



WILLIAM JAMES  
COLLEGE

**INCLUSIVE  
EXCELLENCE  
STRATEGIC  
PLAN**

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**2020 – 2023**

# Table of Contents

- Executive Summary ..... 3**
- Snapshot of our Campus ..... 4**
- Why We Need a Plan for Inclusive Excellence..... 6**
- Five Dimensions of Inclusive Excellence ..... 7**
- First 100 Days: 2019 DEI Action and Accomplishments ..... 8**
- What’s Next? Actions to Create Inclusive Excellence .....9**
- Strategic Plan Priority Goals 2020- 2023 ..... 10**
- Specifics of the Strategic Plan ..... 11**
- Goal 1      Create an Inclusive and Equitable Campus Climate..... 11**
- Goal 2      Recruit, Retain and Develop Faculty, and Staff from Underrepresented Populations .....14**
- Goal 3      Enhance Effectiveness of Curriculum and Educational Programs with Regard to DEI .....16**
- Goal 4      Increase Outreach and Engagement with External Communities and Stakeholders ..... 18**
- Implementation of the Plan..... 20**
- Monitoring and Evaluation .....21**
- Conclusion ..... 22**
- Acknowledgements ..... 23**
- Appendix 1 ..... 26**
- Appendix 11..... 27**

# Executive Summary

*William James College is an institution and a community committed to the principles of excellence, fairness and respect for all people. As part of this commitment, we have a responsibility to provide and sustain multiple cultures, to encourage scholarship and knowledge and to demonstrate our commitment to fair and equal access to higher education and employment. For our College to be truly inclusive and equitable we must take the concrete and specific steps to improve inclusion and equity on campus. This plan, resulting from analyses of campus survey data and meetings with faculty, staff, administrators, students, and alumni, summarizes the opportunities and challenges the College faces with respect to diversity, equity, and inclusion.*

## WHERE WE ARE

Diversity across the institution has grown incrementally, but inequities and gaps still exist. Student responses pertaining to bias were quite similar to staff and administrations' in that they frequently involved reports of ageism, sexism, and racism. Several thematic issues have emerged that seem to differ depending on ones' role at the institution. Students generally reported more negative events or conversations around academic achievement, while staff tended to report more issues related to educational attainment and age.

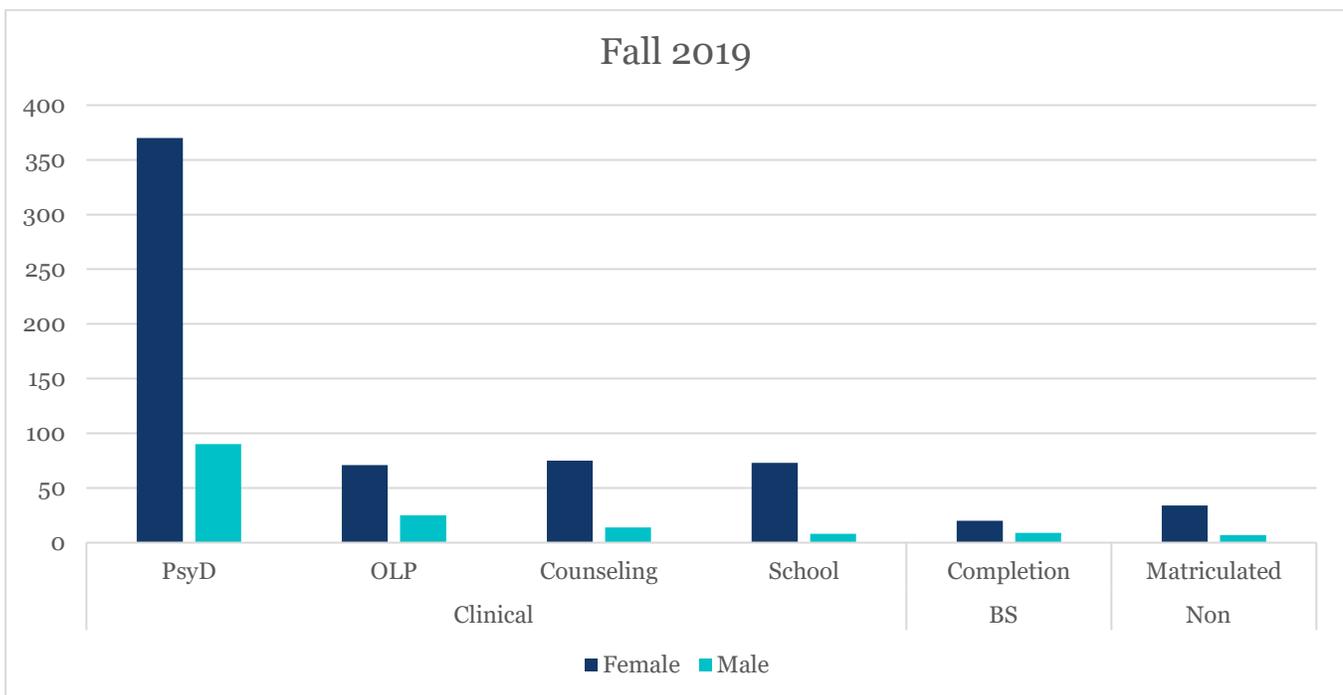
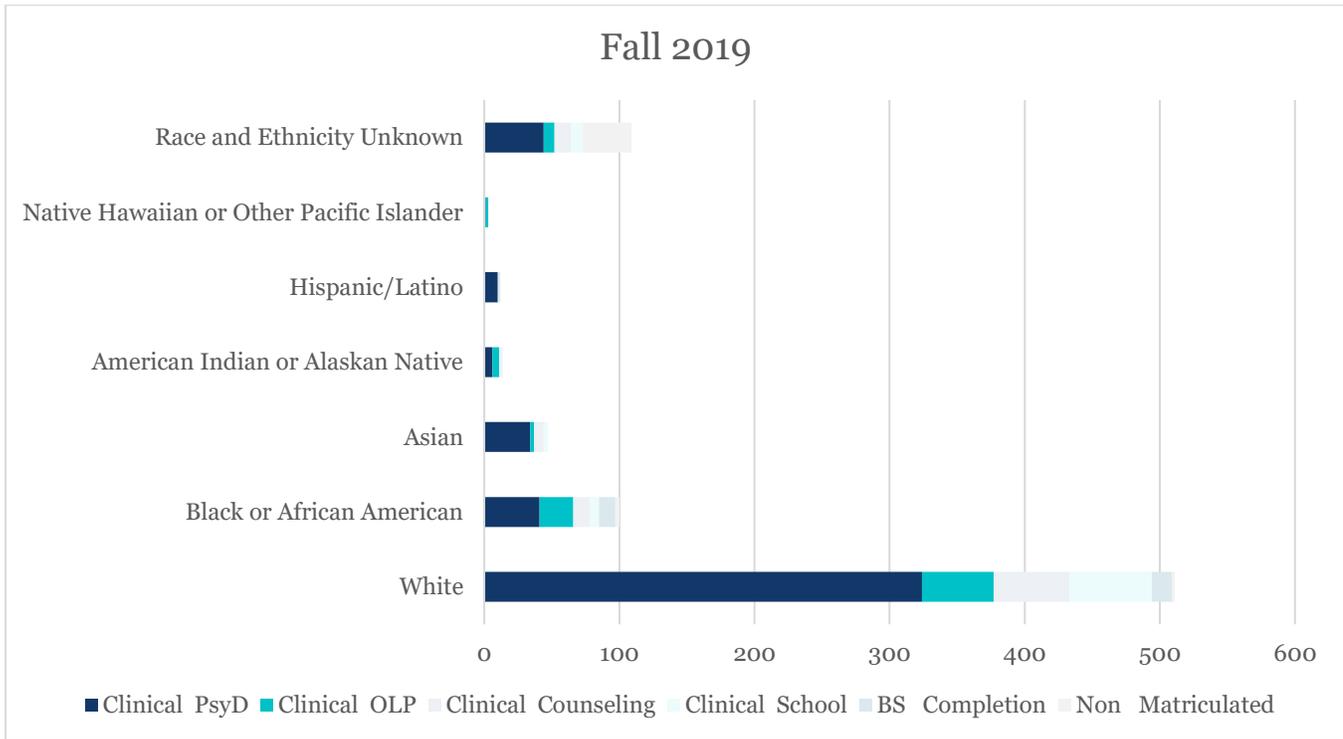
## PROMISING PRACTICE

