

2017

# UM System Inclusive Excellence Plans

COMPILED 12/22/2017

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## Office of the President

### Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Hold each campus accountable for its recruitment and retention of undergraduates, graduate/professional students, faculty, and staff as it related to diversity and inclusion.	Reviewing and providing feedback on campus plans for each of these populations to improve both the recruitment of underrepresented/underserved groups and improved outcomes in terms of retention, graduation, placement, and tenure/promotion.	Mun Choi and David Russell

Objective 4: To achieve and retain a more diverse faculty and staff

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

### Institutional Climate and Intergroup Relations

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Conduct an audit of pictures and artifacts in University Hall.	In collaboration with the Board of Curators staff, conduct an audit of pictures and artifacts in University Hall. Reach out to the Missouri State Historical Society and each campus Art History Department to	President's Office staff working with Board of Curators staff

	request loans of cultural artifacts for display that reflect the University.  Timeframe: Make initial contact by December 30, 2017 – implement in phases if needed by Spring.	
Provide training opportunities for front-line staff to learn how to handle difficult conversations encountered in emergency situations.	Plans are underway led by Gary Ward to provide training of emergency situations that includes front-line staff training.	Janet Waibel/David Russell
Establish a Lactation Room on Third Floor of University Hall.	Grant money has been awarded by the State of MO to supply a room. Ashley Berg is working with campus facilities to convert an unused janitorial closet into a lactation room.  Timeframe: \$500 in grant funding secured; estimate for renovating room completed. Ready to schedule the renovations.	Ashley Berg

**Education and Scholarship**

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate, and graduate levels that achieve diversity and inclusion learning goals.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Encourage staff to attend multicultural events on the campuses and community	Promotion of the events within the office as they occur	Janet Waibel

**Institutional Infrastructure**

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Take action to address climate survey results: Hold UM System open forum and encourage campuses to do the same. Follow report recommendations to guide the work.	Report on progress December 2018	UM System President and Campus Chancellors with assistance from HR Directors

Objective 2: Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
President Choi is meeting with various stakeholders across Missouri to rebuild trust and showcase the importance of higher education and the Univ of MO.	Listing of all the various groups met with since started in March 2017	Mun Choi
President Choi meets with diverse groups of faculty, staff, and students.	Listing of the various groups met with since started in March 2017	Mun Choi
Implementation of consistent data management across all four campuses via the 4D data project	Pilot Spring/Summer 2018; full implementation academic year 2018-19	Mun Choi/Kellen Cox

## Community Engagement

Goal: Leverage the University's mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 3: Increase positive economic impact of the University on their regions and state-wide

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

**Request for Inclusive Excellence Funding**

Initiatives and Programs	Justification	Metrics and Timeline	Responsible Unit/Process Owner	Anticipated Costs	Funding Requested
Establish a Lactation Room for University Hall	Workplace breastfeeding programs may help to mitigate health care costs, lost productivity and absenteeism.	Timeline: immediately after funded  Metrics: A chart will be used to check mothers in-out to track number of hours used.	Ashley Berg	\$6,300-7,800	\$6,000

## Office of Academic Affairs

### Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Make it easier to explore degree programs for new and transfer students by publishing system-wide website that will provide information on 4 year course maps, transfer courses, and dual credit information.	Website public by March 2018.	Steve Graham, Jill Wood, Jessi Whitehurse
Provide additional avenues for students to come to UM with college credit, including dual credit, dual enrollment, and Advanced Placement.	Explore offering additional dual credit and dual enrollment courses by Fall 2018.  Identify 2-4 AP courses that will be refreshed by Fall 2018 semester.	Steve Graham, Jill Wood, Jessi Whitehurse

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Decrease the cost of educational resources through the Affordable and Open Educational Resources Grant.	Convert 15 courses to more affordable and open educational resources and 20 to auto-access by Fall 2018 semester.	Steve Graham, Jill Wood, Jana Moore

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
None at this time.		

