



2022 Strategic Plan for Inclusive Excellence

Diversity, Equity, and Inclusion Committee

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INTRODUCTION: A MODEL OF INCLUSIVE EXCELLENCE

The mission of Loyola University New Orleans is the bedrock of our endeavors. We are a Jesuit and Catholic university that welcomes students of diverse backgrounds and prepares them to lead meaningful lives with and for others; to pursue truth, wisdom, and virtue; and to work for a more just world. Inspired by this mission, in 2016 Loyola established the Office of Equity and Inclusion (formerly the Office of Diversity and Inclusion) to promote a university-wide commitment to *inclusive excellence*: achieving academic excellence through *cura personalis* (care for the whole person), engaging robustly and equitably the diverse perspectives and experiences of all persons inhabiting our campuses.

Loyola is well positioned to become a national model of inclusive excellence. The diversity of our undergraduate population mirrors that of their generation. As the demographic composition of the United States evolves, we are evolving with it. However, *being* diverse is a necessary but insufficient condition of inclusive excellence. All Loyola students, faculty, staff, alumni, and visitors must be welcomed, included, supported, and recognized equitably if we are to achieve that highest end of diverse community. When we do achieve it, we will reap the full rewards of diversity: enhanced learning outcomes, more gratifying working and living conditions, and better preparation for effective global citizenship.

Loyola therefore commits to promoting diversity, equity, inclusion, and social justice (DEISJ) as a core strategic priority in university planning. The Diversity, Equity & Inclusion Committee developed this *2022 Strategic Plan for Inclusive Excellence* in conversation with *Transforming Loyola 2020* (the university strategic plan), Loyola's mission and values, our 2017 Campus Climate Assessment, and our 2018 Strategic Visioning process. We identified three strategic priorities with seven goals to be achieved by 31 December 2022:

- **Expand curricular and co-curricular courses and programs addressing issues of diversity, equity, inclusion, and social justice.**
 - **Goal 1:** Enhance academic curricula by emphasizing the significance of, and increasing course offerings in, subject matter pertaining to diversity, equity, inclusion, and social justice (DEISJ).
 - **Goal 2:** Establish a mission- and values-driven diversity, equity, and inclusion (DEI) “co-curriculum” for students, faculty, and staff to increase cultural competency, strengthen Loyola's sense of community, and realize our institutional commitment to inclusive excellence.

- **Increase recruitment and retention of faculty and staff from underrepresented groups.**
 - **Goal 3:** Increase the percentage of full-time, tenured and tenure-track faculty from underrepresented racial and ethnic groups.
 - **Goal 4:** Increase the percentage of executive/administrative (classification H10) and professional (H30) staff from underrepresented racial and ethnic groups.

- **Strengthen advocacy and support resources, systems, and protocols to promote equitable thriving for all students, staff, faculty, alumni, and visitors.**
 - **Goal 5:** Strengthen Loyola’s bias response infrastructure to ensure timely and effective responses to reports of bias, harassment, and discrimination.
 - **Goal 6:** Optimize the accessibility of all buildings, grounds, and facilities.
 - **Goal 7:** To achieve the aforementioned goals, increase financial and staffing resources in the Office of Equity & Inclusion, Division of Student Affairs, and the Women’s Resource Center.

EXPANDING CURRICULAR AND CO-CURRICULAR PROGRAMS

As one of the most diverse campuses in the nation, and as a Jesuit, Catholic institution embracing a global and international perspective, *cura personalis*, and a special concern for the poor and oppressed, Loyola can position itself as a leader in creating experiences for students, faculty, staff, alumni, and visitors to engage multiple perspectives and cultivate the cultural proficiency required for effective global citizenship.

GOAL 1: Enhance academic curricula by emphasizing the significance of, and increasing course offerings in, subject matter pertaining to diversity, equity, inclusion, and social justice (DEISJ).

- **Strategy 1:** Develop, with the Office of the Provost, diversity, equity, inclusion, and social justice (DEISJ) learning objectives for Loyola students. (Year 1)
- **Strategy 2:** Devise criteria for assigning Loyola courses a DEISJ designation, and create a database of existing DEISJ offerings. (Year 1)
- **Strategy 3:** Increase marketing and promotion of Loyola's DEISJ course offerings. (Year 2)
- **Strategy 4:** Explore innovative approaches to DEISJ curricular integration. (Year 2)
- **Strategy 5:** Promote and support interdisciplinary and interprofessional teaching, research, and other practices of faculty and staff aimed at further enriching curricular offerings related to diversity, equity, inclusion and social justice. (Year 2)
- **Strategy 6:** Restore a diversity requirement within the Loyola Core, incorporating best practices discovered via Strategy 4. (Year 3)
- **Strategy 7:** Devise and implement a strategy to assess the impact and effectiveness of courses designed to meet the diversity requirement. (Year 3)

GOAL 2: Establish a mission- and values-driven diversity, equity, and inclusion (DEI) “co-curriculum” for students, faculty, and staff to increase cultural competency, strengthen Loyola’s sense of community, and realize our institutional commitment to inclusive excellence.