Through reviewing the responses of William James College community members with regard to this study on diversity, it is clear that we are not an institution that is immune to organizational stresses that occur when people of diverse backgrounds come together. While reports of discrimination, inequality, hostility, and intolerance did occur, there were also many of reports of community members rallying around each other to provide validation, support, and to stand up for each other in difficult situations.

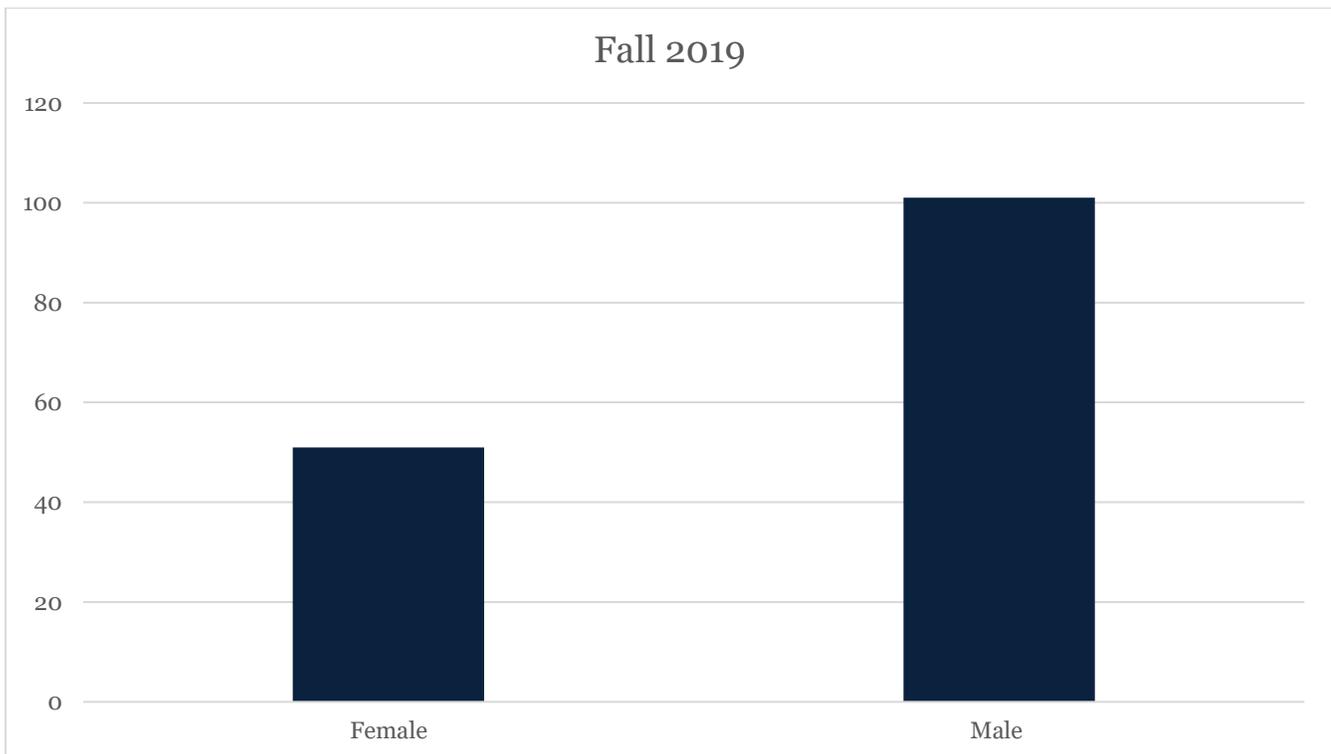
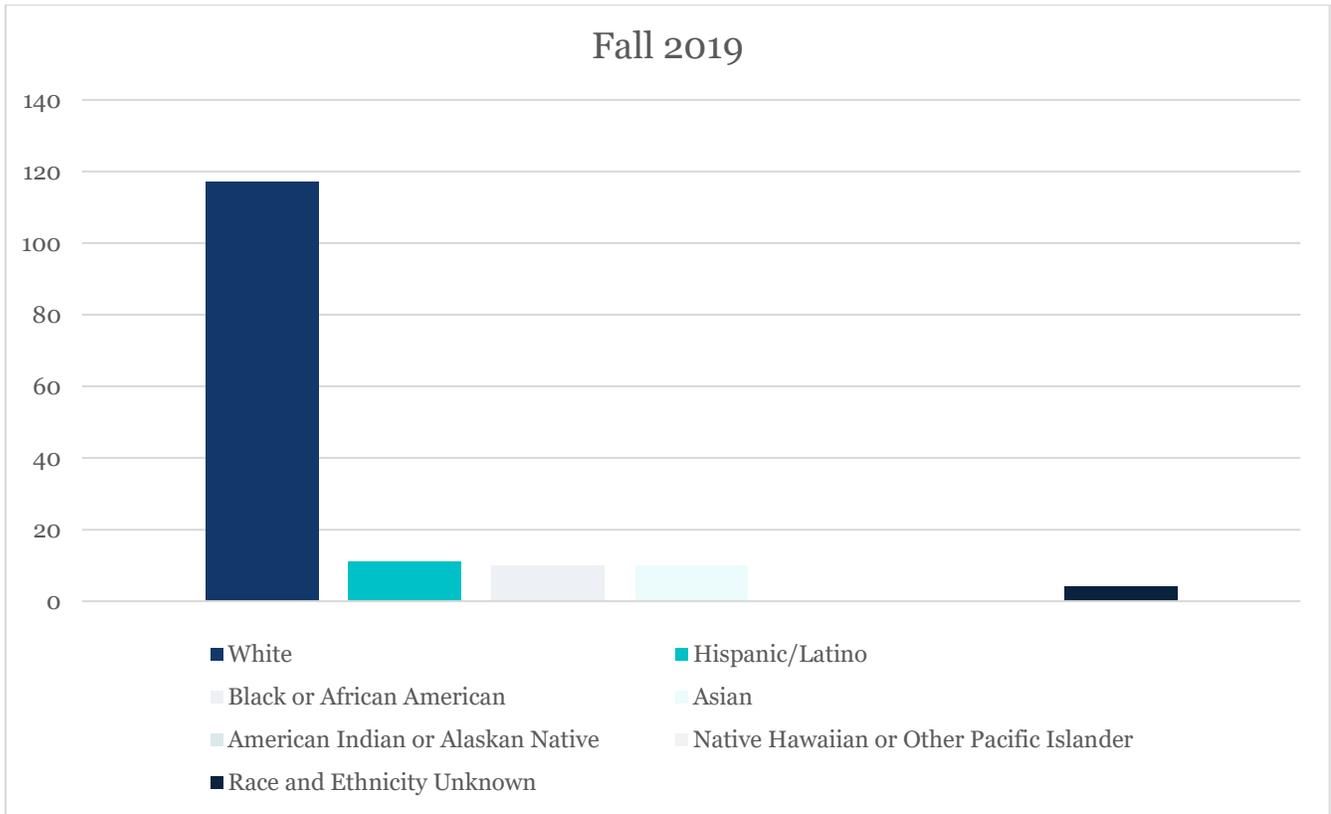


# Snapshot of our Campus Fall 2019

## STUDENTS



# Staff and Faculty



## Why We Need a Plan for Inclusive Excellence

Overall, it appears as if our community is doing well with regard to our cultural climate. Most of our community members have neither experienced hostile behaviors nor have they witnessed uncomfortable conversations. Additionally, many report feeling comfortable at school and during WJC related activities (such as events or students' field education experiences); members also report feeling comfortable sharing various aspects of their self-identity. We have made progress on training, hiring, more diverse scholarships, and curricular changes.

However, the current state of exclusionary, intimidating, and hostile behaviors exist, and the surveys indicate that many well intentioned individuals have had their actions experienced as insensitive. Increasing diversity and inclusion is an aspiration for most institutions; having the commitment, courage and patience to realize respectful environments creates great institutions.

