PREAMBLE

I am pleased to submit the Division of Student Affairs' 2023-2028 Inclusive Excellence Action Plan. The spirit of what we aim to accomplish with this plan is nothing less than creating intentional and sustainable structures that prioritize diversity, equity, inclusion and belonging to ensure that we can deliver on our mission of providing an unparalleled experience for UVM students.

When we set out on this work in the summer of 2022, our intention was to develop a dynamic, foundational, and structured DEI plan where everyone in our division could see their contributions and their needs reflected in the goals we set. We acknowledge the likelihood of adjusting our plan at intervals, as our goals evolve and become loftier. This will help ensure that our top priorities stay current and relevant.

I express sincere gratitude to the Inclusive Excellence Committee members: Elliot Ruggles, Amy Boyd Austin, Shannon Hodgson, Jennifer Phillips, Jeff Rettew, Perri Schodorf, Mimi Sperl, Carly Schneider and Joe Russell, who undertook this work and devoted significant time and effort despite continued understaffing challenges.

Divisional leadership reviewed and helped shape the plan, as did content/area owners and campus experts on several of the topics included; divisional staff were also invited to provide feedback. Our collective effort is to ensure that each goal is specific, measurable, attainable, relevant, and time bound. Our next action will be to develop a shared digital space where everyone in our division can access the plan, along with an internal tracking mechanism. The success of our efforts will depend on the continued engagement of all of us in the Division of Student affairs.

Finally, I wish to name and honor the prior work of Student Affairs staff and leaders, whose vision for and dedication to the work of creating a just society were undertaken with sincerity and excellence. We stand on their shoulders.

Erica Caloiero (she/her)
Vice Provost for Student Affairs

INCLUSIVE EXCELLENCE ACTION PLAN

2023-2028

The Division of Student Affairs (DOSA) is committed to inclusive excellence and upholding the values of racial and social justice. For over 15 years, DOSA has intentionally worked to increase racial, gender, and sexual orientation diversity within the division's professional staff and leadership, as well as improve the experiences of historically marginalized groups across campus.

This 2023-2028 Inclusive Excellence Action plan was developed in alignment with the University of Vermont's strategic goal to *"build a diverse and globally aware university community sustained by an inclusive, supportive, and just campus climate".* This plan highlights six overarching areas and outlines specific strategic goals and actions intended to further advance DOSA's strategic commitment to Diversity, Equity and Inclusion and Belonging (DEIB) and direct efforts to the creation of opportunities that enhance student and staff experiences.

The six areas of this Inclusive Excellence plan are:
- A. Integrative and Co-Curricular Learning
- B. Staff Recruitment and Retention
- C. Staff Professional Development
- D. Accessibility
- E. International Inclusion and Global Education
- F. Infrastructure and Operational Sustainability

The areas and the corresponding strategic goals detailed below were advanced using several data sources which include: the 2022 UVM Student and Staff Campus Climate Survey, UVM annual six-week survey, DOSA assessments and the UVM Strategic enrollment plan. A SMART and RACI framework (Appendix A) was adopted to identify deliverables, assign roles and responsibilities to individual staff, and establish timelines, in an effort to facilitate the integrated implementation and assessment of the plan's expected outcomes and intended impacts.

A. Integrative and Co-Curricular Learning

Goal 1: Incorporate DEI practices into all DOSA student programming.
Actions:
1. Identify all DOSA lead student programmers.
2. Host focus groups with programmers to identify areas of need and interest for trainings.
3. Use CDCI example to create a checklist for DOSA programmers.
4. Develop DEI rubric to assess new and recurring programs with intersectional lens to identify DEI-content gaps.
5. Provide inclusive program development training to staff and student programmers.

Goal 2: Create and offer robust and strategic life-skills programming to students.
Actions:
1. Produce a categorized inventory of current student-centered life-skills programming offered.
2. Create a menu of offerings in which students can participate and engage.
3. Develop an assessment process for the life-skills programs offered and request student feedback.

Goal 3: Establish partnerships with key Recognized Student Organizations (RSOs) to develop and host life-skills programming work for the greater UVM student body.

Actions:
1. Conduct a survey of student clubs to establish how student needs are being met and what the additional needs are (training, resources, connections, etc.).
2. Identify areas of opportunity to increase student participation.
3. Foster collaborations between RSOs and identity centers.
4. Promote and support student clubs using communications tools and plans (websites, social media, etc.).
5. Develop an assessment tool to collect and analyze qualitative data regarding club engagement.

