

Gonzaga's Enrollment Management Inclusive Excellence Strategic Plan – Draft V2

The GU Enrollment Management (EM) Inclusive Excellence Strategic Plan provides a guide for the team as it continuously improves upon inclusivity, equity, and appreciation of diversity in its work. Inspired by the University's Mission Statement and Inclusive Excellence Strategic Plan, the EM plan focuses on its areas of influence and responsibility, and in support of Gonzaga University's collective efforts to build a culture of inclusive excellence that creates an exemplary learning community and fosters the holistic development of the whole person.

Priority 1: Recruit, retain and foster the success of a diverse community.

Create a critical mass of exceptional and talented students and staff who will represent Gonzaga University's academic excellence and diversity. Create and revise protocols, policies, procedures, and practices that establish a pipeline for high-caliber students and staff from underrepresented and underserved groups to join, stay, and succeed at Gonzaga University.

Tactics & Actions

- 1.1 Increase enrollment of undergraduate and graduate students from historically marginalized, underrepresented, and underserved communities.
- 1.2 Increase hiring of staff and administrators from historically marginalized, underrepresented, and underserved communities.
- 1.3 Create partnerships – both at Gonzaga and in the region – that work with historically marginalized communities to understand the barriers to education and to increase access to education.
- 1.4 Create opportunities for prospective students to feel seen and welcomed.
- 1.5 Champion strategies and funding opportunities to support low-income students at all enrollment levels.
- 1.6 Evaluate and develop metrics to gauge student recruitment efforts. In GEM and CLL, evaluate and develop metrics to gauge student retention efforts.
- 1.7 Evaluate and develop metrics that gauge staff recruitment and retention efforts.
- 1.8 Create opportunities for staff support and staff mentoring.

1.9 Review policies and practices with access and equity in mind, both annually and as opportunities to change work processes arise.

Objectives

Objective 1: The undergraduate, graduate and certificate student populations should reflect the racial, ethnic, and cultural diversity of the Western Region of the United States (Target 2030).

Objective 2: Enrollment Management's staff and administration should reflect the racial, ethnic, and cultural diversity of the Western Region of the United States (Target 2028).

Objective 3: Each partnership Enrollment Management engages in must verify its commitment to inclusive excellence, and partnerships will be annually evaluated for success with regard to improving inclusive excellence for stakeholders.

Objective 4: Students will be given opportunities to share their identity and their story in the application for admission.

Objective 5: Enrollment Management administrators will prioritize supporting University Advancement in work to raise funds for low-income students.

Objective 6: Enrollment Management administrators will strategically use funds to offer access to education for low-income students.

Objective 7: The Enrollment Management Team will endeavor to annually improve recruitment and retention efforts for students of historically marginalized, underrepresented, and underserved populations.

Objective 8: The Enrollment Management Team will annually evaluate recruitment and retention of its colleagues, noting particularly historically marginalized, underrepresented, and underserved populations.

Objective 9: The Enrollment Management Team will invest in, and make accessible opportunities for, professional development for its team members, including annual diversity, equity, and inclusion education.

Objective 10: The Enrollment Management Team will regularly examine practices and processes with an eye towards equity and inclusion including, but not limited to, financial aid awarding, bias training for admission reviewers, application requirements, marketing engagement, hiring, etc.

Priority 2: Nurture an inclusive campus climate and intergroup relationships.

Cultivate a community at Gonzaga University where members with diverse backgrounds, experiences, identities, and perspectives enhance the pursuit of academic and inclusive excellence. Create a sustainable, inclusive community where all members are welcomed, valued, and supported and have a sense of belonging.

Tactics & Actions

- 2.1 Conduct Enrollment Management climate surveys every three years to understand employee concerns and experiences. Use the data from the survey to inform steps to improve equity and inclusion.
- 2.2 Create opportunities for engagement across departments within Enrollment Management to better understand one another's context and find areas to support each other's work.
- 2.3 Create opportunities for engagement with other University departments to learn about Gonzaga services and develop networks outside of Enrollment Management.
- 2.4 Provide Enrollment Management onboarding experiences to welcome colleagues into the work and ensure a supportive start to Gonzaga work.
- 2.5 Create opportunities for Gonzaga Graduate Students to engage with one another, meeting them where they are at (online or on campus).

Objectives

Objective 1: Enrollment Management Administration will create a climate survey with the help of Gonzaga's Organizational Development and Inclusive Excellence Offices. Administer and share feedback during AY2425 (academic year 2024-2025).

Objective 2: Enrollment Management Administration will create monthly education opportunities for colleagues to learn about the various roles within Enrollment Management and within the University beginning in AY2425.

Objective 3: An Enrollment Management Onboarding Committee will review and update current documentation as well as onboarding practices and expectations annually (beginning June of each year).

Objective 4: Survey and interview graduate students regarding programming that would support their progress and then execute a plan to test some programming.

Priority 3: Build capacity through education, training, and development.

The Enrollment Management Team aspires to increase the cultural fluency of its members. The EM Team seeks to increase the awareness, knowledge, skills, and abilities to engage interculturally, and understand how to adapt attitudes and behaviors to interact with and to serve more effectively individuals with diverse identities, backgrounds, and experiences.