Since her arrival, in September 2019, Gloria Noronha, William James College's inaugural Director for Diversity, Equity and Inclusion has been actively engaged, meeting with faculty, staff, administrators, students, and alumni to learn more about the College's opportunities and challenges, including those opportunities and challenges with respect to diversity, equity, and inclusion. Frequently during these conversations, participants underscored the importance of our commitment to building an inclusive community and the vitally important work required to make greater progress. She has begun to develop and implement programs and policies that reflect and enhance the College's mission while extending its commitment to diversity, equity and inclusion. She has led efforts to achieve the College's diversity goals related to faculty and staff development; curricular innovation; student success; campus climate; external relationships and partnerships; and building an inclusive campus community.

On September 30, 2019, William James College formally announced a new initiative to support this work: The Inclusive Excellence Initiative at William James College. Led by Director Noronha, this initiative will inextricably link the way we engage with diversity, equity and inclusion and how we will measure and evaluate institutional excellence. Through the participation and engagement of all members of our community, we seek to model institutional excellence in inclusivity for our peers in the behavioral health field.

Noronha will lead the design and execution of policies and programs designed to foster an inclusive environment, and create and execute an organizational learning strategy at William James College. She serves as a resource to, and works collaboratively with, the College's administrative units as they establish, coordinate and assess their contributions to institutional diversity goals.

