Office of Institute Diversity

Strategic Plan

Achieving Inclusive Excellence
Diversity, equity, and inclusion are fundamental values within the Georgia Tech community. The Office of Institute Diversity (OID) was established in 2010 to provide leadership and support for Georgia Tech’s commitment to pursue excellence and embrace and leverage diversity in all of its forms. Achieving our goal of inclusion and excellence requires all of us to engage, support, and collaborate as “One Georgia Tech.”

Achieving our aspirations also requires proactive measures to recruit, develop, retain, and engage a cadre of students, faculty, and staff whose diverse backgrounds, perspectives, interests, and talents will help us create a campus community that exemplifies the best in all of us. Therefore, we, at OID, have developed a strategic plan that will help us to propel the Institution toward inclusive excellence. (Toward a Model of Inclusive Excellence in Postsecondary Institutions, Williams, D.A., Berber, J.B., and McClendon, S.A., 2005)

Our plan, which aligns with the Georgia Tech Strategic Plan, is intended to be a living document and will evolve as the Institute embeds and practices inclusive excellence in all aspects of Georgia Tech’s culture. We will periodically return to this plan to examine our progress and measure our success.

On behalf of everyone who has helped develop this plan, I invite you to join in the journey!

Sincerely,

Archie W. Ervin

Archie W. Ervin, Ph.D.
Vice President and Chief Diversity Officer
Office of Institute Diversity
Georgia Institute of Technology
The Planning Process

In the fall of 2013, the OID invited its staff, as well as faculty, students, and other campus stakeholders to participate in an internal and external environmental assessment survey. Data collected through this survey helped inform OID’s strategic planning process. Individuals who were invited to complete the survey were also invited to participate in the strategic planning process, which commenced with a one-day retreat. Almost 40 participants were in attendance. Vice President Archie Ervin set the context and provided a charge for the planning process. Participants heard presentations on how the OID strategic plan will align with the Institute’s Strategic Plan and guiding principles; a review of the data collected through the environmental assessment; and a preliminary overview of the Institute’s Climate Survey results.

Retreat participants were separated into six groups formed around a set of predetermined goal areas. Over the course of several months, these working groups researched, developed, and vetted the content around each of these goals and provided input into the mission and vision statements for the OID. The draft plan was presented to OID’s stakeholders and Institute leadership for feedback and refinement prior to final publication.

Vision and Mission

The Georgia Tech Strategic Plan, “Designing the Future: A Strategic Vision and Plan” has established a 25-year blueprint to guide the Institute’s efforts to shape and influence the future as a leading technological university in the 21st century. Our enduring values of integrity, excellence, impact, innovation, entrepreneurship, leadership, and community are strengths that we build upon to achieve our aspirations for the future. With this in mind, the OID aspires to achieve the following vision through our stated mission:

Vision

The Office of Institute Diversity will be Georgia Tech’s leader in advancing a culture of inclusive excellence that will be exemplified by:

- A welcoming, diverse, and inclusive culture.
- Mutual respect among faculty, staff, and students.
- Diverse backgrounds, perspectives, and intellectual pursuits.
- A shared responsibility of academic excellence and equity.

Mission

The Office of Institute Diversity will support and advance the attainment of a diverse, inclusive, and equitable community by promoting inclusive excellence strategies in Georgia Tech’s teaching, research, recruitment, hiring and promotion, and service endeavors.
GOAL 1: Promote an Inclusive, Welcoming, and Supportive Campus Community and Climate.

The Georgia Tech Strategic Plan states: “We aspire to be an Institute that pursues excellence and embraces and leverages diversity in all of its forms.” In the years ahead, we must continue to enhance a culture of collegiality, close collaboration, global perspectives, intercultural sensitivity and respect, and thoughtful interactions among a diverse community of scholars that includes all our students, faculty, staff, and alumni.

Strategy 1: Lead and support diversity, equity, and inclusion efforts at Georgia Tech.

Supporting Initiatives:

- Develop a centralized Web-based portal consolidating diversity-related information, programs, policies, events, and contact information for Georgia Tech stakeholders and beyond.
- Implement regular mechanisms for reporting on OID initiatives and progress.

Strategy 2: Position OID as the primary communicator of the Institute’s aspirations, vision, mission, and commitment to diversity, equity, and inclusion.

Supporting Initiatives:

- Promote innovative diversity, inclusion, and equity initiatives in curricula and co-curricular experiences at Georgia Tech.
- Create programs that enhance intercultural and global learning and competencies for faculty, staff, and student communities.
- Provide and support educational and cultural celebratory events for students, faculty, staff, and the community that recognize and honor diversity and inclusion.
GOAL 2: Enhance Georgia Tech’s Diversity, Equity, and Inclusion Goals and Outcomes through Effective Practices.