Objective 4: To achieve and retain a more diverse faculty and staff

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Review marketing materials and access to faculty development programs (Faculty Scholars, Leadership Development Program, and NCFDD Faculty Success Program) to ensure they support inclusivity.	Materials and strategy are reviewed/edited by end of FY18.	Steve Graham, Jill Wood, Jessi Whitehurse
Collaborate with at least one DEI educator to examine Leadership Development Program curriculum to enhance the inclusivity of content.	Content reviewed by end of FY18.	Steve Graham, Jill Wood, Jessi Whitehurse
Sponsor faculty system-wide to participate in the NCFDD Faculty Success Program.	Provide scholarships to 5-8 additional faculty members by/in FY18.	Steve Graham, Jill Wood, Jana Moore

### **Institutional Climate and Intergroup Relations**

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
None at this time.		

### **Education and Scholarship**

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate, and graduate levels that achieve diversity and inclusion learning goals.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Collaborate with DEI to identify what qualifies as an inclusive intensive course	Rubric identified by March 2019.	Steve Graham, Jill Wood, Jana Moore



(*taskforce recommendation).		
Create a course designator for inclusive intensive coursework identified in myVITA (*taskforce recommendation).	Course designator live by end of FY2020.	Steve Graham, Jill Wood, Jana Moore

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Create program for Leadership Development Program alumni that will focus on diversity and inclusion education specifically.	Program ready to be launched in FY19.	Steve Graham, Jill Wood, Jana Moore
Ensure that all primary staff members complete the mandatory “Building a Foundation: Discrimination Prevention and Title IX” online training course.	Goal to have 100% of employees complete training annually PRIOR to deadline date.	Steve Graham, Jill Wood, Jana Moore

## Institutional Infrastructure

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
None at this time.		

Objective 2: Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
None at this time.		

## Community Engagement

Goal: Leverage the University's mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Support securing funding for the continuation of the Missouri Scholars Academy.	Missouri Scholars Academy continues to have a class of students in Summer 2018.	Steve Graham, Jill Wood, Jana Moore

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
None at this time.		

Objective 3: Increase positive economic impact of the University on their regions and state-wide

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
None at this time.		

## Request for Inclusive Excellence Funding

Initiatives and Programs	Justification	Metrics and Timeline	Responsible Unit/Process Owner	Anticipated Costs	Funding Requested
Continuation of Missouri Scholars Academy	Program lost funding for state, but is a pipeline for diverse and high-achievement students	FY18	Steve Graham, Jill Wood, Jana Moore	\$300,000	Up to \$100,000

## Office of Diversity, Equity & Inclusion

### Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Complete the inaugural year MOCHA for Columbia Public Schools	All students fulfill program requirements and graduate from MOCHA in May 2018	UM System DEI for 2017-18 MU IDE K-20 for 2018-19
Support Annelle Whitt (CPS) and MU IDE in MOCHA for Columbia Public Schools in developing 2018-19 program	GPA's/grades of MOCHA students	Annelle Whitt (CPS)

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Complete the inaugural year MOCHA for collegiate students across the UM System	All students fulfill program requirements and graduate from MOCHA in May 2018	UM System DEI
Conclude program with one-day Men of Color Conference	Retention rates of MOCHA students	
For 2018-19 program, fill cohort with 25 students from all campuses and Lincoln University	GPA's of MOCHA students	
Incorporate 2017-18 cohort's feedback into plan for 2018-19, with students participating as steering committee and mentors		

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
N/A		

Objective 4: To achieve and retain a more diverse faculty and staff

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Coordinate with HR to develop monthly analysis of faculty and staff hiring data	Regular reports available and delivered to department leads on a monthly basis by June 2018	Kevin McDonald, Marsha Fischer
Support affinity groups for UM System Staff	Track number of affinity groups across campuses and system Determine best methods of support with plan in place by July 2018	Kevin McDonald, Emily Love

## Institutional Climate and Intergroup Relations

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Use focus groups to assess employee feedback on the Climate Survey Report 2016	Identify 2-3 goals based on both the survey results and the focus group results  Assign responsible parties to determined goals	UM System DEI (Emily Love) and UM System HR Careers & Culture (Jill Wood, John Thomas)

