclusion in faculty search and selection processes.

STRATEGY Fac 2-C: Implement research-informed programs to assess and enhance the retention and advancement of underrepresented faculty.

### STAFF

STRATEGY Staff 2-A: Communicate the importance of diversity, equity, and inclusion at all levels of staff and administration.

STRATEGY Staff 2-B: Embed diversity, equity, and inclusion in all talent acquisition practices and support departments in recruiting a diverse staff.

STRATEGY Staff 2-C: Support and implement programs and devote central resources to enhance retention of a diverse workforce and promote an inclusive culture.

### UNDERGRADUATE STUDENTS

STRATEGY Und 2-A: Clearly and boldly communicate the UI's commitment to diversity, equity, and inclusion via university programs and services.

STRATEGY Und 2-B: Build on existing campus and community resources to recruit and retain underrepresented students.

STRATEGY Und 2-C: Increase the persistence and four-year graduation rates for underrepresented students.

STRATEGY Und 2-D: Strengthen initiatives that address students' needs for food, clothing, safety, well-being, and financial security.

STRATEGY Und 2-E: Enhance culturally inclusive spaces and programs as key assets for enhancing student recruitment, retention, and success.

### GRADUATE STUDENTS

STRATEGY Grad 2-A: Evaluate and enhance existing campus resources to increase the number of URM graduate students on campus.

STRATEGY Grad 2-B: Focus more broadly on retention, including access to financial support, affordable housing, flexible class scheduling to accommodate working students, and inclusive community.

STRATEGY Grad 2-C: Implement research-informed programs to decrease intergroup disparities among doctoral candidates who complete degree within six years.

## 3 GOAL THREE: Integrate diversity, equity, and inclusion into the university's core academic mission of teaching, research, and service

### TEACHING AND CURRICULUM

STRATEGY 3-A: Enhance inclusion and equity in instruction in support of student and faculty success.

STRATEGY 3-B: Invest in diversity, equity, and inclusion-specific courses and embed diversity, equity, and inclusion content across the curriculum to increase opportunities that advance student diversity, equity, and inclusion knowledge and skills.

### RESEARCH AND SERVICE

STRATEGY 3-C: Recognize and value diversity, equity, and inclusion-related research and scholarship through formal and informal processes.

STRATEGY 3-D: Recognize and value diversity, equity, and inclusion-related institutional and clinical service through formal and informal processes.

## 4 GOAL FOUR: Enhance campus-wide diversity, equity, and inclusion accountability, effectiveness, and collaboration

STRATEGY 4-A: Enhance institutional, unit, and individual accountability for achieving diversity, equity, and inclusion-related outcomes.

STRATEGY 4-B: Facilitate the increased use of data to inform diversity, equity, and inclusion-related decision making.

STRATEGY 4-C: Provide central support and resources to assist central units and colleges in integrating diversity, equity, and inclusion-related goals and strategies into their strategic planning processes.