Identify best practices in place at Georgia Tech that enhance our diversity, equity, and inclusion outcomes, and establish an Institute-level forum for the sharing of such practices in order to effectively maintain our national leadership position among science, technology, engineering, and mathematics (STEM) institutions.

Strategy 1: Ensure the effective communication of policies and procedures that enhance diversity, equity, and inclusion and support the recruitment, development, retention, and engagement of a diverse cadre of students, faculty, and staff.

Supporting Initiatives:
- Enhance OID’s website to ensure access to innovative and up-to-date resources on diversity, equity, and inclusion policies and practices.
- Implement creative communications methods to help install an understanding of the Institute’s policies and practices.
- Collaborate with campus units that are responsible for policy development and adherence in order to facilitate consistent and effective communications.

Strategy 2: Serve as a resource for Georgia Tech and the community by offering advice and counsel on how to effectively design and implement policies and procedures that enhance diversity, equity, and inclusion.

Supporting Initiatives:
- Conduct ongoing internal and external benchmarking with peer institutions.
- Build campus partnerships to share best practices, policies, and processes.
- Provide leadership for the Institute’s diversity and inclusion compliance roles and responsibilities.

Strategy 3: Position Georgia Tech as the leading university in the area of policies and procedures that enhance diversity, equity, and inclusion.

Supporting Initiatives:
- Document and disseminate Georgia Tech’s progress in aligning policies and practices to enhance diversity, equity, and inclusion.
- Position Georgia Tech as a national leader in best practices for meeting and exceeding Title IX, ADA, Equal Opportunity, and other federal and state laws that impact our community.
GOAL 3: Enhance the Capacity for Equity in Student Performance, Retention, and Success.

Achieving parity in student performance, retention, and success for underperforming student cohorts remains an important strategy in the pursuit of inclusive excellence. We must continue to identify the factors that promote student performance, retention, and success and commit resources to implement strategies that will reduce or eliminate disparities among student cohorts at Georgia Tech.

Strategy 1: Align current Institute diversity programs in order to maximize services, resources, and efforts designed to improve retention and performance of diverse populations.

Supporting Initiatives:
- Create and develop the Center for Student Diversity and Inclusion, which will focus on academic excellence and commit to serving students from all backgrounds.
- Sustain relevant programmatic activities outlined in the Complete College Georgia – Georgia Tech Plan.
- Establish development efforts that provide increased resources for current and future retention and performance programs and initiatives.

Strategy 2: Strengthen and build upon Georgia Tech’s diversity programs and initiatives with proven and well-established track records.

Supporting Initiatives:
- Continue to develop and identify resources for OMED: Educational Services’ summer bridge, peer mentoring, and other academic support programs.
- Develop and strengthen the Office of Hispanic Initiatives and its enrichment activities.
- Build and strengthen partnerships among OID support programs and initiatives and those sponsored by other campus units.
- Expand the role of the Center for Women, Science, and Technology to enhance the support and mentoring of female undergraduate and graduate students in their educational and career pursuits.
- Work with campus partners to identify best practices that enhance academic performance and retention of students, and share these widely among campus partners.
- Support and enhance the role and activities of the LGBTQIA Resource Center.

Strategy 3: Promote, develop, and establish events and activities that enhance students’ social, personal, and professional skills and abilities that impact their performance and retention success.

Supporting Initiatives:
- Partner with internal campus partners and external groups who provide cultural and leadership enrichment programming.
- Ensure that current initiatives include co-curricular components that create welcoming learning environments.
- Continue to provide and support relevant topic- and issue-based events and activities that support student diversity and inclusivity.
GOAL 4: Strengthen and Develop the Student Pipeline to Enhance Georgia Tech’s Inclusive Environment.

Develop connections and mutually beneficial collaborations among diverse campus outreach, recruitment, and retention programs targeting women and underrepresented minorities. Enhance Georgia Tech’s efficient use of resources and efforts among existing programs, and foster greater communication and interaction to share best practices across the campus.

Strategy 1: Promote engagement, collaboration, and consolidation of efforts and communications among existing outreach groups.

Supporting Initiatives:
- Regularly gather information and facilitate collaborative efforts throughout Georgia Tech to inform best practices.
- Collaborate with existing partners at Georgia Tech on events and activities targeting women and underrepresented students.