## Education and Scholarship

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate, and graduate levels that achieve diversity and inclusion learning goals.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
<p>Explore and implement Diversity Leadership Development Program for students, resulting in awarding of certificates of completion.</p>	<p>First opportunities:  Social Justice Mediation Institute for Students (January 12-14, 2018)  Social Justice Training Institute open to graduate students (November 10, 2017)</p> <p>Program framework (including branding, parameters/requirements, and continuous learning expectations for receiving certificate) finalized by August 2018</p> <p>Metrics: Number of participants, success towards learning goals</p>	<p>Emily Love</p>

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
<p>Complete implementation of Diversity Leadership Development Program for staff and faculty, resulting in awarding of certificates upon completion of three (3) programs  Social Justice Mediation Institute (Faculty/Staff)  Social Justice Training Institute (Faculty/Staff)  CUE Equity-Mindedness Institute (Faculty) –or– Dale Carnegie High-Impact Presentations (Staff)</p>	<p>First trainings of each offering held between June 2017 – June 2018:  SJMI June 2017  SJMT Nov 2017  CUE Equity-Mindedness Spring 2018  Dale Carnegie Spring 2018</p> <p>Program framework (including branding, parameters/requirements, and continuous learning expectations for receiving certificate) finalized by April 2018</p>	<p>Emily Love</p>

	<p>Initial certificates awarded in Summer 2018</p> <p>Metrics: Number of participants, success towards learning goals</p>	
<p>Explore options to enhance the impact and sustainability of Diversity 101</p>	<p>Finalize proposal and gain endorsement from CDOs by January 2018</p>	<p>UM System DEI</p>
<p>Provide senior leaders with a measurement tool to assess the impact of diversity-related learning outcomes by providing a baseline of intercultural competence for teams, units, and/or departments that can be re-done after one year of targeted learning opportunities.</p> <p>DEI will work to gain buy-in from senior leaders to administer the IDI (Intercultural Development Inventory), which provides group level assessment data by which progress can be measured.</p>	<p>Number of teams, work units, and/or departments (as appropriate) who take the IDI and participate in the group level debrief</p>	<p>UM System DEI</p>
<p>Develop courses and learning opportunities with UM System HR.</p> <p>Explore extended implementation to all campuses.</p>	<p>3 courses completed and available by June 2018</p>	<p>UM System HR Careers and Culture - Jill Wood UM System DEI – Marlo Goldstein Hode</p>

**Institutional Infrastructure**

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
N/A		

Objective 2: Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Oversee Inclusive Excellence Plan submission process and improve for 2018-19 round	Completion rates of plans	Tara Warne-Griggs, Kevin McDonald
Restructure DEI Office to best meet the needs for MU and UM System	New organizational chart completed by June 2018	Kevin McDonald, Emily Love

## Community Engagement

Goal: Leverage the University’s mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Sharing and supporting of the Inclusive Excellence Framework throughout communities in the state	Track list of Kevin’s contacts with community members and organizations	Kevin McDonald
	Track list of IE Framework endorsements	

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
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Host a statewide Title IX Conference in June 2018	Number of participants Diversity of background, school affiliation of participants Evaluation scores	Emily Love in coordination with campus Title IX Coordinators
Explore opportunities with the state to host an Inclusive Excellence Conference	Proposal to be written, vetted with key partners in the state, by August 2018	Emily Love, Kevin McDonald

Objective 3: Increase positive economic impact of the University on their regions and state-wide

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
N/A		



## Office of Finance

### Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
UM System Finance has no direct strategies related to this objective.		

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
UM System Finance has no direct strategies related to this objective.		

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
UM System Finance has no direct strategies related to this objective.		

Objective 4: To achieve and retain a more diverse faculty and staff

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
FY 18 - In collaboration with UM Human Resources, UM System Finance divisions will develop a disaggregate baseline for each area to understand current number of staff by disparity groups.	Baseline established by end of FY18.	Hiring manager(s) in each UM System Finance unit.
FY 18 - Work with UM Human Resources to develop a comprehensive recruitment and retention plan to hire, retain, and promote diverse employees.	Plan developed by end of FY18.	Hiring manager(s) in each UM System Finance unit.