- **Strategy 1:** Establish on-boarding DEI education and training programs for new students, faculty, and staff that demonstrate Loyola’s institutional commitment to its mission and conveys the University’s expectations for community member conduct. (Year 1)
- **Strategy 2:** Implement annual DEI training that informs faculty, staff, and students of Loyola’s institutional responsibilities and community members’ rights and responsibilities with respect to Title IX (which prohibits sex discrimination and sexual misconduct) and Title VII (prohibiting employment discrimination against federally protected groups), and as articulated in Loyola’s Discrimination and Harassment Policy. (Year 1)
- **Strategy 3:** Establish a staff development program with workshops and programs featuring meaningful, critical discussions of DEI subjects (e.g., inclusion of historically marginalized groups that are not federally protected, such as LGBTQIA+ persons; cultural competency; implicit bias; microaggressions). (Year 1)
- **Strategy 4:** Establish a faculty development program with workshops and programs featuring meaningful, critical discussions of DEI subjects (e.g., inclusion of historically marginalized groups that are not federally protected, such as LGBTQIA+ persons; cultural competency; implicit bias; microaggressions). (Year 1)
- **Strategy 5:** Establish a signature lecture and performance series featuring prominent figures (including Loyola faculty, staff, and alumni) addressing issues of diversity, equity, inclusion, and social justice. (Year 2)

RECRUITING AND RETAINING UNDERREPRESENTED FACULTY AND STAFF

Transforming Loyola 2020 calls the university to “be attentive to recruiting and retaining diverse faculty and staff as well as a diverse student body, and [to] ensure that it is providing advocacy for all members of the Loyola community.” We understand that the full integration and thriving of diverse faculty and staff in our campus community are vital to the development of our

students as effective global citizens and to fostering an environment where *everyone* is treated with dignity, respect, and empathy.

GOAL 3: Increase the percentage of full-time, tenured and tenure-track faculty from underrepresented racial and ethnic groups.

- **Strategy 1:** Review and assess Loyola’s faculty hiring policies and practices and implement enhancements where indicated by best practices. (Year 1)
- **Strategy 2:** Conduct national searches for all open academic positions. Advertise positions proactively in employment resources accessed by diverse candidates. Recruit actively and widely, utilizing personal and professional networks to expand reach to diverse audiences. Prominently feature, in job ads and throughout the application process, Loyola’s commitment to diversity, equity, and inclusion. (Year 1)
- **Strategy 3:** Provide training to all search committees in strategies for actively recruiting underrepresented faculty and for ensuring equitable interview and selection processes (e.g., managing implicit biases). (Year 1)
- **Strategy 4:** Offer DEI management training to all department chairs, covering topics such as implicit bias in evaluation, equitable and effective employee development practices, etc. (Year 1)
- **Strategy 5:** Assist department chairs in conducting gap analyses of departmental diversity. Devise innovative strategies for increasing representation of faculty from groups underrepresented in their disciplines or units. (Year 2)
- **Strategy 6:** Assess faculty salary and benefits structures and their equity. Begin devising a plan to rectify disparities so that Loyola retains current faculty and ensures equitable, competitive salary offers for new job candidates. (Year 2)
- **Strategy 7:** Assist departments in retaining competitive faculty from underrepresented groups by establishing mentoring, professional development, and evaluation practices that ensure equitable promotion and tenure. Review and assess advancement and promotion trends of historically underrepresented faculty; equity in teaching, advising, mentoring, and service workloads; and equity of access to professional development opportunities (e.g., research funding, conference travel). Devise and implement strategies to rectify disparities. (Year 2)

- **Strategy 8:** Ensure that scholarship and service related to diversity, equity, inclusion, and social justice (including mentoring underrepresented students) are evaluated equitably in annual reviews and tenure and promotion processes. Clearly articulate how these contributions are weighed in evaluation processes. (Year 2)

GOAL 4: Increase the percentage of executive/administrative (classification H10) and professional (H30) staff from underrepresented racial and ethnic groups.