The Inclusive Excellence Initiative is based on a framework adopted from the Association of American Colleges and Universities (AAC&U) that recognizes the active process through which colleges and universities achieve excellence in learning, teaching, student development, institutional functioning, and engagement in local and global communities (AAC&U 2012).

# William James College's Five Dimensions of Inclusive Excellence are as follows:

## **ACCESS AND SUCCESS:**

Recruit and retain a more diverse and inclusive student body, faculty and staff. This dimension refers to the objectives and strategies used to increase or maintain compositional diversity among William James College's departments. It includes activities related to workforce training, search processes and professional development workshops for our students, faculty and staff.

## **INSTITUTIONAL CLIMATE and INTERGROUP RELATIONS:**

Create and sustain an organizational environment that acknowledges, respects, and celebrates diversity and employs inclusive practices throughout its daily operations. This dimension refers to the objectives and strategies that enable the institution to build community that is supportive and respectful and that values differing perspectives and experiences.

## **EDUCATION AND SCHOLARSHIP:**

Innovate in teaching, learning and scholarship by offering courses and creating learning opportunities and curricula with attention to inclusion. Targeted professional development activities directed to improving the intercultural competencies of faculty and staff will contribute to a learning and research environment where innovation and creativity thrive.

## **ORGANIZATIONAL INFRASTRUCTURE:**

Create and sustain an institutional infrastructure that effectively supports progress in achieving our diversity, equity and inclusion goals set forth in the Inclusive Excellence Strategic Plan. Institutional infrastructure refers to the policies, resources, organizational structures, and the use of metrics and other evidence to drive intentional decision making around diversity, equity and inclusion.

## **COMMUNITY AND CIVIC ENGAGEMENT:**

Leverage William James College's mission as an institution with an ongoing social responsibility to create programs to educate specialists of many disciplines to meet the evolving mental health needs of society. We are committed to partnering with our communities both locally and globally to create a community that pursues excellence by enacting inclusion and equity.



# First 100 Days: 2019 DEI Action and Accomplishments

The Diversity, Equity, and Inclusion (DEI) Office, led by Director Noronha has already carried out a list of actions and activities contributing to and leading up to the creation of this Plan.

These actions summarized below are from the collaborative efforts with the academic and staff departments, the work conducted by the Council for Inclusive Excellence in addition to several College-wide strategies championed by the Diversity, Equity, and Inclusion Office.

- Launched an Inclusive Excellence framework to be a guiding roadmap
- Incorporated DEI language and definitions on the website
- Established college-wide committee – Council for Inclusive Excellence
- Launched Staff/Faculty affinity Groups
- Developed a Bias Incident Protocol
- Created a DEI statement to be included on job postings
- Reviewed current faculty postings, marketing, and interviewing processes and recommended DEI strategies to assist with recruitment
- Developed Inclusive Teaching and Pedagogy Series
- Infused DEI into current faculty development workshops
- Developed DEI statements to be included on syllabi
- Infused DEI language into student evaluations
- Developed working relationships with key external and internal stakeholders:

Teachers 21

MetroWest Foundation

North Suffolk Public Health Community

Needham/Newton Chamber Women's Leadership

Black Military Veterans –Tri –Ad League of Boston

Multicultural Speaking Series

Get Konnected

William James College has worked diligently to develop a new plan for diversity, equity, and inclusion. This comprehensive strategy will be composed of immediate actions with demonstrable impact, designed to show commitment and accountability. It will be followed by, progress updates that span a longer time horizon.

The strategies and tactics outlined in this plan that will start immediately, or in some cases have already begun, align with long-term plans designed to make measurable change in our campus climate.

This Inclusive Excellence Strategic Plan is guided by this organizational culture-change framework and provides a cohesive, coherent, and collaborative approach to infusing diversity into every aspect of organizational structures, systems, and practices.

Inclusive Excellence advances the idea that diversity, equity, and inclusion are catalysts for achieving institutional and educational excellence, and are to be integrated into the core of the institution, not viewed as discrete initiatives or isolated problems to be solved. Through the Inclusive Excellence lens, diversity, equity, and inclusion are embraced as vital elements that are necessary in the pursuit of educational excellence.

Through the data review, analysis, and synthesis processes, four thematic strategy areas were identified and organized into four priority goals, along with immediate objectives for impact in the next three years.

# **What's Next? Actions to Create Inclusive Excellence**

# Strategic Plan Priority Goals 2020- 2023

As a collective framework for campus engagement, strategic action, assessment, and accountability that will shape the future of our campus, the Inclusive Excellence Strategic Plan prioritized four goals for 2020 – 2023 toward achieving our vision for inclusive excellence.

Our vision is to create a learning and working environment where all feel welcomed and valued, which in turn leads to excellence in the classroom and workplace. We believe all members of our campus community deserve respect and equal opportunity to thrive.

These are the FOUR priority goals:

**Goal 1 Create an Inclusive and Equitable Campus Climate**

Develop and implement educational policies, programs and accountability structures to sustainably enhance and embed inclusive excellence at all levels of the College informed by data and community feedback on demographics, climate, institutional commitment and equitable treatment.

**Goal 2 Recruit, Retain and Develop Faculty and Staff from Underrepresented Populations**

Evaluate current hiring practices, and develop and implement equitable models to recruit, hire and retain faculty and staff from underrepresented communities and evaluate retention programs that support marginalized students for sustainability.

**Goal 3 Enhance Effectiveness of Curriculum and Educational Programs with Regard to Diversity, Equity, and Inclusion**

Create and implement educational trainings, workshops and rubrics with clear objectives for faculty and staff that specifically address diversity, equity and inclusion and how it should be incorporated into the curriculum or departmental goals.

**Goal 4 Increase Outreach and Engagement with External Communities and Stakeholders**

Offer educational DEI training for college-related entities and communicate to the College's stakeholders what our DEI beliefs/pedagogy/practices are so that it permeates the marketplace, ensuring our graduates that the workforce will be an extension of their learning

# Specifics of the Strategic Plan

## Goal 1 Create an Inclusive and Equitable Campus Climate

Develop and implement educational policies, programs and accountability structures to sustainably enhance and embed inclusive excellence at all levels of the College informed by data and community feedback on demographics, climate, institutional commitment and equitable treatment.