FY 19 – Implement outreach and recruitment strategies to increase applicants from underrepresented groups.	FY 19 numbers increased over FY18 baseline.	Hiring manager(s) in each UM System Finance unit.
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## Institutional Climate and Intergroup Relations

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
FY18 - Using results of Fall 2016 Climate Survey develop baseline to define current perspective and inclusion practices within UM Finance.	Baseline established by end of FY18.  Encourage participation in focus groups.	UM Finance Leadership Team
FY19 – Once baseline is established, create and sustain measurable actions to employ inclusive practices throughout daily operations.	FY19 results improved over FY18 baseline.	UM Finance Supervisors
FY18 - Develop plan to support educational and celebratory events that recognize, value, and honor diversity and promote inclusion specifically based on results of Climate Survey.	Plan developed by end of FY18.	UM Finance Leadership Team
FY19 – Increase awareness of staff on the understanding of varied perspectives and customs.	Celebratory and educational events are held in each department.	UM Finance Supervisors

## Education and Scholarship

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate, and graduate levels that achieve diversity and inclusion learning goals.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
UM System Finance has no direct strategies related to this objective.		

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Ensure that all staff members complete the mandatory “Building a Foundation: Discrimination Prevention and Title IX” online training course.	Goal to have 100% of employees complete training annually PRIOR to deadline date.	UM Finance Supervisors
Provide opportunity for all staff to attend a Lunch n Learn (1-1/2 hour session) on “Beyond Diversity – Building a Culture of Inclusion” offered by Marlo Goldstein Hode.	Number of attendees. Offer 2 sessions, one in Fall of 2017 and another Spring of 2018.	UM Finance Supervisors
Encourage and support interested staff in completing diversity related courses available through MyLearn.	Report number of staff who successfully complete course.	UM Finance Leadership Team
Provide <i>Intercultural Development Inventory (IDI)</i> to management team. Baseline established and used to build professional development plan around intercultural competency.	Minimum of one member of the management team will complete assessment each year.  Follow up IDI taken 9 to 12 months later to measure progress.	UM Finance Leadership Team
FY19 & beyond – offer more in-depth learning opportunities and sessions.	Number of attendees.	UM Finance Supervisors

## Institutional Infrastructure

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
UM System Finance has no direct strategies related to this objective.		

Objective 2: Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
UM System Finance has no direct strategies related to this objective.		

## Community Engagement

Goal: Leverage the University’s mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Hold diverse supplier forums in Kansas City, St. Louis and Columbia.	Hold 3 meetings in FY18.	Staff members in UM System Supply Chain and UM Facilities, Planning and Development
Contact diverse suppliers through e-mail solicitation and provide information on where to find upcoming bid opportunities and how to do business with the University of Missouri.	Send e-mail to all Missouri firms registered in the supplier diversity databases in Missouri in FY18.	Staff member in UM System Supply Chain and UM Facilities, Planning and Development

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
UM System Finance has no direct strategies related to this objective.		

Objective 3: Increase positive economic impact of the University on their regions and state-wide

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Increase partnerships with diverse owned and SBA businesses who provide goods and services to the University. Expand on current success of non-minority owned contractors collaborating with minority owned companies (eg. Staples & South Coast Paper) to provide products and services to the University.	Percent of qualified goods and services obtained through Supply Chain from diverse owned businesses will grow year over year.	UM System Supply Chain/Tony Hall
Increase opportunities for diverse owned and SBA businesses to participate in facilities and construction related activities at the University.	5 year rolling average of 18% diverse supplier participation goal for design and construction related activities.	UM Facilities, Planning and Development/Beth Asbury

**Request for Inclusive Excellence Funding**

Initiatives and Programs	Justification	Metrics and Timeline	Responsible Unit/Process Owner	Anticipated Costs	Funding Requested
Intercultural Development Inventory	Cost of assessment was not budgeted.	FY18	UM Finance Leadership team	\$15 per staff member	\$15 per year
Diverse Supplier forums in Kansas City, St. Louis and Columbia	Limited travel budget	3 events in FY18	UM Supply Chain and UM Facilities, Planning and Development	\$1500 each event	\$4500
Provide box lunches for bi-annual Lunch & Learn sessions on "Beyond Diversity"	Limited expense budget for meals	2 events in FY18	UM Finance	\$10 each x 100 attendees	\$1000