Tactics & Actions

3.1 Enrollment Management is committed to ongoing professional development and intentional practices regarding diversity, equity, inclusion, belonging, and justice. Interactive training and education will be provided on conscious and unconscious bias, cultural intelligence, diversity, equity, inclusion, racism, and antiracism, as well as understanding privilege and oppression movements.

3.2 Enrollment Management position descriptions will include an expectation of and accountability for engaged education and participation in diversity, equity, inclusion, belonging and social justice efforts.

3.3 Enrollment Management will develop common language, use key terminologies, and stay current and engage best practices for diversity, equity, inclusion, and belonging initiatives within its areas of responsibility.

3.4 Enrollment Management will create a working team to coordinate diversity, equity, inclusiveness, and belonging efforts across areas of responsibility.

Objectives

Objective 1: Enrollment Management will encourage participation in SAGE Training, provide opportunities to learn about disability access, promote participation in the Inclusive Excellence Leadership Academy, and request education from DEIB experts at Gonzaga. (Annually)

Objective 2: Diversity, equity, inclusiveness, and belonging resources will be added to onboarding training manuals. New employees will be required to engage in ‘Diversity.edu’ or similar interactive training. (AY2425)

Objective 3: Enrollment Management will engage in an ‘All Hands’ session to create shared language and expectations. (AY2425)

Objective 4: The EM Inclusive Excellence Task Force will become an EM standing committee responsible for monitoring DEIB strategies, coordinating initiatives, and monitoring and communicating outcomes. (Annually beginning FY2425)

Priority 4: Strengthen and deepen community relations and partnerships.

Enrollment Management areas will engage community and industry partners with the goal of providing greater access to education. Working together, Enrollment Management areas will provide education, resources, and opportunities to broaden the impact of diversity equity, inclusion, belonging and social justice principles beyond the University. As a good partner, the Gonzaga Enrollment Management Team will commit to learning from those with whom we enter into relationships to better understand the needs of those we strive to serve.

Tactics & Actions

4.1 Enrollment Management, when engaging in organizational partnership work, will share its commitment to diversity, equity, inclusion and belonging initiatives (DEIB) and ask the prospective partner to share their commitment to DEIB initiatives.

4.2 Enrollment Management will collaborate with internal Gonzaga partners to understand their work and consider mutually beneficial opportunities.

4.3 Enrollment Management will seek corporate and community partners committed to DEIB efforts and access to education. EM will increase outreach to community organizations serving historically marginalized, underrepresented, and underserved populations throughout Washington state.

Objectives

Objective 1: EM will create a DEIB statement that EM can share with partners showing commitment to DEIB will be a key outcome goal. (AY2425)

Objective 2: EM will engage, learn from, then partner with Gonzaga service and academic departments to identify opportunities to jointly promote access opportunities. Examples for engagement include Disability Support Services, School of Education, Community Action, and Service Learning, etc. (AY2425)

Objective 3: EM will engage, learn from, then propose partnerships with regional organizations and businesses to promote access to education and meet the needs of regional historically marginalized, underrepresented, and underserved populations. Examples for engagement may include affinity and diversity groups (NAACP) as well as community colleges. (AY2526)

Priority 5: Develop infrastructure to assess, report, and ensure accountability.

Enrollment Management will engage metrics that assess progress made with each priority in the EM Inclusive Excellence Strategic Plan and the corresponding objectives. Metrics should advise strategic adjustments towards achieving objectives.

Tactics & Actions

5.1 In order to prioritize commitments to diversity, equity, inclusion, and belonging initiatives, EM will incorporate consistent, periodic assessments of progress towards objectives and share those with team members.

5.2 An Enrollment Management DEIB Standing Committee will be created and one or two representatives from each area will be appointed. The committee will work together to monitor progress, propose initiatives, and report outcomes to the entire EM team. (Quarterly)

5.3 Each year, a report on progress towards Enrollment Management's DEIB goals will be shared with the Office of Inclusive Excellence.

Objectives

Objective 1: The Enrollment Management Leadership Team will determine metrics to track progress on the Inclusive Excellence Strategic Plan priorities and objectives. The metrics plan will be reviewed by the EM DEIB Standing Committee, then implemented in each area as regular reporting. (AY2425)

Objective 2: The EM DEIB Standing Committee will meet quarterly; the head of each department will appoint a representative each summer. The EM DEIB Committee will create guidelines for its membership and its responsibilities in line with the spirit of the EM Inclusive Excellence Strategic Plan. (AY2425)

Objective 3: Each Enrollment Management area will report on progress towards objectives in the EM Inclusive Excellence Strategic Plan. (Annually)

Enrollment Management – Mission, Vision, Values

Mission Statement:

The Enrollment Management Team will collaborate to serve the University by attracting diverse students of promise to achieve optimal, sustainable, innovative enrollment in service of Gonzaga's mission and community.

Vision Statement:

An exemplary team informed and guided by best practices in the field to provide trustworthy, accountable, and effective service utilizing efficient processes to support enrollment.

Values Statement:

Enrollment Management champions the uniqueness of Gonzaga's academic programs with respect to their marketing, recruiting and admission goals and strategies. We are informed by quantitative and qualitative data and committed to operational efficiencies. Through timely, transparent, and flexible collaboration we provide a high-quality, student-centered experience.