B. **Staff Recruitment and Retention**

Goal 1: Conduct affirmative, accessible, and successful staff searches.

Actions:
1. Design and deliver training for hiring officials and search chairs with the explicit integration of resources, tools and processes specific to DEI, affirmative hiring, and equitable practices.
2. Communicate availability of DEI/affirmative hiring resources and processes for all DOSA staff to use during search/recruiting.
3. Ensure search chairs and hiring officials include DEI trainings/resources into each search so that all committee members are aware of and incorporating those values and practices effectively.
4. Develop an assessment plan for processes, experience (candidate and search participants), and outcomes.
5. Deliver report about revamped DOSA search process including analysis of assessment data and recommendations for future improvements; share with DOSA.
6. Provide dedicated ongoing support to hiring officials and search committees.
7. Deliver trainings for new hires and refreshers at least twice annually.

Goal 2: Deliver a welcoming, inclusive, and accessible staff onboarding experience.

Actions:
1. Research accessible and best practices for inclusive onboarding strategies.
2. Conduct a baseline of existing practices and collect feedback from recent hires and supervisors of recent hires about experience and desires.
3. Design and deliver customizable framework for onboarding with tools and resources specifically related to topics of identity and accessibility including:
   a. Accommodation and accessibility support for staff;
   b. Employee wellness resources and support;
   c. Information about Abenaki and Vermont indigenous communities; and
   d. Cultural resource guide.
4. Include supplemental resources/processes for positions that have duties such as: Supervision, Financial oversight/decision-making, HR, and Event planning for students and staff.
5. Develop an onboarding assessment plan.
6. Customize onboarding process(es) by department/team for their unique needs.

7. Establish expectations of supervisors and leadership staff to support/participate in revamped onboarding processes.
8. Implement onboarding process with all new hires.
9. Deliver report about revamped DOSA onboarding process including analysis of assessment data and recommendations for future improvements; share with DOSA.
10. Equip DOSA staff with the developed onboarding framework and the appropriate tools.

Goal 3: Establish a mentoring/coaching program for new staff post-probation.
 Actions:
1. Conduct an evaluation of interest across the Division for new staff mentorship program.
2. Provide logistics to compensate mentor volunteers (ex. prof dev certificate, special skills, recognition).
3. Create an oversight committee tasked to create structure and goals for mentorships/coaching.
4. Create a calendar of events or opportunities for mentorship recognition and connection.
5. Kick off mentorship program for pilot semester.
6. Conduct process assessment and solicit feedback from mentees and mentors/coaches.

C. Staff Professional Development
   Goal 1: Deliver a DEI training curriculum for DOSA.
    Actions:
1. Develop an effective training curriculum based on best practices and in consultation with VPDEI staff and outside organizations.
2. Identify internal and external speakers and trainings that can address DEI knowledge gaps.
3. Assess the efficacy and impact of the training curriculum using staff feedback.
4. Improve and update curriculum based on impact assessments.

   Goal 2: Utilize internal expertise and talent who can participate in DEI curriculum content delivery.
    Actions:
1. Develop requirements for involving qualified staff into training curriculum, including position descriptions, financial compensation, and workloads.
2. Identify and produce a list of existing and available trainings that can be led by qualified UVM staff.
3. Review list of trainings and identify gaps and opportunities in current qualifications and capacity of staff.
4. Identify internal and external speakers and trainings that can address training gaps identified.

D. Accessibility
   Goal 1: Foster awareness and understanding of physical accessibility needs of all DOSA facilities and spaces to facilitate reasonable accommodations for meetings and events.
    Actions:
1. Determine institutional point of contact and responsibility for physical accessibility on campus to enable the review of existing inventory needs in DOSA-controlled spaces.
2. Create a list of all DOSA spaces used for community gatherings, including large conference rooms, lounges, and multi-purpose spaces.

3. Conduct staff and select student group survey for accessibility issues in the above spaces.
4. Host preliminary meetings with the Center for Disability and Community Inclusion for recommendation and best practices.

Goal 2: Ensure availability of gender inclusive Residential Life facilities and spaces.
Actions:
1. Conduct a review of all bathroom facilities within each residential building.
2. Conduct research on housing best practices for gender inclusive restroom availability.
3. Host meetings with area experts (CDCI, ADA) to develop action items for filling gaps and transforming spaces.