## Office of Human Resources

### Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Enhance employee benefits that will positively impact recruitment and retention, as well as increase enrollment. Specific action underway: Proposed changes to HR-309 Tuition Reduction for Spouses and Dependents.	Evaluate the disaggregated data on faculty, staff and students in correlation to employee dependent enrollment, pre-and-post policy changes.	UM System HR -Melinda Adams/ Workforce Solutions-Allen Johanning.

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 4: To achieve and retain a more diverse faculty and staff

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
FY 18 - UM System Human Resources will develop a disaggregate baseline for each UM System division to understand current number of staff by disparity groups.	Baseline established by end of FY18.	HR Operations and Planning Derek Smith.
Greater Missouri HERC Virtual Career Fair.	Number of participant institutions/Number of participant job seekers. Scheduled for October 6, 2017 annually.	Executive Initiatives – Tim McIntosh.

Search Candidate self-identification.	Number of completed questionnaire by candidates at application. Winter 2017.	Executive Initiatives – Tim McIntosh.
Explore and implement Textio software (job posting). Gender bias screening tool into recruiting practices.	Increased diverse recruitment and eliminate gender bias in job postings. Implementation time 1-2 weeks from purchase. Evaluate effectiveness 3-6 months and ongoing.	Talent Fulfillment – Marcus Glover/Tim McIntosh.
Explore and implement a membership to MissouriDiversity.com - outreach management system for Diversity, State Job Boards & Compliance (EEO/AA/OFCCP).	Increased visibility (outreach) to national & state job board (veterans/disabled) which results in greater diversity of applicant pool and quality candidate. 30 days implementation from purchase; evaluate effectiveness ongoing.	Talent Fulfillment – Marcus Glover & Tim McIntosh.
Enhance employee benefits that will positively impact recruitment and retention, as well as increase enrollment. Specific action underway: Proposed changes to HR-309 Tuition Reduction for Spouses and Dependents.	Evaluate the disaggregated data on faculty, staff and students in correlation to employee dependent enrollment, pre-and-post policy changes.	UM System HR -Melinda Adams/Workforce Solutions-Allen Johanning.
Collaborate with UM System and campus partners to develop and deliver financial training to new employees of lower-tier socio-economic status.  The focus is to educate and assist with lowering the risk of future Defined Contribution (DC) plan participants who may be living with less resources, thereby improving the ability to retain employment through retirement.	Plan, develop and pilot a training program by Dec 2018 to roll out by January 2019.	UM System HR -Jessica Baker/ UM System HR Careers and Culture - Jill Wood.

## Institutional Climate and Intergroup Relations

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Offer to General Counsel during CRR and HR policy revisions to revise to be gender neutral.	Changing all language to rid written policy of gender bias language (by using Textio software or manually) in alignment with the CRR review timeline.	HR Operations and Planning Derek Smith.
Evaluate the number of faculty and staff involved in diversity & inclusion wellness initiatives to establish a baseline for future goals. Data was Self-reported in 2017.	Report with relevant data delivered at the conclusion of FY18. Goal to increase reporting and tracking.	UM System HR -Carol Wilson.
Integrate Principles of Community and the Inclusive Excellence framework into New Employee Orientation.	Introduce principles to all employees who attend orientation Implement by FY18 and evaluate by end of FY18.	UM System -Melinda Adams/ Talent Fulfillment-Tim McIntosh.
Determine if EAP's "Stress Analysis Questionnaire" results can be used to positively impact the work place.  Develop programming using the analysis to lower stress.	FY18 Plan and implement by June 30, 2018 a strategy to analyze disaggregated data. Based upon quarterly analyses of survey results (e.g., level of employee response) determine degrees of generalizability and representativeness as well as reliability and validity of the data for each campus.	UM System HR - James Hunter.
Explore ways to recognize diversity and use inclusive language when communicating with and	FY18 evaluate surveys and other written materials to ensure inclusion of gender identification.	UM System HR - James Hunter.



