

**SENTARA COLLEGE PLAN FOR DIVERSITY, EQUITY, & INCLUSION**

**Mission:** Sentara College of Health Sciences is an institution of higher education that provides transformative education in health sciences through undergraduate and graduate degree programs and continuing education programs. The college promotes excellence in professional practice through a culture of innovation and service.

**Vision:** To be the leader in innovative health sciences education through embracing a diverse and talented student body and workforce, an inclusive and supportive college environment, and outreach and engagement with our healthcare colleagues and community.

**Goal:** To foster a culture of inclusion and belonging in recognition of our employees, students, and the diverse communities we serve.

Goal	Action	Tactics	Timeframe: Short-term (1-2 yrs) Medium (3-5 yrs) Long-term (>5 yrs)	Status	Metrics
1. Access and Success	1.1. Increase access, retention, and academic success of historically underrepresented and underserved students.	1.1.a. Complete campus DEI audit.	Short-term		Application rates, Retention rates, Graduation rates, Licensure and certification pass rates
		1.1.b. Create a mechanism for identifying underrepresented and underserved students.	Short-term		
		1.1.c. Identify current state and benchmarks for retention and academic success.	Short-term		
		1.1.d. Develop a plan to increase retention and academic success of underrepresented and underserved students, based on needs identified from the audits.	Medium		
		1.1.e. Increase/promote need-based financial aid opportunities.	Short-term		
		1.1.f. Collect and report qualitative and quantitative information about student retention and the effectiveness of academic advising and support programs for students, paying particular attention to social identity categories.	Medium		

		1.1.g. Development of student success bridge programs that prepare specific student populations for greater success.	Medium	Red	
		1.1.h. Identify retention strategies.	Short-term	Orange	
		1.1.i. Consider avenues for implementing and broadening research-based success practices. This might include expanding tutoring opportunities, requiring students to attend office hours, providing transition programming more broadly, and arranging peer and faculty mentorship for underrepresented and at-risk students.	Long-term	Red	
		1.1.j. Develop or enhance strategies for faculty to work with students who are in danger of failing their courses, and develop a consistent, cohesive policy that better structures how faculty handle struggling students, including use of Success Center services, utilizing faculty office hours, forming study groups, etc.	Short-term	Orange	
	1.2. Retain a diverse faculty and staff.	1.2.a. Identify current state and benchmarks regarding diversity among faculty and staff.	Short-term	Orange	Retention rates for faculty and staff
		1.2.b., Recruit from specific geographical areas of high diversity.	Medium	Red	
2. Climate and Intergroup Relations	2.1. Foster a climate that is supportive and respectful that values and integrates differing	2.1.a. NSSE for students.	Short-term	Orange	Improved DEI climate survey results, Improved
		2.1.b. DEI climate survey for faculty, staff, and students.	Short-term	Green	

	and integrates differing perspectives and experiences.	2.1.c. Employee Engagement survey for faculty and staff.	Short-term		Improved employee engagement survey results on DEI, Documented awareness of campus resources related to DEI, NSSE results
		2.1.d. Focus groups with faculty and staff.	Medium		
		2.1.e. Encourage "DEI champions" throughout the college.	Short-term		
		2.1.f. Review policies and procedures for inclusive practices.	Medium		
		2.1.g. Foster efforts to honor nationally recognized observances to expand awareness of population-specific issues; support collaboration among staff, faculty, and students organizations; and showcase the celebrations as visual symbols of the College's commitment to diversity, equity, and inclusion.	Short-term		
		2.1.h. Share diversity initiatives at college-wide meetings, Board meetings, and other relevant events.	Short-term		
		2.1.i. Celebrate nationally recognized heritage months.	Short-term		
		2.1.j. Administer NSSE along with its Cultural Diversity Topical Module, which examines environments, processes, and activities that reflect the engagement and validation of cultural diversity.	Short-term		
		3. Training and Education	3.1. Offer events for students that achieve DEI learning goals.	3.1.a. Hold one DEI learning event annually.	
		3.1.b. Review College's general education learning outcomes and practices in relation to diversity.	Medium		

		3.1.c. Establish Title IX and Violence Against Women Act (VAWA) Awareness programs.	Medium		DEI learning events, NSSE results
	3.2. Increase multicultural competencies of faculty and staff.	3.2.a. Hold one professional development opportunity related to DEI annually.	Medium		Faculty and staff participation in professional development opportunities related to DEI, Program evaluation of DEI learning events
		3.2.b. Establish Title IX and VAWA Awareness programs.	Medium		
4. Infrastructure and Accountability	4.1. Develop a robust and empowered infrastructure to address long-standing institutional challenges and sustain the journey toward inclusive excellence.	4.1.a. Hire a college diversity officer.	Medium		Evidence of DEI integration into the college strategic plan and departmental IE plans, Use of shared resources and best practices
		4.1.b. Incorporate DEI into 2024-2029 college strategic plan.	Medium		
		4.1.c. Incorporate DEI into operational IE plans for 2022-2023.	Short-term		
	4.2. Integrate DEI into the college's culture of continuous improvement.	4.2.a. DEI climate survey for faculty, staff, and students.	Short-term		Improved DEI climate survey results, Inclusion of DEI into annual IE reports and IE plans
		4.2.b. Incorporate DEI into operational IE plans for 2022-2023.	Short-term		
		4.2.c. Create a cultural center to support the college's diverse student body.	Long-term		
		4.2.d. Use social media to communicate DEI events.	Short-term		
	5. Community Engagement	5.1. Evaluate and expand community engagement and partnerships to create	5.1.a. Identify current state and benchmarks for community engagement and partnerships.	Short-term	

collective impact with other community organizations.	5.1.b. Engage with SHC in "pipeline" strategies to increase diversity and inclusion in our programs.	Medium	Yellow	and partnerships, Impact of partnerships on community outcomes
	5.1.c. Partner with local and state organizations to promote awareness of diversity issues and to create organizational cultures that value inclusiveness.	Medium	Red	
5.2. Evaluate and increase philanthropy in support of DEI.	5.2.a. Strategize scholarship opportunities for Sentara employees to seek advanced education using foundation monies.	Short-term	Green	Results of evaluation of philanthropic initiatives that support DEI, Impact of philanthropy on community outcomes, Participation rates of alumni, Surveys
	5.2.b. Engage diverse alumni in current activities, recruitment, and capital campaigns to help fund non-traditional students from underrepresented student populations.	Long-term	Red	
	5.2.c. Develop a plan for philanthropy efforts to enhance DEI.	Medium	Red	
	5.2.d. Sponsor campus-wide symposia in DEI-related areas of strength that bring local, state, and/or national leaders together with faculty, staff, and students. Use the opportunities to advance scholarship; campus awareness; and recruitment of faculty, staff, and students.	Medium	Red	

		5.2.e. Strengthen initiatives that address students' needs for food, clothing, safety, well-being, and financial security. Consider working with student leaders to build a student-run clothing closet, food pantry, or similar practice.	Medium		
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