Goal 3: Utilize accessibility services and options at all large-scale, open-invite DOSA student, family, and staff events.
Actions:
1. Explore Student Life practices for providing interpreter services at large-scale events.
2. Institute divisional practice for interpreter services at large-scale student programming events.
3. Share divisional practices with relevant student groups and the community.
4. Share this information more broadly with DOSA staff and all students.

Goal 4: Establish an inclusive environment for wide variety of neuro-diverse community members.
Actions:
1. Conduct a review of DOSA offerings and practices relative to the creation of resources and training materials related to neurodiverse experiences.
2. Develop partnerships with a university or external expert to review DOSA practices and operations in relation to cognitive accessibility to understand and develop a framework for provision of services for the neuro-diverse community members.

E. International Inclusion and Global Education

Goal 1: Offer Divisional training in multicultural communication skills with cultural humility framework.
Actions:
1. Design a multicultural communication curriculum.
2. Create an oversight Committee for divisional training on multicultural communication skills.
3. Conduct an assessment to evaluate the improvement in multicultural communication skills over time.
1. Create a mechanism to share feedback received back to the clubs and to DSPC.

Goal 2: Establish partnerships with key student groups to further community understanding and intergroup dialogue.
Actions:
1. Host Intergroup dialogue meetings with key student groups.
2. Create safe spaces that foster Intergroup dialogue.

Goal 3: Incorporate UVM's Land acknowledgment into physical spaces of VPDOS, Residential Life, Davis Center, Student Conduct, Living Well, OSCR, and others.
Actions:

1. Create a budget for the overall project.
2. Develop and deliver a print asset design with input from communicators/office managers.
3. Identify locations for the display of the printed signages.
4. Develop and deliver conversational framework or reinforcement opportunity for discussion about this acknowledgement.

Goal 4: Establish stronger relationships with international students and internationally oriented clubs.
Actions:
2. Create a list of active student organizations focused on international inclusion and global education.
3. Create a schedule for VPSA to meet with International Student Clubs each semester to build rapport and connection, and to better understand needs and gaps.
4. Develop an assessment plan to garner feedback from international students.

Goal 5: Establish partnerships with College of Arts and Sciences to host recurring cultural and/or language exchange events for students.
Actions:
1. Global Connections LC team to inventory and document previous partnerships with Campus Programs and Student Life areas on major events.
2. Global Connections team to inventory all major events and projects provided to LC students throughout 2020-2023 years. Utilize this information to identify gaps in offerings and potential ideas for outside collaboration.
3. Campus programs to utilize incoming student data to evaluate and determine potential interest areas and programming opportunities.
4. Campus Programs to provide DSPC information on larger fall event with African Student Association (ASA).

Goal 6: Establish partnerships with International Education (OIE) and Division of Diversity, Equity, and Inclusion (DEI) to build out practice of acknowledging important global holidays for students on social media and via email.
Actions:
1. Use DEI list of important cultural and/or religious observances and holidays to foster a culturally sensitive and inclusive environment.
2. Establish a working group to develop an overall action plan and editorial calendar, social media process and feedback sharing.
3. Use OIE's perspective to foster student engagement.
4. Develop, in consultation with DEI, messaging for throughout the calendar year (who, when).
5. Implement official practice.

Goal 7: Expand and offer a robust internationally and multi-culturally inclusive dining experience for campus community.
Actions:
1. UVM Dining to implement partnerships/frameworks with respect to diverse identities acknowledged/supported via the dining program.
2. Using review feedback from international student survey, Dining to promote collaboration with International Student clubs and SGA (ambassador/student employment).

3. Promote partnerships with food vendors/trucks to create a more globally inclusive dining experience for students.
4. Develop a framework for programming with internationally inclusive vendors and support diverse local BIPOC owned businesses and farmers.
5. UVM Dining to explore and prioritize Food Fleet vendors.
6. Relaunch live Global Chef program.
7. Dining to engage with DEI Division on including Dining locations in cultural resource guide.
8. Review University policy surrounding off-campus food vendors (UES).
9. Generate list of BIPOC/international cuisine caterers/vendors. Use list for event planning/ Create process for updating vendor list.