surveying employees, and prioritize goals based on that exploration.		
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## Education and Scholarship

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate, and graduate levels that achieve diversity and inclusion learning goals.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Ensure that all staff members complete the mandatory “Building a Foundation: Discrimination Prevention and Title IX” online training course.	Goal to have 95% of UM HR employees complete training annually PRIOR to October.	UM System HR Careers and Culture - Jill Wood.
Encourage and support staff in completing at least 1 Diversity, Equity, and Inclusion related courses available through myLearn.	Report number of staff who successfully complete course.	UM System HR Careers and Culture - Jill Wood.
Develop courses and learning opportunities with UM System Diversity office (Marlo Goldstein Hode). Explore extended implementation to all campuses.	3 courses completed and available by June 2018.	UM System HR Careers and Culture - Jill Wood.
Align myLearn existing curriculum resources to intercultural development inventory (IDI).	Identify at least 3 resources for each level of the IDI assessment.	UM System HR Careers and Culture - Jill Wood.
Audit how we incorporate diversity and Inclusion content into leadership programing.	Audit conducted by end of Fiscal year.	UM System HR Careers and Culture - Jill Wood.

Explore <i>Intercultural Development Inventory (IDI)</i> to management team. Baseline established and used to build professional development plan around intercultural competency.	Minimum of one unit leader of UM System HR will complete assessment each year.  Follow up IDI taken 9 to 12 months later to measure progress.	UM System HR Careers and Culture - Jill Wood.
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**Institutional Infrastructure**

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
FY 18 - UM System Human Resources will develop a disaggregate baseline for each UM System division to understand current number of staff by disparity groups.	Baseline established by end of FY18.	HR Operations and Planning- Derek Smith.
Explore salary equity audit in collaboration with the Office of General Counsel.	Meet with Office of General Counsel by end of FY18.	Workforce Solutions- Allen Johanning.
Participate in evaluating how HR can support improving hiring practices (e.g., increasing diverse applicant pool, interviews, offers, retention).	Create process maps and identify where UM System fits. Recommendations to be made upon conclusion.	HR Operations and Planning- Derek Smith/ Talent Fulfillment-Tim McIntosh.

## Community Engagement

Goal: Leverage the University's mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Explore and implement a membership to MissouriDiversity.com - outreach management system for Diversity, State Job Boards & Compliance (EEO/AA/OFCCP).	Increased visibility (outreach) to national & state job board (veterans/disabled) which results in greater diversity of applicant pool and quality candidate. 30 days implementation from purchase; evaluate effectiveness ongoing	Talent Fulfillment – Marcus Glover & Tim McIntosh

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Annual HERC Diversity Recruitment & Retention Summit.	Number of attendees/Increase number of new institutions.	Executive Initiatives – Tim McIntosh.

Objective 3: Increase positive economic impact of the University on their regions and state-wide

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

# Request for Inclusive Excellence Funding

Initiatives and Programs	Justification	Metrics and Timeline	Responsible Unit/Process Owner	Anticipated Costs	Funding Requested
Textio	<p>Augmented writing platform that screens job posting language for gender bias and makes recommendations</p> <p>Predictive engine processes global hiring data from more than 10 million new job posts</p> <p>Combines unique machine learning algorithms with natural language processing to find successful language patterns.</p> <p>Platform predicts the performance of job listing and gives real-time guidance to improve a specific job posting.</p> <p>Attracts more qualified prospects to apply</p> <p>Significantly increases the number of women that apply</p>		Executive Initiatives/Talent Fulfillment – Marcus Glover & Tim McIntosh	\$5,594	\$5,594
MissouriDiversity.com	<p>Government Compliance (EEO/AA/OFCCP)</p> <p>Outreach management system for Diversity and State Job boards</p> <p>503 Final Rule Individuals with disabilities (OFCCP)</p> <p>VEVRAA Veterans (OFCCP)</p> <p>Compliance Audit Support</p>			\$6,490 (Annual)	\$6,490

