

Inclusive Excellence Strategic Plan Gonzaga Marketing & Communications

Gonzaga University Marketing & Communications Inclusive Excellence Strategic Unit Plan Five-Year Strategic Objectives, Measures and FY [25] Actions

Preface: Inclusive Excellence Strategic Plan: Overview, Unit Mission, Vision, and Values, Planning Process, Data and Analysis

- I. Priority 1: Recruit, Retain, and Foster the Success of a Diverse Community
- II. Priority 4: Build Capacity through Education, Training, and Development
- III. Priority 5: Strengthen and Deepen Community Relations and Partnerships
- IV. Plans for Supporting, Tracking and Updating the Strategic Plan
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- VI. References

Preface: Inclusive Excellence Strategic Plan Overview

Selected text from President's Diversity Charge: In keeping with our Catholic, Jesuit and humanistic heritage and identity, Gonzaga University seeks to engage students, faculty, and staff in a culture of inclusive excellence that creates an exemplary learning community and fosters the holistic development of the whole person. From hiring and training of employees, to curriculum development and student activities, the work of inclusive excellence belongs to each and every one of us.

Diversity, Equity, and Inclusion Goals:

Diversity: *We are committed to maintaining an environment that supports and celebrates individual differences (e.g., personality, prior knowledge, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin and ability and cultural, political, religious or other affiliations).*

Equity: *We are committed to creating opportunities for historically underserved populations to have equal access to and participate in educational programs that can close the achievement gaps in student success and completion. We uphold values of equity, recognizing that all students, faculty, staff, administrators, and alumni should expect and enjoy a safe, healthy and fair learning and work environment.*

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Inclusion: *We are committed to the promotion, integration, and celebration of varying individual and group/social differences that advance the value placed on the dignity of the human person through holistic living, learning, and working environments. We are committed to the active practice of creating a sense of belonging for all individuals with respect to each person's values and traditions, beliefs, backgrounds, and ways of being. We hold ourselves accountable, recognizing the intentional and ongoing engagement with diversity in people, in the co-curriculum and in communities to serve the common good. viii*

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Preface. A. MarCom Mission

Amplify Gonzaga's brand and mission through strategic and creative expertise.

Preface. B. MarCom Vision

Establish Gonzaga as a premier academic institution accessible to any student, and a place where lifelong connections are created.

Preface. C. MarCom Values

We are committed to academic excellence and dedicated to the service of faith, justice and human dignity. We actively engage in our university and our community. We embrace the Jesuit legacy of inspired, confident, and innovative action.

Planning Process

Responsible Party: Vince Velonza/Jamie Aitken

Planning Lead(s): Vince Velonza/Jamie Aitken

Planning Team/Implementation Team/Working Groups: Grace McElligott, Melissa Jones, Jess Maiers, Jacque Swanson, Dan Nailen, Thea Skokan, Kurt Heimbigner, Ashley Martin, Tracy Culp

Planning Process Summary

Vince Velonza and Jamie Aitken are responsible for the planning, timeline, review and completion of the MarCom Strategic Plan. The MarCom department is assembled monthly to plan opportunities and deliverables, with SharePoint access for sharing of ideas. Sources of data include materials from OIE's Leadership Academy, the department's SAGE training, as well as Velonza's experience with organizational consultants [Beth Zemsky](#), [Intercultural Development Inventory](#), and [Intercultural Conflict Style Inventory](#).

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Data and Analysis: Key Findings

[describe data collection process and summarize key findings]

GU Marketing currently weaves DEIB practices into our internal practices and outward-facing work. Our data collection, sources, and analysis will be, in part, self-generated through audits of our current content and media and employee professional and development opportunities. Surveys on our marketing material performance for internal and external audiences will include an element of DEIB alignment in perception and reality over time.

**All strategic objectives and related actions will be pursued in accordance with university policies and local, state, and federal laws.*

I. Priority One: Recruit, Retain, and Foster the Success of a Diverse Community

Create a critical mass of exceptional and talented students, faculty 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, staff and faculty from underrepresented and underserved groups to join, stay and succeed at Gonzaga University.

I. A. Strategic Objectives and Measures of Success

We will amplify DEIB work internally, while being authentic in our visual marketing materials.

I. B. Action Planning Table with Details and Accountability

5-Year Strategic Objective	Measure(s) of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)	Associated IE Tactic(s)/ Action(s)*
We will amplify DEIB work internally, while being authentic in our visual marketing materials.	Amplify DEIB work internally, while being authentic in our visual marketing materials - authentic leadership. Accomplished by conducting a DEIB materials audit and producing a University guide to DEIB practices. (See Detailed Actions.)	Audit brand materials, social media, photo/video, web, etc. to ensure an accurate representation of campus diversity (the percentages of people of color at the school match what we produce). Developing a statement/guide to show what the	Grace McElligott, Melissa Jones, Jess Maiers, Jacque Swanson	Current diversity data.	1.1 1.2 1.5 1.10

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		university is doing in addressing DEI internally if there is feedback- Union between MarCom, HR, and leadership.	
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*Identify associated tactic/action from the Inclusive Excellence Strategic Plan

IV. Priority Four: Build Capacity through Education, Training, and Development

Gonzaga University aspires to increase all campus members’ cultural fluency and practices necessary to authentically embody the university’s educational mission. The university desires that community members have increased awareness, knowledge, skills and abilities to engage interculturally, and understand how to adapt attitudes and behaviors to interact more effectively with individuals with diverse identities, backgrounds and experiences.