- **Strategy 1:** Review and assess Loyola’s staff hiring policies and practices and implement enhancements where indicated by best practices. (Year 1)
- **Strategy 2:** Conduct regional or national searches, as appropriate, for all open executive/administrative and professional positions, and advertise positions proactively in employment resources accessed by diverse candidates. Recruit actively and widely, utilizing personal and professional networks to expand reach to diverse audiences. Prominently feature, in job ads and throughout the application process, Loyola’s commitment to diversity, equity, and inclusion. (Year 1)
- **Strategy 3:** Provide training to all search committees in strategies for recruiting underrepresented candidates and for ensuring equitable interview and selection processes (e.g., managing implicit biases). (Year 1)
- **Strategy 4:** Offer DEI management training to all department heads, covering topics such as implicit bias in evaluation, equitable and effective employee development practices, etc. (Year 1)
- **Strategy 5:** Assist department heads in conducting gap analyses of departmental diversity. Establish benchmarks and devise innovative strategies for increasing numbers of professional staff from underrepresented groups in their units. (Year 2)
- **Strategy 6:** Assess staff salary and benefits structures and their equity. Begin devising a plan to rectify disparities so that Loyola retains current staff and ensures equitable, competitive salary offers for new job candidates. (Year 2)
- **Strategy 7:** Assist departments in attracting and retaining competitive staff members from underrepresented groups by establishing mentoring, professional development, and evaluation practices that ensure equitable promotion. (Year 2)

STRENGTHENING ADVOCACY AND SUPPORT

To live Loyola's mission and identity with integrity, we must build an institutional culture in which all community members are treated justly and with mutual respect.

GOAL 5: Strengthen Loyola's bias response infrastructure to ensure timely and effective responses to reports of bias, harassment, and discrimination.

- **Strategy 1:** Update and publish Loyola's Bias Incident Reporting Protocol, including information about the roles and functions of the Chief Equity & Inclusion Officer, Bias Response Team, ombudspersons, Chief Student Conduct Officer, mediators, and Title VII investigators. (Year 1)
- **Strategy 2:** Establish a team of four trained Title VII investigators: two each to investigate formal grievances against faculty and staff. (Year 1)
- **Strategy 3:** Identify one or more trained mediators to supplement Loyola's university ombudspersons, Chief Equity & Inclusion Officer, and Chief Student Conduct Officer in mediating bias-related conflicts between faculty, staff, and students. (Year 1)
- **Strategy 4:** Establish a team of trained volunteer advocates to support complainants and respondents during Title VII/bias incident procedures. (Year 1)

GOAL 6: Optimize the accessibility of all buildings, grounds, and facilities.

- **Strategy 1:** Publish accessibility protocols for use during outages and other emergencies that limit or inhibit student, faculty, and staff access to buildings, offices, classrooms, and other spaces. (Year 1)
- **Strategy 2:** Publish reports of annual assessments of the accessibility of Loyola's buildings, grounds, and spaces. Include improvement plans. (Year 1)

GOAL 7: To achieve the aforementioned goals, increase financial and staffing resources in the Office of Equity & Inclusion, Division of Student Affairs, and Women's Resource Center.

- **Strategy 1:** Allocate funds annually to the Office of Equity & Inclusion to ensure Loyola's success in achieving the goals of this plan. (Years 1-3)
- **Strategy 2:** Establish an Office of Multicultural Affairs in the Division of Student Affairs, headed by a Director, that enables students to participate in programming and pursue leadership opportunities that facilitate meaningful, critical learning about a broad range of DEISJ subjects. (Year 2)
- **Strategy 3:** Devise a strategy and plan for securing external funds to supplement the operating budgets of the Office of Equity & Inclusion, Office of Multicultural Affairs, and Women's Resource Center. (Year 2)
- **Strategy 4:** Hire a full-time assistant for the Office of Equity & Inclusion that might also support the Women's Resource Center. (Year 2)