## Division of IT

### Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
N/A		

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Adaptive Computing Center	# of contacts/assessments per year	Abbie O’Sullivan
ADA Compliant Websites (Digital Accessibility)	Number of software products purchased that meet ADA requirements	Abbie O’Sullivan and Amber Cheek

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
N/A		

Objective 4: To achieve and retain a more diverse faculty and staff

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Learn about, understand and develop a pipeline of underrepresented/underserved populations in IT	Increase in diverse workforce over a five year period	Nikki Witting
Implement tool kits that assist interviewers in understanding their personal biases and how it affects hiring	Increase in diverse workforce over a five year period	Nikki Witting

### Institutional Climate and Intergroup Relations

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Distributed IT Application Developers Conference	Surveys completed at the annual conference	Brandon Hough
IT summer internship for an average high school student interested in developing their IT skills	Completion of internship and follow-up to know if pursued an education in IT	Nikki Witting/Brandon Hough

## Education and Scholarship

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate, and graduate levels that achieve diversity and inclusion learning goals.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
LeadIT Training Series required for team leads, supervisors and managers in IT. Courses include management courses as well as personality assessments and how to work with other types of people, moving through change, decision making, conflict resolution, building effective teams and disciplinary action	Three year program.	Joleen Pfefer/Nikki Witting

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Diversity Training	Completion measured annually. Will measure composition and satisfaction of the department over a five year period.	

## Institutional Infrastructure

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Improve data quality and reporting		Gary Allen

### Community Engagement

Goal: Leverage the University’s mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 3: Increase positive economic impact of the University on their regions and state-wide

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner


**Request for Inclusive Excellence Funding**

Initiatives and Programs	Justification	Metrics and Timeline	Responsible Unit/Process Owner	Anticipated Costs	Funding Requested
Data Warehouse Improvements			Gary Allen		



**Office of Research and Economic Development**

*Plan forthcoming.*

## Office of University Relations

*Plan forthcoming.*

# UM/MU Joint Office of Strategic Communications and Marketing

## Access and Success

**Goal:** Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

**Objectives:**

1. To achieve increased enrollments of underrepresented student populations.
2. To increase the academic success of historically underrepresented/underserved populations.
3. To increase the recruitment and retention of a diverse graduate and professional student community.
4. To achieve and retain a more diverse faculty and staff

<b>Objective</b>	<b>Initiative and actions</b>	<b>Measurements</b>
1/3	Incorporate greater representation of diversity, equity and inclusion activities and successes into UM System social media presence to raise awareness amongst potential students of all campuses.	Cover five high-profile Office of Diversity, Equity and Inclusion events on UM System social media and coordinate with campus social media managers to circulate systemwide initiatives effectively.
2	Provide ongoing marketing and communication support for Men of Color, Honor and Ambition (MOCHA) program.	Provide a complete suite of communications resources for summer 2018 cycle.
4	Provide ongoing communications support, using accessible and inclusive language and strategies, for executive searches.	Support executive searches as needed.
4	Incorporate information regarding diversity, equity and inclusion groups and events into You at the U (orientation) in order to engage and support diverse faculty and staff.	Review Careers and Culture virtual orientation and provide team with six recommended groups or events that can be included in the onboarding to encourage engagement and break down silos.
4	Facilitate collaboration between the Office of Diversity, Equity and Inclusion and other system offices to fully support diverse faculty and staff in a number of areas.	Introduce three opportunities for collaboration between the Office of DEI and another department or office to break down silos and infuse DEI initiatives into many avenues of university life.

## Institutional Climate and Intergroup Relations

**Goal:** Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

**Objectives:**

1. Create a climate that is supportive and respectful and that values differing perspectives and experiences.

<b>Objective</b>	<b>Initiative and actions</b>	<b>Measurements</b>
1	Improve knowledge of strategies when writing for employees who speak English as a second language.	Complete five hours of study and develop a quick reference sheet for internal distribution.
1	Engage in accessibility training to increase understanding of and greater implementation of standards and practices of 508-compliance.	Engage in one accessibility lunch workshop.
1	Coordinate with Office of Diversity, Equity and Inclusion and Careers and Culture to support the development and advertisement of a more accessible, more engaging inclusivity training.	Provide support as needed, with strategies for accessibility and recommendations for inclusive language.