Priority	Actions	Target Date	Responsible Parties	Inclusive Excellence Dimension
<b>1.1</b> Develop and expand the Council for Inclusive Excellence (CIE)	<ul style="list-style-type: none"> <li>Increase membership of students on CIE from all academic programs</li> </ul>	Complete	DEI Director	Institutional Climate and Intergroup Relations
	<ul style="list-style-type: none"> <li>Divided CIE into 5 working subgroups (see appendix 1)</li> </ul>	Complete	CIE Members and DEI Director	
	<ul style="list-style-type: none"> <li>Developed first phase of collating an inventory of all DEI related activities, communications, events, trainings and workshops</li> </ul>	December 30, 2020	CIE subgroups	
<b>1.2</b> Review policies that relate to DEI and embed best practices	<ul style="list-style-type: none"> <li>Review the response process for the bias incident protocol to better engage the community</li> </ul>	February 28, 2021	Bias Incident Response Team	Access and Success
	<ul style="list-style-type: none"> <li>Develop a Code of Conduct policy for staff and faculty</li> </ul>	May 30, 2021	HR, DEI Director, VPAA, Chairs	
	<ul style="list-style-type: none"> <li>Develop a Code of Conduct policy for students</li> </ul>	May 30, 2021	VPAA, Dean of Students, DEI Director	

<p><b>1.3</b> Review current climate data and develop next steps</p>	<ul style="list-style-type: none"> <li>Review all surveys and previous strategic plans pertaining to DEI</li> <li>Research survey options and develop a climate survey on access, equity-mindedness and inclusion</li> <li>Develop a community monthly pulse survey, that is brief and captures the DEI pulse frequently</li> </ul>	<p>Complete</p> <p>January 30, 2021</p> <p>December 30, 2020</p>	<p>DEI Director</p> <p>OLP PSY D Intern, DEI Director, ADDIE, VPs, HR, Chairs</p> <p>CIE Campus Pulse Subgroup</p>	<p>Institutional Climate and Intergroup Relations</p>
<p><b>1.4</b> Establish a meditation and cultural space for students, faculty, and staff</p>	<ul style="list-style-type: none"> <li>Form a task force that evaluates the space options</li> <li>Conduct a pulse survey to engage the community on this project</li> <li>Write the proposal for the space to be considered by the BOT and President</li> </ul>	<p>March 30, 2021</p> <p>April 30, 2021</p> <p>August 30, 2021</p>	<p>DEI Director, Admissions, Faculty Diversity Committee, Facilities, Dean of Students</p> <p>CIE Campus Pulse Subgroup</p> <p>DEI Director, Dean of Students, Faculty Diversity Committee</p>	<p>Organizational Infrastructure</p>
<p><b>1.5</b> Recommend updates for the push pin spaces, artwork, and welcoming space on campus to incorporate and enhance DEI</p>	<ul style="list-style-type: none"> <li>Develop a list of all visual physical and digital spaces, walls that contain artwork, and space where students, faculty and staff gather</li> <li>Write a proposal to recommend infusing DEI into these spaces</li> </ul>	<p>July 30, 2021</p> <p>September, 2021</p>	<p>CIE Communications Subgroup</p> <p>CIE Campus Events Subgroup</p> <p>DEI Director and CIE</p>	<p>Organizational Infrastructure</p>

<p><b>1.6</b> Create dialogue spaces that are safe and inclusive</p>	<ul style="list-style-type: none"> <li>• Create an online space to discuss topics of DEI</li> <li>• Create Community Forums for all to come share and bring their voice to topics</li> </ul>	<p>Complete as of April 2020</p> <p>Complete as of June 2020</p>	<p>DEI Office</p> <p>CIE and DEI Office</p>	<p>Access and Success</p>
<p><b>1.7</b> Work with the various departments and units to develop a meaningful and inclusive College calendar</p>	<ul style="list-style-type: none"> <li>• Develop a list of all events and activities that happen year round</li> <li>• Create a DEI Calendar of events</li> </ul>	<p>December 30, 2020</p>	<p>CIE Campus Events Subgroup</p> <p>DEI Office</p>	<p>Access and Success</p>

**Goal 2 Recruit, Retain and Develop Faculty, and Staff from Underrepresented Populations**

Evaluate current hiring practices, and develop and implement equitable models to recruit, hire and retain faculty and staff from underrepresented communities and evaluate retention programs that support marginalized students for sustainability.

Priority	Actions	Target Date	Responsible Parties	Inclusive Excellence Dimension
<p><b>2.1</b> Develop a recruitment and hiring flowchart to align with DEI best practices</p>	<ul style="list-style-type: none"> <li>• Gather hiring and recruitment processes for staff and faculty</li> <li>• Create a flowchart that outlines the hiring and recruitment of staff and faculty for various depts.</li> <li>• Create where possible a consistent protocol from job posting to hiring to onboarding that reflects DEI best practices</li> </ul>	<p>January 30, 2021</p> <p>February 28, 2021</p> <p>March 20, 2021</p>	<p>DEI Director, AVP for WD &amp; SP, and HR</p> <p>DEI Director, Chairs, VPs, AVP for WD &amp; SP, and HR</p> <p>DEI Director, Chairs, VPs, AVP for WD &amp; SP, and HR</p>	<p>Access and Success</p>
<p><b>2.2</b> Develop an onboarding DEI presentation for new hires</p>	<ul style="list-style-type: none"> <li>• Develop a presentation that is accessible to new hires that outlines DEI at WJC, policies and protocols, and resources</li> </ul>	<p>January 30, 2021</p>	<p>DEI Office, Center for Faculty Development, and HR</p>	<p>Access and Success</p>
<p><b>2.3</b> Develop a path to promotion document for staff that incorporates DEI into the process to improve competencies, skills, and abilities</p>	<ul style="list-style-type: none"> <li>• Research and review current promotion documents and find a best practice for small independent colleges to be incorporated at WJC</li> </ul>	<p>April 30, 2021</p>	<p>DEI Office and HR</p>	<p>Education and Scholarship</p> <p>Organizational Infrastructure</p>