F.   Leadership Accountability and Operational Sustainability

Goal 1: Demonstrate ethical leadership in the management of the Division.
Actions:
1. Use UVM Climate Survey data to identify areas that can improve the impact of Divisional leadership.
2. Research best practices to deliver equitable decision-making and leadership strategies.
3. Clarify, recommit, or implement new approaches.
4. Organize and deliver surveying tools including focus groups, survey, and one-on-one conversations with DOSA staff members of all levels.
5. Define and map DOSA management roles and decision-making roles to identify how, when, and where decision-making happens as well as who is represented in decision-making.
6. Include annual supervisor-led reflection of participant learning on DEI and leadership praxis.
7. Develop an assessment process and request feedback to facilitate the identification of priorities that potential trainings may support.
8. Identify available training resources on ethical leadership, complete trainings and outline new practices.
9. Facilitate mechanisms through which participants report to departmental leadership their key takeaways and implementation plans.

Goal 2: Ensure that DOSA internal communication strategies include timely and relevant information about DEI resources, events, and institutional priorities.
Actions:
1. Develop communications platforms and processes for sharing information with DOSA staff including: SharePoint, Teams, Listservs and Events.
2. Develop divisional internal editorial calendar.
3. Identify best practices for who delivers what kind of content (supervisors, Directors, divisional staff).
4. Deliver timely communications through a variety of strategies. Include campus partners such as Class & Comp, DDEI, SAS, OGC, to share timely and routine updates.
5. Assess and build staff awareness of how to get information about DOSA and UVM staff resources related to DEI, accessibility, wellness.

Goal 3: Build organizational resilience.
Actions:

1. Develop a divisional strategic plan that is informed by diversity, equity and inclusion principles in the areas of succession planning, staff morale, communication, assessment, continuity of operations, capital planning and resource allocation.
2. Develop an inventory list of areas of functioning that impact DOSA, and the nature of involvement in DEI-focused change.
3. Create a mechanism to share and avail this list such as on the DOSA SharePoint.

Goal 4: Elevate DEI work that DOSA has done internally and externally.
Actions:
1. Develop an inventory to promote and increase the visibility of DEI work that is done across DOSA.
2. Promote visibility and recognition of staff whose work contributes to DEI efforts through awards.
3. Assess progress on DEI efforts and share this information with DOSA staff and all students in a divisional shared space.

A. SMART and RACI Framework

Integrative and Co-Curricular Learning

Goal 1. Incorporate DEI practices into all DOSA student programming	**Responsible**: Lead DOSA programmers, DSPC, Strategic Initiatives and DEI Coordinator. **Accountable**: Director of Residential Life; Director of Student Life; Medical Director; Mental Health & Outreach Director	**Consulted**: DSCR; VPDEI, CDCI. **Informed**: DOSA Programmers; Share to other campus programmers as a resource.	**Timeline:** Mid-August 2023 Trainings held between 2023-2024 to prepare for kick off in August 2024	**Measurable**: A checklist for all DOSA programming.
Goal 2. Create robust and strategic offering of life-skills programming for students	**Responsible:** Strategic Initiatives and DEI Coordinator **Accountable**: Vice Provost for Student Affairs; Director of Residential Life; Director of Student Life	**Consulted**: All DOSA, collaborators and campus partners, Academic units **Informed**: DOSA Exec team to identify what else needs to be added; students to know what is offered	**Timeline:** May 2024	**Measurable**: A fully realized plan, website, and communications strategy

Goal 3. Establish partnerships with key Recognized Student Organizations (RSOs) to develop and host life-skills programming work for the greater UVM student body	**Responsible:** Assoc. Director of Student Life **Accountable:** Director of Student Life	**Consulted:** SGA, Identity centers, Strategic Communications Manager **Informed:** Students, clubs, SGA	**Timeline:** December 1, 2024	**Measurable:** A summary or report of findings.
Staff Recruitment and Retention				
Goal 1. Conduct affirmative, accessible, and successful searches.	**Responsible:** DOSA Business Management Team; hiring officials. **Accountable:** DOSA Director of Business Operations	**Consulted:** HRS, hiring officials, search chairs. **Informed:** DOSA Exec	**Timeline:** • Initial roll out March 2023 • Initial assessment by March 2024 • Training for hiring officials and search chairs at least twice yearly. • Ongoing assessment and improvement of training and materials.	**Measurable:** • Staff satisfaction with experience (baseline, improvements) • # of trainings, # of staff trained • Hiring data (timelines, # successful vs failed searches, demographics in pools) • Candidate satisfaction with experience (baseline, improvements)