### **Institutional Infrastructure**

**Goal:** Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

#### **Objectives:**

1. Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.
2. Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color.

<b>Objective</b>	<b>Initiative and actions</b>	<b>Measurements</b>
2	Facilitate coordination of the Employee Assistance Program (EAP) and the Office of Diversity, Equity and Inclusion on the EAP Stress Survey, in order to gather additional information on employee stress in historically and underserved/diverse populations.	Provide recommendations for revising survey to collect information for both EAP and DEI and coordinate collaboration and review with both offices.
2	Provide ongoing communications support for the Office of Diversity, Equity and Inclusion programs such as the Faculty Success Program and NCFDD.	Provide suites of communication resources for upcoming cycles are needed.

### **Community Engagement**

**Goal:** Leverage the University’s mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

**Objectives:**

1. Increase outreach to historically and underserved/diverse populations throughout Missouri
2. Provide leadership in inclusion, diversity, and equity in throughout state
3. Increase positive economic impact of the University on their regions and state-wide

Objective	Initiative and actions	Measurements
2	Provide communications and strategy support for the Office of Diversity, Equity and Inclusion during the conference planning and enrollment stage of the Show Me Title IX Conference.	Provide suites of communication resources for upcoming call for proposal and enrollment stages, as well as ongoing communications for participants.

- **GOAL:** Maintain a work environment that attracts and is conducive to a highly diverse employee population.
- **ACTIONS:**
  - Anyone responsible for hiring should go through HR training to ensure a diverse pool of candidates.
  - When hiring for a new position, work closely with HR to ensure large, diverse pool of candidates for any position.
  - Encourage students from diverse, underserved populations to apply and work in the various offices.
  - Review current management techniques to determine what improvements can be made to make each office more inclusive.

## Office of the Board of Curators

### Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 4: To achieve and retain a more diverse faculty and staff

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

### Institutional Climate and Intergroup Relations

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Contact the Office of Accessibility and ADA Education to conduct an audit of a regular Board meeting to determine if there are areas that could be improved for better access to all individuals. Currently, individuals are asked to contact the Board of Curators Office with any accommodation needs to access the meetings.	Contact the Office of Accessibility and ADA Education by December 30 to conduct an audit of the February 1-2, 2018 regular Board meeting on the MU campus.	Board Secretary Cindy Harmon

**Education and Scholarship**

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate, and graduate levels that achieve diversity and inclusion learning goals.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
In collaboration with the President’s Office evaluate the pictures and artifacts in University Hall to determine if there may be a disparate impact on any individuals?	Make contact with the Missouri Historical Society by December 30, 2017 and implement review and any changes in phases, if needed, by spring 2018.	President’s Office and Board Office staff.

**Institutional Infrastructure**

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address long-standing organizational challenges, recruitment and yield of historically underrepresented/underserved undergraduate/graduate students and the loss of tenure-track women faculty and tenure-track faculty of color.

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner
Review of annual Diversity, Equity and Inclusion Report submitted to the Board of Curators to aid in understanding of accomplishments and ongoing needs.	In the role of a Curator, measurement of success will be in holding leadership accountable for achieving the goals set forth and within the stated timeframe.	Board of Curators review of annual report.
Lead a complete review of the Collected Rules and Regulations including those with inclusive language and to make recommendations about reducing bias and disparate impact.	The agreement of a variety of constituent groups from across the UM System. This will be a multi-year project for which a plan is due to the Board of Curators for consideration at their December 2017 meeting.	Board of Curators Governance, Resources and Planning Committee

## Community Engagement

Goal: Leverage the University’s mission as a state-wide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state



Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

Objective 3: Increase positive economic impact of the University on their regions and state-wide

Initiatives and Actions	Measurement and Timeframe	Responsible Unit/Process Owner

## Office of the General Counsel

*Plan forthcoming.*