<p><b>2.4</b> Infuse DEI into staff performance evaluation tools</p>	<ul style="list-style-type: none"> <li>• Research and review current performance documents and find a best practice for small independent colleges that infuses DEI into the evaluative space</li> </ul>	<p>August 30, 2021</p>	<p>DEI Office and HR</p>	<p>Organizational Infrastructure</p>
<p><b>2.5</b> Infuse DEI into faculty contracts and rank and promotion documents</p>	<ul style="list-style-type: none"> <li>• Research and review current documents and infuses DEI into the evaluative space</li> </ul>	<p>Complete as of August 2020</p>	<p>DEI Office, Faculty Stewardship Committee and VPAA</p>	<p>Organizational Infrastructure</p>
<p><b>2.6</b> Enhance support for Faculty Diversity Committee</p>	<ul style="list-style-type: none"> <li>• Develop regular meeting opportunities for the FDC, CIE and DEI to come together.</li> <li>• Support initiatives through advocacy and informational resources</li> </ul>	<p>Pending FDC new Chair</p>	<p>DEI Director and incoming FDC Chair</p>	<p>Access and Success</p>

**Goal 3 Enhance Effectiveness of Curriculum and Educational Programs with Regard to DEI**

Focuses on creating and implementing educational trainings, workshops and rubrics with clear objectives for faculty and staff that specifically address diversity, equity and inclusion and how it should be incorporated into the curriculum or departmental goals for faculty and staff.

Priority	Actions	Target Date	Responsible Parties	Inclusive Excellence Dimension
<p><b>3.1</b> Create and/or enhance DEI workshops and offering in academic departments</p>	<ul style="list-style-type: none"> <li>Develop a Healing from Racism workshop series for faculty and staff</li> <li>Offer an series of DEI presentations available for departments and units, including but not limited to Inclusive Language, Unconscious Bias, and Talking about Race</li> </ul>	<p>Created September 10, 2020 and is Ongoing</p> <p>Ongoing</p>	<p>DEI Director with support from Senior Leadership</p>	<p>Education and Scholarship</p>
<p><b>3.2</b> Develop rubric to improve DEI competencies in the classroom and in syllabi content</p>	<ul style="list-style-type: none"> <li>Develop an assessment for faculty to review their syllabi and classroom practices</li> <li>Based on the assessment results develop a checklist and resources tool to be implemented</li> </ul>	<p>July 30, 2021</p> <p>January 30, 2022</p>	<p>DEI Director, VPAA, Addie, Center for Faculty Development</p> <p>DEI Director and Faculty Diversity Committee</p>	<p>Education and Scholarship</p>
<p><b>3.3</b> Create and/or enhance anti-racism resources and professional development</p>	<ul style="list-style-type: none"> <li>Develop a resource page for anti-racism resources and professional development</li> </ul>	<p>Completed August 30, 2020 and updated monthly</p>	<p>DEI Director and all WJC Community that send resources to the page</p>	<p>Education and Scholarship</p> <p>Organizational Infrastructure</p>

<p><b>3.4</b> Create and/or enhance professional development for all Field Education staff</p>	<ul style="list-style-type: none"> <li>• Develop a PD series for Field Education that brings consistency to all staff encounters with students when issues of DEI are identified.</li> <li>• Develop a protocol for students to use to communicate incidents that negatively impact them</li> </ul>	<p>Completed as of August 28, 2020</p> <p>November 30, 2020</p>	<p>DEI Director, Director of Field Education, and VPAA</p>	<p>Education and Scholarship</p> <p>Community and Civic Engagement</p>
<p><b>3.5</b> Launch mandatory trainings that relate to sexual harassment, HIPAA, bias, and compliance related content</p>	<ul style="list-style-type: none"> <li>• Utilize our EVERFI platform to deploy annual mandatory training for students, faculty, and staff that add one new topic each year.</li> </ul>	<p>November 30, 2020</p> <p>November 30, 2021</p> <p>November 30, 2022</p> <p>November 30, 2023</p>	<p>DEI Director, VPs, HR</p>	<p>Organizational Infrastructure</p> <p>Education and Scholarship</p>

**Goal 4 Increase Outreach and Engagement with External Communities and Stakeholders**

Offer educational DEI training for college-related entities and communicate to the College's stakeholders what our DEI beliefs/pedagogy/practices are so that it permeates the marketplace, ensuring our graduates that the workforce will be an extension of their learning

Priority	Actions	Target Date	Responsible Parties	Inclusive Excellence Dimension
<p><b>4.1</b> Create and/or enhance professional development for all Field Education site supervisors</p>	<ul style="list-style-type: none"> <li>Develop an annual training for site supervisors that is based on a scenarios and strategies to intervene and manage conflict, bias and negatively impacting behaviors</li> </ul>	<p>May 30, 2021 October 2021 October 2022 October 2023</p>	<p>Field Education Director, VPAA, AVP WD&amp;SP, and Faculty Diversity Committee</p>	<p>Community and Civic Engagement</p> <p>Education and Scholarship</p>
<p><b>4.2</b> Develop and establish new relationships with BIPOC leaders in the local New England market</p>	<ul style="list-style-type: none"> <li>Create a networking group to enhance our connections with BIPOC leaders and key stakeholders</li> <li>Set up think tank meeting opportunities to explore opportunities</li> </ul>	<p>December 30, 2020</p>	<p>President Covino, Board of Trustees, AVP WD&amp;SP, AVP DCE and DEI Director</p>	<p>Community and Civic Engagement</p>
<p><b>4.3</b> Develop an ambassador program to enhance College visibility with key stakeholders</p>	<ul style="list-style-type: none"> <li>Develop a program that trains WJC ambassadors to market the College to key BIPOC stakeholders and influencers.</li> </ul>	<p>March 30, 2021</p>	<p>President Covino, Board of Trustees, AVP WD&amp;SP, AVP DCE and DEI Director</p>	<p>Community and Civic Engagement</p>