STRATEGIC ACTION TIMETABLE

YEAR 1

FOCUS AREA	STRATEGY	OFFICES RESPONSIBLE
Expanding Curricular and Co-Curricular Programs	Develop, with the Office of the Provost, diversity, equity, inclusion, and social justice (DEISJ) learning objectives for Loyola students.	Office of Equity & Inclusion Office of the Provost DEIC Education & Training Subcommittee
Expanding Curricular and Co-Curricular Programs	Devise criteria for assigning Loyola courses a DEISJ designation, and create a database of existing DEISJ offerings.	Office of Equity & Inclusion Office of the Provost DEIC Education & Training Subcommittee
Expanding Curricular and Co-Curricular Programs	Establish on-boarding DEI education and training programs for new students, faculty, and staff that demonstrates Loyola’s institutional commitment to its mission and conveys the University’s expectations for community member conduct.	Office of Equity & Inclusion Student Affairs Office of the Provost Human Resources DEIC Education & Training Subcommittee
Expanding Curricular and Co-Curricular Programs	Implement annual DEI training that informs faculty, staff, and students of Loyola’s institutional responsibilities and community members’ rights and responsibilities with respect to Title IX (which prohibits sex discrimination and sexual misconduct) and Title VII (prohibiting employment discrimination against federally protected groups), and as articulated in Loyola’s Discrimination and Harassment Policy.	Office of Equity & Inclusion Director, Govt & Legal Affairs Title IX Coordinator Human Resources Office of the Provost DEIC Education & Training Subcommittee
Expanding Curricular and Co-Curricular Programs	Establish a staff development program with workshops and programs featuring meaningful, critical discussions of DEI subjects (e.g., inclusion of historically marginalized groups that are not federally protected, such as LGBTQIA+ persons; cultural competency; implicit bias; microaggressions).	Office of Equity & Inclusion Human Resources DEIC Education & Training Subcommittee
Expanding Curricular and Co-Curricular Programs	Establish a faculty development program with workshops and programs featuring meaningful, critical discussions of DEI subjects (e.g., inclusion of historically marginalized groups that are not federally protected, such as LGBTQIA+ persons; cultural competency; implicit bias; microaggressions).	Office of Equity & Inclusion Office of the Provost DEIC Education & Training Subcommittee

FOCUS AREA	STRATEGY	OFFICES RESPONSIBLE
Recruiting and Retaining Underrepresented Faculty and Staff	Review and assess Loyola’s faculty and staff hiring policies and practices and implement enhancements where indicated by best practices.	Office of Equity & Inclusion Office of the Provost Human Resources DEIC Recruitment & Retention Subcommittee
Recruiting and Retaining Underrepresented Faculty and Staff	Conduct national searches for all open academic positions. Advertise positions proactively in employment resources accessed by diverse candidates. Recruit actively and widely, utilizing personal and professional networks to expand reach to diverse audiences. Prominently feature, in job ads and throughout the application process, Loyola’s commitment to diversity, equity, and inclusion.	Office of the Provost Human Resources All Academic Departments
Recruiting and Retaining Underrepresented Faculty and Staff	Conduct regional or national searches, as appropriate, for all open executive/administrative and professional positions, and advertise positions proactively in employment resources accessed by diverse candidates. Recruit actively and widely, utilizing personal and professional networks to expand reach to diverse audiences. Prominently feature, in job ads and throughout the application process, Loyola’s commitment to diversity, equity, and inclusion.	Human Resources All Units
Recruiting and Retaining Underrepresented Faculty and Staff	Provide training to all search committees in strategies for actively recruiting underrepresented candidates and for ensuring equitable interview and selection processes (e.g., managing implicit biases).	Office of Equity & Inclusion Human Resources Office of the Provost
Recruiting and Retaining Underrepresented Faculty and Staff	Offer DEI management training to all department heads and department chairs, covering topics such as implicit bias in evaluation, equitable and effective employee development practices, etc.	Office of Equity & Inclusion Human Resources Office of the Provost
Strengthening Advocacy and Support	Update and publish Loyola’s Bias Incident Reporting Protocol, including information about the roles and functions of the Chief Equity & Inclusion Officer, Bias Response Team, ombudspersons, Chief Student Conduct Officer, mediators, and Title VII investigators.	Office of Equity & Inclusion
Strengthening Advocacy and Support	Establish a team of four trained Title VII investigators: two each to investigate formal grievances against faculty and staff.	Office of Equity & Inclusion Director, Govt & Legal Affairs Human Resources Office of the Provost

FOCUS AREA	STRATEGY	OFFICES RESPONSIBLE
Strengthening Advocacy and Support	Identify one or more trained mediators to supplement Loyola’s university ombudspersons and Chief Student Conduct Officer in mediating bias-related conflicts between faculty, staff, and students.	Office of Equity & Inclusion Human Resources Office of the Provost Chief Student Conduct Officer
Strengthening Advocacy and Support	Establish a team of trained volunteer advocates to support complainants and respondents during Title VII/bias incident procedures.	Office of Equity & Inclusion Human Resources Office of the Provost Chief Student Conduct Officer
Strengthening Advocacy and Support	Publish accessibility protocols for use during outages and other emergencies that limit or inhibit student, faculty, and staff access to buildings, offices, classrooms, and other spaces.	Office of Equity & Inclusion Office for Accessible Education Physical Plant
Strengthening Advocacy and Support	Publish reports of annual assessments of the accessibility of Loyola’s buildings, grounds, and spaces. Include improvement plans.	Office of Equity & Inclusion Office for Accessible Education Physical Plant
Strengthening Advocacy and Support	Allocate funds annually to the Office of Equity & Inclusion to ensure Loyola’s success in achieving the goals of this plan.	Office of the President