Goal 2. Deliver a welcoming, inclusive, and accessible staff onboarding experience.	**Responsible:** DOSA Business Management Team; hiring officials. **Accountable:** DOSA Director of Business Operations	**Consulted:** HRS, DOSA Executive **Informed:** All DOSA Staff, HRS	**Timeline:** • DOSA framework by March 2023 • Department customization by June 2023 • Roll out starting July 2023 • Ongoing assessment and improvement.	**Measurable:** • Staff satisfaction with experience (baseline, improvements) • Increase in resources provided. • Increase in staff knowledge of resources, values, missions, context (baseline, change) • Increase in probationary review meetings from (infrequent) to (100%). • Decrease in LER involvement/grievances during or related to onboarding.
Goal 3. Establish a mentoring/coaching program for new staff post-probation.	**Responsible:** DOSA Business Management Team **Accountable:** Director of Business Operations	**Consulted:** VPDEI Office. **Informed:** DOSA staff	**Timeline:** July 2024	**Measurable:** Number of mentorships and coaching carried out.
Staff Professional Development				

Goal 1. Deliver an annual DEI training curriculum for DOSA.	**Responsible:** DEI Strategic Planning Committee **Accountable**: Strategic Initiatives and DEI Coordinator	**Consulted**: VPDEI Office Keith Edwards to train committee on curricular approach. **Informed**: DOSA staff	**Timeline:** July 2024	**Measurable**: A DEI training plan, the number of trainings implemented, and the number of assessments completed.
Goal 2. Utilize internal expertise and talent who can participate in content delivery.	**Responsible:** DEI Strategic Planning Committee **Accountable**: Strategic Initiatives and DEI Coordinator	**Consulted**: VPDEI Office Keith Edwards to train committee on curricular approach. **Informed**: DOSA staff	**Timeline:** July 2024	**Measurable**: Number of trainings facilitated by Internal staff
Accessibility				

Goal 1. Awareness of physical accessibility needs of all DOSA facilities and spaces.	Responsible: DSPC Accountable: Strategic Initiatives and DEI Coordinator	Consulted: ADA Coordinator Informed: DSPC/DOSA executive	Timeline: Spring 2024 beginning January 2024 through June 1	Measurable: A report on physical accessibility of all DOSA facilities and spaces
Goal 2. Ensure availability of gender inclusive DOSA facilities and spaces.	Responsible: Associate Director of Facilities; DSPC Accountable: Residential Life Director	Consulted: ADA Coordinator; CDCI; Director Prism Center; Physical Plant Department Informed: Residential Life staff; Residential students	Timeline: December 2023	Measurable: An inventory of gender inclusive bathrooms.
Goal 3. Utilize accessibility services and options at large-scale, open-invite DOSA student, family, and staff events.	Responsible: Event Planners Accountable: Director of Business Operations; Director of Student Life	Consulted: SAS/CDCI Informed:	Timeline: Three-month project	Measurable: • Availability of accessibility options • Large-scale DOSA events with interpreter services. • Clearly disseminated information sent to stakeholders on a regular basis.
Goal 4. Establish an inclusive environment for wide variety of neuro-diverse community members.	Responsible: Strategic Initiatives and DEI Coordinator Accountable: VPSA	Consulted: AAEO/SAS Informed: DOSA executive, DOSA staff supervisors	Timeline: Spring 2024 beginning January 2024 through June 1	Measurable: • A report about DOSA spaces and practices. • Accessible Resources and information for supervisors to improve practices.
International Inclusion and Global Education				