<p><b>4.4</b> Develop a multicultural alumni cohort</p>	<ul style="list-style-type: none"> <li>Develop a program that recruits WJC BIPOC alums that will be responsible for mentoring current students and hosting recruitment events</li> </ul>	<p>August 30, 2021</p>	<p>DEI Director and Alumni Office</p>	<p>Community and Civic Engagement</p>
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## **TIMELINE**

### **IMMEDIATE STEPS**

The timeframe for the most immediate steps of the plan is academic year 2020- 2021

### **MONITOR, EVALUATE, & DEVELOP**

AY 2021 – 2023

During this time, we will monitor and evaluate the plan, and simultaneously develop the longer-term objectives in the four goal areas, that may span into the next strategic plan

## **PROGRESS OF THE PLAN**

The DEI Director will produce, distribute, and discuss an annual report on the progress of the plan, noting any accomplishments, deficiencies, and planned adjustments.

# **Implementation of the Plan**

William James College believes that the entire College community should be engaged, and have shared responsibility in creating an enriching and inclusive experience for all its members. To ensure the greatest level of accountability for the goals outlined in the plan, each strategic action has been assigned to members of the senior leadership team. Each of these team members will work collaboratively to develop an effective method for achieving the goals within each goal area. In addition, WJC will make updates on this plan through [www.williamjames.edu/diversity](http://www.williamjames.edu/diversity), the WJC social media channels, and periodic communications from the President's Office.

# Monitoring and Evaluation

College leadership, the DEI Director in collaboration with the Office of Academic Data, Development & Institutional Effectiveness (ADDIE), will develop a multidimensional management and measurement tool that will simultaneously drive and assess the organizational change process. Data and metrics will track information in each of the core areas of the plan—training, learning, and development; campus climate, culture, and community; systems, policies, and procedures; access and equity; curriculum and instruction.

This plan’s indicators of success will come from a variety of sources, including but not limited to the following:

- Institutional statistics from ADDIE, including data on the composition of faculty, staff and students, retention rates and graduation rates.
- Institutional and climate surveys of faculty, staff, and students can be used to monitor progress, guide continuous improvement, and benchmark, whenever possible;
- Focus groups of faculty, staff, administrators, and students

Examples of success indicators include, but are not limited to the following:

- Improved campus climate that provides a sense of belonging and community for all its members as evidenced in surveys/focus groups;
- An increase in the compositional diversity (based on benchmarks) found among faculty, students, staff, and administrators;
- Student success as measured by indicators such as retention and graduation rates of underrepresented populations at WJC;
- Evidence of successful completion of training or coursework by members of the WJC community.

# Conclusion

*William James College's priority is to infuse diversity, equity, and inclusion at a strategic, tactical, and operational level. This starts with a critical examination of the systems, policies, curricular frameworks, faculty and staff development, student engagement, resources, and communications.*

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Approaching the necessary changes in an operational and systemic way will offer the best framework to support a mission-centered community and advance the goal that the framework serves all students equitably in the classroom and on campus. Its ultimate effect will be even broader. This comprehensive, evidence-based approach will also foster a more inclusive campus for the College community as a whole, including faculty, staff, and alumni.

# Acknowledgments

*It truly takes a village to build a more inclusive community. This plan was no exception. Among the many who contributed to the development of this plan, we thank the following:*

## Council for Inclusive Excellence

Council for Inclusive Excellence (CIE) serves as an on-campus advisory body for the President and senior leadership.

Campus Events	IE Strategic Plan	Trainings and Workshops	Campus Pulse and Policies	Council Communications
<ul style="list-style-type: none"><li>• This subgroup will collate all campus events that relate to DEI, plan one inclusive event a semester, and make recommendations to Senior Leadership</li><li>• MEMBERS <i>Jennifer Antonouci</i> <i>Lynn Alberding</i> <i>Sonji Paige</i> <i>Marice Nichols</i> <i>Lilly Manolis</i> Yousef Alajarma <b>Cassandra Corona</b> <b>Emily Crain</b></li></ul>	<ul style="list-style-type: none"><li>• This subgroup will be instrumental in drafting the IE Strategic Plan and sharing it with Senior Leadership for implementation and accountability</li><li>• MEMBERS <i>Julia Clement</i> <i>Marc Abelard</i> David Wedaman Sunny Dutra Felicia Agbanyo <b>Olivia Summa</b></li></ul>	<ul style="list-style-type: none"><li>• This subgroup will collate all trainings and workshops that relate to DEI and identify any gaps and needs that the DEI Office can respond to.</li><li>• MEMBERS <i>Shellee Robbins</i> <i>Lance Lewis</i> <i>Mari Carmen Benasar</i> Nadja Reilly Neesha Daulat <b>Taulant Malo</b> <b>Kaya Schmandt</b></li></ul>	<ul style="list-style-type: none"><li>• This subgroup will lead the monthly community forums and collect the pulse from the community and assist the DEI office in the annual Climate Survey.</li><li>• MEMBERS <i>Josh Cooper</i> <i>Michelle Costa</i> Jenny D'Olympia Dan Jacobs <b>Angelette King</b> <b>Jane Paar</b> <b>Ashley Hernandez</b> <b>Tania Remole</b></li></ul>	<ul style="list-style-type: none"><li>• This subgroup will communicate with all subgroups to ensure transparency of CIE actions are communicated to the community at large.</li><li>• MEMBERS <i>Sarah Johansson</i> <i>Jeff Choo</i> <i>Adrian Santiago</i> <i>Mario Murga</i> Susan Powell <b>Julia Merchant</b> <b>Rosie Sandberg</b> <b>Erin Chanel</b></li></ul>

