



<i>Academic Functional Area</i>	<i>Strategy (What you do)</i>	<i>Measures (How you do it)</i>
Institutional Leadership	Human Resource Office office/DE&I Committee/DE&I Office designated as the DE&I enforcer.	
	A single office/department is accountable for all DE&I initiative and results.	
College/Division Leadership	Cursory focus on DE&I by College/Division leaders.	
	Harassment and bias training for managers.	
Academic Department Leadership	Department leaders have a cursory focus on DE&I.	
	Harassment and bias training for managers.	
Operational Departments	Operational department leaders have a cursory focus on DE&I.	
	Harassment and bias training for leaders.	
Pedagogy	DE&I addressed at faculty hiring level.	
	No formal process for ensuring DE&I and bias mitigation within pedagogy.	
Curriculum	Little understanding of DE&I or bias issues in curriculum development or management.	
	No formal process for ensuring DE&I and bias mitigation within curriculum.	

Enrollment Management	Recruiting students from diverse pools.	
	Enrollment management personnel collect required information.	
Student Life/ Belongingness	Student Life leaders have a cursory focus on DE&I and bias mitigation.	

<i>Academic Functional Area</i>	<i>Strategy (What you do)</i>	<i>Measures (How you do it)</i>
Institutional Leadership	Leadership implements "inclusion inventory" tactics to listen to stakeholders.	
	Implement changes addressing barriers.	
College/Division Leadership	College/Division leaders trained on basic DE&I issues for teaching.	
	Some level of listening to and addressing DE&I issues.	
Academic Department Leadership	Department leaders trained on basic DE&I issues for teaching.	
	Some level of listening to and addressing DE&I issues.	
Operational Departments	Operational department leaders trained on basic DE&I.	
	Some level of listening to and addressing DE&I issues.	
Pedagogy	DE&I issues are reviewed on faculty teams.	
	Faculty understand the need for inclusion.	
Curriculum	Minimally address DE&I and bias in curriculum development and management.	
	Some calibration for bias mitigation and DE&I reviews of curriculum.	

<i>Academic Functional Area</i>	<i>Strategy (What you do)</i>	<i>Measures (How you do it)</i>
Enrollment Management	Ensure DE&I and bias mitigation in recruiting students.	
	Enrollment Management leadership is trained in DE&I.	
Student Life/ Belongingness	Student Life leaders trained in DE&I and bias mitigation.	
	Listening to and addressig DE&I issues.	

<i>Academic Functional Area</i>	<i>Strategy (What you do)</i>	<i>Measures (How you do it)</i>
Institutional Leadership	A cohesive DE&I strategy unique to the institution and its stakeholders.	
	All stakeholders involved in strategy development and implementation	
College/Division Leadership	College/Division leaders get more extensive DE&I training.	
	College/Division leaders integrate DE&I into curriculum and instruction.	
Academic Department Leadership	Department leaders get more extensive DE&I training.	
	Department leaders integrate DE&I into curriculum and instruction.	
Operational Departments	Operational department leaders get more extensive DE&I training.	
	Operational department leaders integrate DE&I into each area of operations.	
Pedagogy	Faculty integrate DE&I into their teaching practices.	
	Division and program leaders get support for DE&I among faculty.	
Curriculum	DE&I and bias mitigation are integrated in all curriculum development & management.	
	Curriculum developers and managers trained in DE&I principles and bias mitigation.	

<i>Academic Functional Area</i>	<i>Strategy (What you do)</i>	<i>Measures (How you do it)</i>
Enrollment Management	Enrollment Management staff trained in DE&I.	
	DE&I integrated into enrollment management policies, processes and technology.	
Student Life/ Belongingness	Student Life staff trained in DE&I and bias mitigation.	
	Student Life leaders integrate DE&I into each area of Student Life.	



<i>Academic Functional Area</i>	<i>Strategy (What you do)</i>	<i>Measures (How you do it)</i>
Institutional Leadership	Leadership sets institutional goals and metrics.	
	All offices accountable for measurable improvement on indicators.	
	Acknowledge success throughout the institution.	
College/Division Leadership	College/Division leaders set goals & metrics for DE&I.	
	College/Division leaders accountable for measurable improvement on DE&I indicators.	
Academic Department Leadership	Department leaders set goals & metrics for DE&I.	
	Department leaders accountable for measurable improvement on DE&I indicators.	
Operational Departments	Operational department leaders set goals & metrics for DE&I.	
	Operational department leaders accountable for measurable improvement on DE&I indicators.	
Pedagogy	DE&I results in teaching are measured.	
	Faculty and leaders are acknowledged for DE&I results.	
Curriculum (what is taught)	DE&I and bias mitigation measured in curriculum design, development, & management.	
	Curriculum managers are accountable for DE&I and bias mitigation metrics within the curriculum.	



<i>Academic Functional Area</i>	<i>Strategy (What you do)</i>	<i>Measures (How you do it)</i>
Enrollment Management	Enrollment Managers accountable for measurable DE&I in policies, processes and technology.	
	Enrollment Management leaders are acknowledged for DE&I results.	
Student Life/ Belongingness	Student Life leaders set goals & metrics for DE&I.	
	Student Life leaders accountable for measurable improvement on DE&I measures.	
	Student Life leaders are acknowledged for DE&I results.	