



Commonwealth of Virginia

Diversity Opportunity and Inclusion Report



WILLIAM & MARY

CHARTERED 1693

Decades of research have shown that diverse and inclusive classrooms, workplaces and research environments are essential for excellence in higher education. Full participation of all employees and students from all backgrounds are important contributors to organizational success in every principle by which we define success at William & Mary.

To prepare ourselves and our graduates for a globally competitive workplace and networked world, we must be effective in improving the tenets outlined in this plan. We aim to lead in inclusive teaching and research, social mobility and access. We aim to work and live in ways that enhance the wellbeing and full participation of all. Finally, for more than a decade, William & Mary has been a leader in addressing our legacy as a colonial university. Our response to this legacy is to innovate to advance what we value most.

Our DOI Plan is a critical step towards achieving organizational excellence. By embracing diversity, fostering inclusion, and providing opportunities for all employees to grow and succeed, we are not only enhancing our university's environment but also setting a standard for excellence in higher education. This plan is designed to be a dynamic framework that evolves with our ongoing learning and the changing demographics of the communities we serve.

Land Acknowledgment

William & Mary acknowledges the Indigenous peoples who are the original inhabitants of the lands our campus is on today - the Cheroenhaka (Nottoway), Chickahominy, Eastern Chickahominy, Mattaponi, Monacan, Nansemond, Nottoway, Pamunkey, Patawomeck, Upper Mattaponi, and Rappahannock tribes - and pay our respect to their tribal members past and present.

Statement on Slavery and its Legacies

The Board of Visitors acknowledges that William & Mary enslaved people, exploited them and their labor, and perpetuated the legacies of racial discrimination. The Board profoundly regrets these activities, apologizes for them, expresses its deep appreciation for the contributions made by the African and African American members of its community to the vitality of William & Mary then, now, and for all time coming, and commits to continue our efforts to remedy the lingering effects of past injustices.

Vision, Mission, Values

Vision

William & Mary transcends the boundaries between research and teaching, teaching and learning, learning and living. People come to William & Mary wanting to understand and change the world – and together we do.

Statement of Values

Accomplishing our mission requires that the entire community work together as stewards of the core values that infuse our collective effort:

Belonging. We create a welcoming and caring community that embraces diverse people and perspectives.

Curiosity. We foster an open academic environment that champions intellectual agility and inspires creativity in the discovery, preservation, application, and advancement of knowledge.

Excellence. We aim for the extraordinary, recognizing that personal growth and meaningful accomplishment require bold and innovative aspirations, courageous risk-taking, and focused effort.

Flourishing. We create conditions that ensure William & Mary will thrive for all time coming, and we empower those who live, learn, and work here to make choices toward a healthy and fulfilling life.

Integrity. We are honorable, equitable, trustworthy, and committed to the highest ethical standards in all that we do.

Respect. We treat one another with mutual respect, recognizing and upholding each person's inherent dignity and worth. We engage with individuals and communities both near and far, devoting our knowledge, skills, and time to serving the greater good.

Mission

A preeminent, public research university, grounded in the liberal arts and sciences since 1693, William & Mary is a vibrant and inclusive community. Through close mentoring and collaboration, we inspire lifelong learning, generate new knowledge, and expand understanding. We cultivate creative thinkers, principled leaders, and passionate global citizens equipped for lives of meaning and distinction. William & Mary convenes great minds and hearts to meet the most pressing needs of our time.

William & Mary is a community that fosters deep human connection. We reflect on the lessons of history to meet the challenges of a rapidly changing world. We engage diverse perspectives and seek wisdom in bridging differences. Together, we are unceasing in our efforts to make a meaningful difference in our communities, the Commonwealth and the world.

William & Mary has a long-standing commitment to providing a welcoming community for campus members from all backgrounds. Indeed, the W&M Student Handbook, as far back as 1949 stated, “Those who come here, belong here.” Today, “Belonging” is one of seven core values of the university. [The Vision 2026 Strategic Plan](#) was launched in 2021 and the Inclusive Excellence 2023-26 “Moving Forward Together in Excellence” plan was completed immediately afterwards and is intentionally aligned with Vision 2026. The Commonwealth of Virginia’s Diversity Opportunity and Inclusion addendum is added as the third leg on the stool to allow William & Mary to advance our distinctive excellence and achieve our vision for the future, by pursuing the following goals 1.) expanding our reach, 2.) educating for impact and 3.) evolving to excel. William & Mary aspires to be a leader in organizational excellence by recruiting and retaining a diverse workforce. Again, this helps us reach our vision and underscores our commitment to cultivating a workforce that mirrors the diversity of society and enhances our ability to serve a global community.