## Senior Leadership

Stacey Lambert  
Daniel Brent  
Robert Kinschreff  
Gemima St. Louis  
Ellen Collins  
Katie O'Hare  
Anne Wilson  
Kevin Costello

# **Office of Academic Data, Development & Institutional Effectiveness (ADDIE)**

Yashu Kauffman  
Trudy Wilcox

## **DEI Office work study and interns**

Jewel Heald  
Erin Chanel  
Mavis Mazhura

*“When we foster a community where diverse perspectives are discussed and debated, we create an inclusive environment that values human dignity and respect, academic freedom, and freedom of expression.*

*When we invite different perspectives and actively listen to others, we have the opportunity to consider new viewpoints and sharpen our own perspectives.*

*When we create belonging for others, we can learn and thrive together in an inclusive and equitable environment.”*

**– Gloria Noronha, Director of Diveristy Equity and Inclusion**

# Appendix 1

## Council for Inclusive Excellence

Founded in September 2019, as part of President Covino’s Inclusive Excellence Framework, the Council for Inclusive Excellence (CIE) serves as an on-campus advisory body for the President and senior leadership. CIE is charged with creating an inclusive campus for all, by assessing and implementing diversity, equity, and inclusion initiatives, and is comprised of action-oriented subcommittees of representatives from 32 staff, students, faculty, alumni, and 1 trustee who sits as ex-officio. CIE is chaired by the Diversity, Equity, and Inclusion Director and meets regularly to align strategic initiatives and emerging topics with a culture of inclusive excellence.

### CHARGE

- Guiding the development of goals and measurable outcomes related to inclusive excellence
- Monitoring and evaluating progress toward identified goals
- Identifying areas of deficiencies and making recommendations for moving our inclusion excellence efforts forward more effectively
- Reporting to the campus community on progress toward identified goals on an annual basis.

### Membership

Each member on CIE serves for one Academic Year. Faculty members are appointed by their Chairs and can choose to be re-appointed. Each member dedicates approximately 5-8 hours monthly to CIE initiatives.

### Council for Inclusive Excellence Sub-groups

CIE has FIVE action-oriented subcommittees: Campus Events, IE Strategic Plan, Trainings and Workshops, Campus Pulse and Policies and Council Communications.

Campus Events	IE Strategic Plan	Trainings and Workshops	Campus Pulse and Policies	Council Communications
<p>•This subgroup will collate all campus events that relate to DEI, plan one inclusive event a semester, and make recommendations to Senior Leadership</p> <p>•MEMBERS  <i>Jennifer Antonouci</i>  <i>Lynn Alberding</i>  <i>Sonji Paige</i>  <i>Marice Nichols</i>  <i>Lilly Manolis</i>  <i>Yousef Alajarma</i>  <i>Cassandra Corona</i>  <i>Emily Crain</i></p>	<p>•This subgroup will be instrumental in drafting the IE Strategic Plan and sharing it with Senior Leadership for implementation and accountability</p> <p>•MEMBERS  <i>Julia Clement</i>  <i>Marc Abelard</i>  <i>David Wedaman</i>  <i>Sunny Dutra</i>  <i>Felicia Agbanyo</i>  <i>Olivia Summa</i></p>	<p>•This subgroup will collate all trainings and workshops that relate to DEI and identify any gaps and needs that the DEI Office can respond to.</p> <p>•MEMBERS  <i>Shellee Robbins</i>  <i>Lance Lewis</i>  <i>Mari Carmen Benasar</i>  <i>Nadja Reilly</i>  <i>Neesha Daulat</i>  <i>Taulant Malo</i>  <i>Kaya Schmandt</i></p>	<p>•This subgroup will lead the monthly community forums and collect the pulse from the community and assist the DEI office in the annual Climate Survey.</p> <p>•MEMBERS  <i>Josh Cooper</i>  <i>Michelle Costa</i>  <i>Jenny D'Olympia</i>  <i>Dan Jacobs</i>  <i>Angelette King</i>  <i>Jane Paar</i>  <i>Ashley Hernandez</i>  <i>Tania Remole</i></p>	<p>•This subgroup will communicate with all subgroups to ensure transparency of CIE actions are communicated to the community at large.</p> <p>•MEMBERS  <i>Sarah Johansson</i>  <i>Jeff Choo</i>  <i>Adrian Santiago</i>  <i>Mario Murga</i>  <i>Susan Powell</i>  <i>Julia Merchant</i>  <i>Rosie Sandberg</i>  <i>Erin Chanel</i></p>

# Appendix II

## FALL 2019 STUDENT ENROLLMENT DATA

FALL 2019 Race/Ethnicity	Clinical PsyD	OLP	Counseling	School	BS Completion	Non Matriculated	Fall 2019 Total
White	324	53	56	61	15	2	511
Black or African American	41	25	12	7	12	3	100
Asian	34	3	7	3	0	0	47
American Indian or Alaskan Native	6	5	2	1	0	0	14
Hispanic/Latino	10	0	0	0	2	0	12
Native Hawaiian or Other Pacific Islander	1	2	0	0	0	0	3
Race and Ethnicity Unknown	44	8	12	9	0	36	109
<b>Total</b>	<b>460</b>	<b>96</b>	<b>89</b>	<b>81</b>	<b>29</b>	<b>41</b>	<b>796</b>
Female	370	71	75	73	20	34	643
Male	90	25	14	8	9	7	153
<b>Total</b>	<b>460</b>	<b>96</b>	<b>89</b>	<b>81</b>	<b>29</b>	<b>41</b>	<b>796</b>
% SIDM	20%	36%	24%	14%	48%	7%	22%

## FALL 2019 Employees Data

Race/Ethnicity	Fall 2019
White	117
Hispanic/Latino	11
Black or African American	10
Asian	10
American Indian or Alaskan Native	0
Native Hawaiian or Other Pacific Islander	0
Race and Ethnicity Unknown	4
<b>Total</b>	<b>152</b>
Female	51
Male	101
<b>Total</b>	<b>152</b>
% SIDM	20%