YEAR 2

FOCUS AREA	STRATEGY	OFFICES RESPONSIBLE
Expanding Curricular and Co-Curricular Programs	Increase marketing and promotion of Loyola’s DEISJ course offerings.	Office of Equity & Inclusion
Expanding Curricular and Co-Curricular Programs	Explore innovative approaches to DEISJ curricular integration.	Office of Equity & Inclusion Office of the Provost
Expanding Curricular and Co-Curricular Programs	Promote and support interdisciplinary and interprofessional teaching, research, and other practices of faculty and staff aimed at further enriching curricular offerings related to diversity, equity, inclusion and social justice.	Office of Equity & Inclusion Office of the Provost
Expanding Curricular and Co-Curricular Programs	Establish a signature lecture and performance series featuring prominent figures (including Loyola faculty, staff, and alumni) addressing issues of diversity, equity, inclusion, and social justice.	Office of Equity & Inclusion

FOCUS AREA	STRATEGY	OFFICES RESPONSIBLE
Recruiting and Retaining Underrepresented Faculty and Staff	Assist department chairs and department heads in conducting gap analyses of departmental diversity. Establish benchmarks and devise innovative strategies for increasing numbers of faculty and staff from groups underrepresented in their disciplines.	Office of Equity & Inclusion Office of the Provost Human Resources DEIC Recruitment & Retention Subcommittee
Recruiting and Retaining Underrepresented Faculty and Staff	Assess employee salary and benefits structures and their equity. Begin devising plans to rectify disparities, so that Loyola retains current faculty and staff and ensures equitable, competitive salary offers for new job candidates.	Office of Equity & Inclusion Office of the Provost Human Resources Financial Affairs DEIC Recruitment & Retention Subcommittee
Recruiting and Retaining Underrepresented Faculty and Staff	Assist departments in retaining competitive employees from underrepresented groups by establishing mentoring, professional development, and evaluation practices that ensure equitable promotion and tenure. Review and assess advancement and promotion trends of historically underrepresented faculty and professional staff; equity in teaching, advising, mentoring, and service workloads; and equity of access to professional development opportunities (e.g., research funding, conference travel, professional development). Devise and implement strategies to rectify disparities.	Office of Equity & Inclusion Office of the Provost Human Resources DEIC Recruitment & Retention Subcommittee
Recruiting and Retaining Underrepresented Faculty and Staff	Ensure that scholarship and service related to diversity, equity, inclusion, and social justice (including mentoring underrepresented students) are evaluated equitably in annual reviews and tenure and promotion processes. Clearly articulate how these contributions are weighed in evaluation processes.	Office of the Provost College Rank and Tenure Committees University Rank and Tenure Committee
Strengthening Advocacy and Support	Allocate funds annually to the Office of Equity & Inclusion to ensure Loyola's success in achieving the goals of this plan.	Office of the President
Strengthening Advocacy and Support	Establish an Office of Multicultural Affairs in the Division of Student Affairs, headed by a Director, that enables students to participate in programming and pursue leadership opportunities that facilitate meaningful, critical learning about a broad range of DEISJ subjects.	Student Affairs Office of Equity & Inclusion

FOCUS AREA(S)	STRATEGY	OFFICES RESPONSIBLE
Strengthening Advocacy and Support	Devise a strategy and plan for securing external funds to supplement the operating budgets of the Office of Equity & Inclusion and Office of Multicultural Affairs.	Office of Equity & Inclusion University Advancement
Strengthening Advocacy and Support	Hire a full-time assistant for the Office of Equity & Inclusion that might also support the Women's Resource Center.	Office of the President

YEAR 3

FOCUS AREA(S)	STRATEGY	OFFICES RESPONSIBLE
Expanding Curricular and Co-Curricular Programs	Restore a diversity requirement within the Loyola Core, incorporating best practices discovered in Year 2.	Office of the Provost Standing Committee on Loyola Core Office of Equity & Inclusion DEIC Education & Training Subcommittee
Expanding Curricular and Co-Curricular Programs	Devise and implement a strategy to assess the impact and effectiveness of courses designed to meet the diversity requirement.	Office of Equity & Inclusion Office of the Provost DEIC Education & Training Subcommittee
Strengthening Advocacy and Support	Allocate funds annually to the Office of Equity & Inclusion to ensure Loyola's success in achieving the goals of this plan.	Office of the President