1: Access and Success

Goal:

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting

OBJECTIVE 1

Continue to improve hiring processes and increase access to potential applicants

Strategies

1. Complete and assess 3-year Faculty Hiring Plan to recruit and retain excellent faculty with a 100% commitment to inclusive teaching with ongoing adjustments based on feedback from faculty closest to the process (on-going)
2. Develop a comprehensive recruitment and retention plan for all levels of staff by expanding sources for recruiting diverse talent
3. Use exit interviews and climate surveys to improve workplace experience
4. Utilize peer coaching for managers/leaders who are working on developing and leading diverse teams
5. Develop a robust New Employee Orientation program to include training modules for all new employees to ensure a seamless onboarding process for new hires
6. Increase the referral rate for open positions
7. Develop and evaluate strategies to recruit and retain individuals with disabilities using the Commonwealth's Alternate Hiring Process and develop partnerships locally and regionally to create a network of potential applicants for positions
8. Ensure that accommodations for students, employees and the public are accessible, and signage is visible
9. Develop and evaluate strategies to recruit and retain more veterans through local and regional partnerships, an accessible website, and collaboration with the Law School Puller Clinic, the School of Business Veteran to Executive program and university Veteran and Military services offices
10. Ensure that interview panels for recruitment, hiring, and promotion opportunities include diverse representation to provide a more inclusive assessment of candidates

Metrics and Indicators

1. Faculty and staff count and percentages
2. Review of 3-year faculty hiring proposal
3. Managerial and executive staff counts and percentages
4. Retention rates for faculty and staff
5. Tenure and promotion rates
6. Leadership development participation for faculty

1: Access and Success

OBJECTIVE 2

Continue to retain and promote a diverse workforce

Strategies

1. Establish formal mentorship and sponsorship programs that connect employees with experienced leaders who can provide guidance, support, and advocacy for career recycling and advancement
2. Encourage the formation of employee resource groups (ERGs) that focus on specific diversity dimensions, such as race, gender, veterans, or disabilities. These groups provide a sense of community and support for employees
3. Regularly monitor promotion processes to ensure fairness, transparency, and free from bias. Provide clear criteria for advancement and opportunities for all employees to demonstrate their skills and abilities
4. Invest in professional development opportunities for all employees, including training, certifications, and access to learning resources that support career growth with special attention to workers in service-related roles and at the lower-income levels (ie NCFDD)
5. Regularly recognize and award employees based on their contributions, service, and performance to achieve the mission of the university
6. Solicit regular feedback from employees through surveys, focus groups, or affinity groups on their experiences and perceptions of diversity and inclusion in the workplace. Actively engage in dialogue and address concerns proactively by keeping channels of communication open so progress is visible
7. Ensure new employees in New Employee Orientation are made aware and know the inclusive principles and practices that are offered
8. Promote training and development opportunities to all levels of staff; enable staff to participate in programs that are designed for professional growth (Cornerstone)
9. Ensure accessibility for diverse needs including but not limited to language access, digital access, and access for individuals with disabilities
10. Collect employee feedback from multiple sources, including surveys, exit interviews, grievances, and address validated concerns

Metrics and Indicators

1. Evaluation of ERGs
2. Review feedback surveys and evaluate any problems addressed and ensure fairness and equity are principles
3. Number of professional workshops, topics, and evaluation of all
4. Equity and fairness in promotion trends found through analyzing 3-year employee surveys
5. Results of program evaluation/assessments

2: Welcoming & Respectful Culture

Goal:

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers

OBJECTIVE 1

Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences

Strategies

1. Ensure that university leaders are committed to fostering a supportive and respectful climate
2. Create more equitable and inclusive learning environments and workspaces
3. Create a community where uncomfortable meaningful dialogue is valued and practiced
4. Educate the university community on the prevention of harassment, discrimination and identity-based violence as well as related equity policies.
5. Promote productive ways to resolve conflict. Effectively address concerns and complaints
6. Offer events that recognize, value, and honor diversity and independent thinking
7. Provide employees with disabilities the necessary accommodations for them to be successful
8. Offer educational and celebratory events for students, faculty and staff, and the community that recognize, and honor diversity and promote inclusion from disparate viewpoints
9. Evaluate university programs for their impact on a climate built upon inclusion
10. Support the health and wellbeing of our campus community, and promote ongoing personal and professional growth for staff and faculty
11. Create platforms for employees to share their perspectives and contribute to meaningful discussions. (Offer events that recognize, value, and honor diversity and independent thinking like the annual D&I Symposium)
12. Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy

Metrics and Indicators

1. Perceptions of climate for diversity and inclusion as measured by a climate survey and other sources of information
2. Awareness and understanding of campus resources related to harassment, discrimination and identity-based violence as measured by climate surveys and evaluations. Results from number of reports and actions taken (2015, 2017, 2018, 2019)
3. Results of program evaluations designed to facilitate intergroup dialogue and trust (Aspen Institute)
4. Triangulation of institutional results with national benchmarking

2: Welcoming & Respectful Culture

OBJECTIVE 2

Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously

Strategies

1. Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Aspen Institute's Better Arguments program
2. Promote productive methods of conflict resolution through mediation, counseling, and training in respect for free speech and expression
3. Establish strategy for addressing hostility and bullying in the workplace
4. Promptly address concerns and complaints through a standard process
5. Regularly assess the skills and career development needs of university employees through performance evaluations, skills inventories, and individual development plans

Metrics and Indicators

1. Participation in professional development opportunities
2. Self-reported growth in awareness and competencies
3. Results of program evaluations designed to facilitate intergroup dialogue and trust (Aspen Institute)
4. Results of skills assessment

3: State Agency DOI Infrastructure & Training

Goal:

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

OBJECTIVE 1

Continue to amplify opportunities to advance the goals outlined in this framework

Strategies

1. Incorporate the DOI plan into the Vision 2026 and Inclusive Excellence strategic plans
2. Design processes to openly share DOI resources and best practices across units

Metrics and Indicators

1. Assessment of Vision 2026 Strategic Plan and Inclusive Excellence plan will be conducted twice a year and the information will be published to the website dashboards and shared amongst the senior leaders
2. Leverage data and set SMART goals based on information that evolves
3. Establish accountability measures
4. Create a culture for continuous improvement

OBJECTIVE 2

Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management

Strategies

1. Establish clear metrics and performance indicators and communicate this to the campus community
2. Communicate the timeline for expected review of performance to include an annual report to the Commonwealth Chief Diversity, Opportunity and Inclusion
3. Assessment of Vision 2026 Strategic Plan and Inclusive Excellence plan will be conducted twice a year and the information will be published to the website dashboards and shared amongst the senior leaders
4. Leverage data and set SMART goals based on information that evolves
5. Establish accountability measures
6. Create a culture for continuous improvement
7. Invest in ongoing training and development for all levels of employees

Metrics and Indicators

1. Assessment of Vision 2026 Strategic Plan and Inclusive Excellence plan will be conducted twice a year and the information will be published to the website dashboards and shared amongst the senior leaders.

3: State Agency DOI Infrastructure & Training

OBJECTIVE 3

Continue to provide training and educational workshops available to all employees

Strategies

1. Offer training and educational workshops for skills training, leadership development, and career advancement
2. Foster a growth mindset that values learning and development
3. Assess the needs of employees at every level to determine the type of training needed
4. Launch Inclusive Teaching Course for teaching faculty in collaboration with the Studio for Teaching and Learning
5. Expand the expertise and awareness of faculty and staff of the needs of diverse students (i.e. neurodiversity)
6. Inclusive teaching practices are embedded in STLI training materials and experiences

Metrics and Indicators

1. Cornerstone metrics of trainings for employees who have completed assessments
2. Assessment of skill trainings via in person workshops and webinars conducted by University Human Resources, Compliance and Equity, and Diversity & Inclusion
3. Assessment of Diversity & Inclusion's annual Symposium for employees
4. Monthly professional development workshops offered on various inclusion topics
5. Annual trainings as led by University Human Resources each year
6. Participation by faculty, students and staff in professional development programs related to curricular transformation, discovery, and belonging
7. Feedback loop for employees through assessments on trainings requested
8. Evaluation of programs related to inclusive teaching
9. Self-reported improvement in knowledge and skill related to inclusive teaching and curiosity