Goal	Responsible / Accountable	Consulted / Informed	Timeline	Measurable
Goal 1. Offer Divisional training in multicultural communication skills with cultural humility framework.	**Responsible:** Divisional working group or committee **Accountable**: Strategic Initiatives and DEI Coordinator, with input from CPSA	**Consulted:** VPSA; DOSA Exec; DSPC & VPDEI **Informed:** DOSA staff	**Timeline:** 1. Form committee by September 1, 2023 2. Begin curriculum design through May 1, 2024. 3. Ongoing, AY 23-24 Planning, AY 24-25	**Measurable:** • Representation from across the division. • Trainings and learning activities implemented.
Goal 2. Establish partnerships with key student groups to further community understanding and intergroup dialogue.	**Responsible:** Associate Director of Residential Experience **Accountable**: Residential Life Director	**Consulted**: DOSA Exec and input from the Division via representatives on committee & VPDEI Office **Informed**: VPSA	**Timeline:** Ongoing, AY 23-24 Planning, AY 24-25	**Measurable:** • Intergroup dialogues held.
Goal 3. Incorporate UVM's Land acknowledgment into physical spaces of VPDOS, Residential Life, Davis Center, Student Conduct, Living Well, OSCR, and others.	**Responsible:** Office Managers **Accountable**: Department Directors	**Consulted**: Strategic Communications Manager, UVM Studios for design support **Informed**: DOSA staff	**Timeline:** Ongoing, AY 23-24 Planning, AY 24-25	**Measurable**: • locations for the display of the printed signages
Goal 4. Establish stronger relationships with international students and internationally oriented clubs	**Responsible:** Executive Assistant to the VPSA; Strategic Initiatives and DEI Coordinator **Accountable**: VPSA	**Consulted**: Student Government Association; Director of International Education, International Education Office **Informed**: DOSA staff, students	**Timeline:** Meetings begin September 2023	**Measurable**: • Feedback collected from international students. • Data collected is shared to student affairs stakeholders.

Goal 5. Establish partnerships with College of Arts and Sciences to host recurring cultural and/or language exchange events for students	**Responsible**: Assistant Director for Campus Programs; Global Connections LC Director **Accountable**: Director of Student Life; Associate Director of Learning Communities	**Consulted**: Assoc. Director of Student Life; Director of International Education; School of World Languages and Cultures (SWLC) leadership **Informed**: DOSA executive, DDDC students	**Timeline**: First event hosted during Fall 2023 or Spring 2024 semesters.	**Measurable**: One hosted event per year.
Goal 6. Establish partnerships with International Education (OIE) and Division of Diversity, Equity, and Inclusion (DEI) to build out practice of acknowledging important global holidays for students on social media and via email.	**Responsible**: Strategic Communications Managers for DOSA and DDEI **Accountable**: VPSA; VPDEI; Joel Seligman	**Consulted**: International students; Director of the Interfaith Center. Director of International Education **Informed**: UVM community	**Timeline**: Plan prepared for September 2024 kick off	**Measurable**: One hosted event per year.
Goal 7. Expand and offer robust internationally and multi-culturally inclusive dining experience for campus community	**Responsible**: Director of UVM Dining, Strategic Initiatives and DEI Coordinator **Accountable**: Director of UVM Dining, VPSA	**Consulted**: International students; International Education Office; Finance and Administration (policy-related) **Informed**: UVM community; Outside vendors	**Timeline**: Plan prepared for Spring 2024 kick off	**Measurable**: Internationally and multi-culturally inclusive meal plan.

Leadership Accountability and Operational Sustainability

Goal 1. Demonstrate ethical leadership in the management of the Division.	**Responsible:** **DOSA Exec** **Accountable:** **VPSA**	**Consulted**: All DOSA managers; VPDEI **Informed**: DOSA staff	**Timeline:** Research begins January 2024 Training begins July 2024 through December 2024	**Measurable**: • Documentation of completed training and publicly available on internal divisional sharing site. • Annual supervisor-led reflection on how participant learning impacts DEI and leadership praxis.
Goal 2. Ensure that DOSA internal communication strategies include timely and relevant information about DEI resources, events, and institutional priorities.	**Responsible:** Strategic Communications Manager, Director of Business Operations **Accountable**: DOSA Directors and VPSA	**Consulted**: Strategic Comms **Informed**: DOSA staff	**Timeline:** SharePoint launch May 2023 Editorial calendar Sept 2023	**Measurable**: • Attendance at DOSA events • Communication materials delivered.
Goal 3. Build organizational resilience.	**Responsible:** DOSA Exec **Accountable**: VPSA	**Consulted**: All DOSA managers; VPDEI **Informed**: DOSA staff	**Timeline:** Ongoing, AY 23-24 Planning, AY 24-25	**Measurable**: DOSA Strategic plan.
Goal 4. Elevate DEI efforts that DOSA has done internally and externally.	**Responsible:** Strategic Initiatives and DEI Coordinator **Accountable**: VPSA	**Consulted**: DOSA Exec, VPDEI **Informed**: DOSA staff	**Timeline:** Annually	**Measurable**: • DEI reports. • Staff recognitions