Strategy 2: Inform the recruitment process throughout the Institute and foster greater connections between cohort outreach initiatives and admissions processes and offices.

Supporting Initiatives:
- Advocate for and spearhead the expansion of recruitment initiatives to address gaps in support.
- Create educational tools and programs for outreach efforts that have an appropriate cultural context in order to effectively recruit students from diverse cultural and socioeconomic groups.
- Work with existing outreach programs and efforts, development offices, and other campus stakeholders to secure additional funding and participation of underrepresented students in transitional programs linked to student success at Georgia Tech.

Strategy 3: Support outreach efforts targeting underrepresented and nontraditional student groups at Georgia Tech.

Supporting Initiatives:
- Develop special student initiatives/host programs aimed at supporting general outreach at Georgia Tech that facilitates the engagement of existing undergraduate and graduate students.
- Develop initiatives and programs for parents, alumni, and other external stakeholders that aid in supporting outreach to underrepresented students.
- Expand the FOCUS Fellows program for future faculty development.
GOAL 5: Develop Institute Collaborations that Provide a Pathway to Excellence for Women and Underrepresented Minority Faculty and Staff.

Create and sustain an environment that fosters active engagement and participation of all faculty and staff and leads to excellence. We acknowledge that providing access and opportunities, as well as identifying and removing barriers to inclusion and success are central to Georgia Tech’s mission. This is particularly the case for women and underrepresented minority faculty who experience obstacles to success.

Strategy 1: Engage the Institute’s academic leadership to promote diversity and equity in faculty hiring, promotion, and advancement of women and underrepresented minority faculty.

Supporting Initiatives:
- Conduct regular climate assessments within departments, colleges, schools, and units.
- Develop resources and tools to inform faculty and academic leaders of best practices to enhance equity in the hiring, promotion, and advancement of women and underrepresented minorities.
- Provide consultation and professional development opportunities on multicultural competence and creating a culture of equity within departments, colleges, schools, and units.
- Promote accountability by identifying metrics to track hiring, recruitment, and promotion, with input from school chairs and relevant reporting mechanisms.

Strategy 2: Develop collaborative plans targeted at engaging, supporting, and retaining women and underrepresented racial/ethnic minority faculty.

Supporting Initiatives:
- Continue to develop the Georgia Tech Advance Equity, Diversity, and Excellence Initiative.
- Work with faculty and administrators to identify potential issues and strategic approaches.
- Conduct meetings with women and underrepresented racial/ethnic faculty to discuss strategies for improving the climate and the Institute’s best practices regarding diversity and equity.

Strategy 3: Engage the Institute’s academic and administrative leadership to promote diversity and equity in the advancement and promotion of women and underrepresented minority staff employees.

Supporting Initiatives:
- Promote accountability in collaboration with relevant reporting mechanisms by identifying metrics to track advancement and promotion.
- Develop, promote, and sponsor/co-sponsor professional development and leadership programs.
GOAL 6: Leverage Georgia Tech’s Inclusive Excellence Priorities with Local, State, National, and International Constituencies.

Corporations; nongovernmental organizations; and local, state, and federal governmental agencies are often leaders with innovative programs and initiatives to address issues of diversity, equity, and inclusion. Developing and nurturing strategic collaborations and partnerships with these organizations will enhance Georgia Tech’s inclusive excellence efforts.

Strategy 1: Establish strategic alliances and support networks with external partners, policymakers, and stakeholders to maximize Georgia Tech’s inclusive excellence vision.

Supporting Initiatives:
• Create an OID external advisory board to identify opportunities to support OID’s diversity, equity, and inclusion agenda at Georgia Tech.
• Develop both national and international corporate partnerships.
• Actively seek opportunities to serve on local, national, and international boards or committees.
• Build partnerships throughout the Atlanta and regional community.

Strategy 2: Identify and collaborate on existing campus diversity initiatives sponsored by faculty, staff, and student groups.

Supporting Initiatives:
• Institute collaborative approaches and strategies with campus partners to promote diversity and inclusion and ensure campus awareness of initiatives.
• Provide consultation to individuals and groups on diversity initiatives, with the aim of fostering inclusive excellence efforts.

Strategy 3: Seek opportunities to foster Georgia Tech’s inclusive excellence priorities.

Supporting Initiatives:
• Develop a framework to communicate OID’s strategic plan and Georgia Tech’s inclusive excellence priorities.
• Actively pursue opportunities to present at professional conferences, academic forums, and other venues.
• Pursue opportunities for external funding support for diversity, equity, and inclusion initiatives.