IV. A. Strategic Objectives and Measures of Success

Five-Year Objectives and Key Results: (for Priority 4)

1. **Include DEIB in employee goals and reviews.**
2. **Build capacity for DEIB development for the department.**
3. **The Gonzaga Brand Guidelines will incorporate DEIB principles.**

IV. B. Action Planning Table with Details and Accountabilities

5-Year Strategic Objective	Measure(s) of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)	Associated IE Tactic(s)/ Action(s)*
Increase DEIB practice into employee performance plans for the next 5-year period.	Employees will fold a minimum of one DEIB practice (see Detailed Actions) into their performance plans in Years 1 and 2. This will expand to a minimum of two practices in Years 3-5. Additionally, continue the tradition of sharing learnings with group by presenting	At least one DEIB opportunity is included in individual annual performance plans. These can include (but are not limited to): on-campus events, off-campus events, trainings, reading a book, listening to a podcast.	Individual staff and their supervisors.	Employees will communicate with supervisor about using working hours to complete said goals. Supervisor will be responsible for supporting the work. If the opportunity is outside of working hours, employee to communicate with	4.2

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	findings at staff meetings, Monday meetings, department email, etc. Also share upcoming events/DEIB opportunities with group.			and work with supervisor to flex hours as needed.	
We will engage two speakers per year for next five years (planning on one per semester) over the next five years.	Build capacity for DEIB development for the department through ongoing professional development opportunities that lead to improved skills and knowledge to execute DEIB practices.	Guest speakers at MarCom meetings from campus and community groups (SCAR, Feast World Kitchen, etc.) working in DEI spaces. Taking place either at MarCom or off campus, either during lunch hour or during a Last Thursday dedicated time. Scheduling will often depend on guest speakers. Potential Guest Speakers: OIE, Lincoln Center, Black Lens editor, Head of local NAACP, Head of minority business community. MarComm host a campus event tied to civil discourse with multiple visitors. Put together a campus or MarComm in service conference utilizing various groups and initiatives (IELA, Student club leaders of BSU, AAU, ALAS, etc., Underrepresented groups from throughout campus. Student, faculty,	Dan Nailen, Thea Skokan, Vince Velonza in charge of booking	Meeting room space. Calendar time during work hours Possible budget to host or co-host a speaker. Possible budget to host a lunch or coffee.	4.1

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		leadership) to reflect on MarCom’s work.			
Incorporate DEIB principles into our Gonzaga Brand Guidelines so that Marketing sees an increased alignment in perception and reality over time.	<p>Survey first-year students to evaluate if their experience at GU aligns with their expectations based on the marketing materials they received before becoming a student. This survey could happen every year so we can establish a baseline and measure progress. The goal would be to see increased alignment in perception and reality over time.</p> <p>Survey GU staff and faculty to evaluate how well they feel DEIB is integrated into our external messages and visual communications. This survey would also happen annually to track progress and gain insights for improvement.</p>	<p>Create a DEIB glossary and writing guide, along with photography guidelines, to be included in the Gonzaga University Brand Guidelines. To determine the DEIB terms and topics that should be included in the glossary and writing guide, the OIE strategic plan glossary and advice from the OIE staff can be used as a starting point. We can form a small committee or taskforce to research what other universities are doing in this area for inspiration. To craft the photography guidelines, discussions would need to take place with key partners such as OIE, Enrollment Management and others to determine how DEIB can be appropriately represented in writing/marketing materials to best align with the current and desired states of the University.</p>	Kurt Heimbigner, Ashley Martin, Tracy Culp		4.7, 4.9

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*Identify associated tactic/action from the Inclusive Excellence Strategic Plan

V. Priority Five: Strengthen and Deepen Community Relations and Partnerships

Engage community partners and provide education, resources and opportunities to broaden the impact of diversity, equity, inclusion, belonging and social justice principles beyond the university. Leverage Gonzaga’s mission, values and identity as a Catholic, Jesuit, liberal arts university to engage the community. Strengthen the links between the University and community. Foster community relationships and partnerships that improve outcomes and sense of belonging for university members in the surrounding community and reduce disparities for historically underrepresented groups and underserved populations at Gonzaga University and in the Spokane region, Washington state, nationally and globally.

V. A. Strategic Objectives and Measures of Success

Five-Year Objectives and Key Results: (for Priority 5)

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1. Increase partnerships with community organizations.

V. B. Action Planning Table with Details and Accountabilities

5-Year Strategic Objective	Measure(s) of Success	Detailed Actions Planned (measurable, specific)	Group/ persons accountable	Resources needed (if applicable)	Associated IE Tactic(s)/ Action(s)*
Increase volunteer participation to a minimum of three times a year as a team in a community project.	Each MarCom staff member volunteers at least one event. Will have about 6-7 participants at each event.	Volunteer with community organizations to support their needs. Create schedule of community projects, assign lead, execute. Possible volunteer opportunities: CCE: Opportunity Northeast community unity meal or Family Haven, Lands Council: Climate Justice tree planting in areas that are in low-income neighborhoods, Christmas Bureau, Odyssey Pride Center, Refugee and Immigrant Connections	Peter Dunau, Kate Vanskike, Zack Berlat, Ryan Arneson	Employees may use community service and personal time to help fulfill this goal	5.2, 5.6, 5.7, 5.8

*Identify associated tactic/action from the Inclusive Excellence Strategic Plan