



diversity

equity

inclusion

justice

Spotlighting Pitfalls to Avoid in Institutional DEIJ Plan Design and Writing

We will begin at 12:02 p.m. Eastern
Time once everyone has joined!

Zoom Webinar Features

The screenshot shows a Zoom Webinar interface. At the top left is the EAB logo, which consists of a blue circle containing a white icon of a classical building with columns, followed by the text "EAB" in a serif font. Below the logo, the title "EAB Virtual Session" is displayed in a large, light blue serif font, with "2020" in a smaller font below it. The background of the webinar slide features a pattern of overlapping circles and arcs in a lighter blue shade. At the bottom of the screen is the Zoom control bar. It includes a "Chat" button with a speech bubble icon, a "Closed Caption" button with a "CC" icon and an upward arrow, and a "Leave Meeting" button in red text. A callout box points to the "Chat" button with the text: "Use the Chat feature to send messages to all panelists or everyone". Another callout box points to the "Closed Caption" button with the text: "Enable Closed Captions and Show Subtitle or View Full Transcript". A third callout box points to the "Closed Caption" button's dropdown menu, which is open and shows three options: "Show Subtitle" (highlighted in blue), "View Full Transcript", and "Subtitle Settings...".

EAB

EAB Virtual Session

2020

Use the Chat feature to send messages to all panelists or everyone

Enable Closed Captions and Show Subtitle or View Full Transcript

Show Subtitle

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Subtitle Settings...

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Closed Caption

Leave Meeting

Meet the Research Team



Catherine Kelley



Kurubel Belay



Joe Infantino



Alyssa Buccella



Jahanara Saeed



Jane Alexander



Liz Rothenberg, PhD

This Time, Something's Different

A Year of Devastation Creates Compounding Crises



15-26M

People in the U.S. participated in **Black Lives Matter demonstrations** over the murder of George Floyd¹



150%

Increase in **anti-Asian hate crimes** between 2019 and 2020²



82

Anti-trans bills introduced in the 2021 state legislative session³



27%

Of households **with income of less than \$35,000** **struggle to put food on the table** due to economic impact of COVID-19



45%

Of December 2020 **job losses comprised of Latinx women**



41%

Of adults reported **symptoms of anxiety or depressive disorder** in January 2021

1) In June 2020 alone

2) Increase from 49 in 2019 to 122 in 2020

3) As of March 2021

Escalating Student Activism

5

K-12 Students Participate in Nation-Wide Protests at Unprecedented Levels

2018: *March For Our Lives Protest*

1.2M

Participants marched for gun control in the student-led movement *March For Our Lives*

2019: *Global Climate Strike For Future*

1M+

Activists participated in school strikes across the world urging action on climate change

2020: *Summer of Racial Reckoning*

The New York Times

High School Students and Alumni Are Using Social Media to Expose Racism

npr

Young Activists Find Their Voice Organizing Protests for Racial Justice

Flashpoints of Student Activism in Recent Years

Protests against Dakota Access Pipeline and its impact on the Standing Rock Sioux tribe

Stop Asian Hate rallies in response to the increase of anti-Asian hate crimes between 2019 and 2020

Millions participate in **Black Lives Matter demonstrations** over the murder of George Floyd

Black Trans Lives Matter rally in NYC after attacks on Black trans and gender non-conforming people

Source: [HERI UCLA Data](#); [VOX March For Our Lives](#); [Global Strategy Group Survey](#); [The 74Million](#) EAB interviews and analysis.

Younger Generations Demand Change

6



Millennials

Desire more uncomfortable conversations about diversity and bias in the workplace



Generation Z

Express support and equality for Black Americans on social media with 88% in favor of BLM



Generation Alpha

Aware of current issues more than previous generations with a 50% non-white cohort

Gen Z Demands Transparency and Accountability



Students expect **more information and input** on organizational decisions



Students demand more modes and opportunities for **meaningful access to decision-makers**



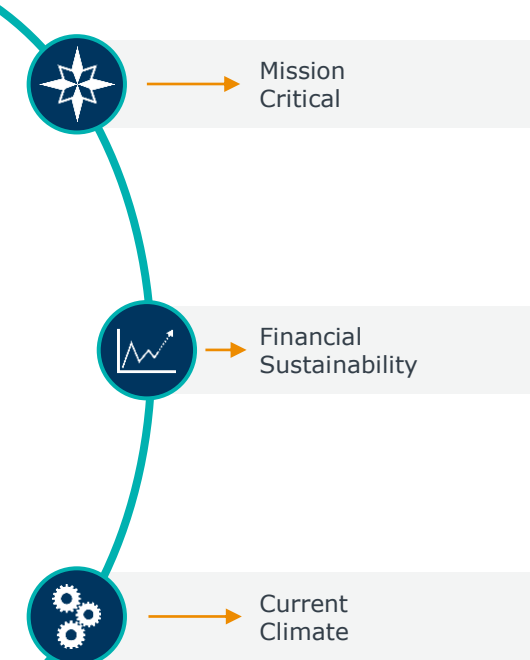
Students increasingly **call out inconsistencies** in district values and practices

Source: Davis, Dominic-Madori. ["The Action Generation,"](#) Business Insider, June 10, 2020; Fry, R., Parker, K., ["Post-Millennials on Track to be Most Diverse, Best-Educated Generation Yet,"](#) Pew Research Center, November 15, 2018; ["Understanding Generation Alpha,"](#) Hotwire, 2018; Patrick, Camille, and Ella Washington. ["3 Ways Millennials Can Advance Workplace Diversity and Inclusion,"](#) Gallup, November 30, 2018; EAB interviews and analysis.

Institutions Taking a More Holistic Look at DEI

7

Multiple Factors Lead Schools to Create Institutional DEI Plans



Integrating Justice into Your Plan



Justice

Systematic and proactive reinforcement of public policies, institutional practices, cultural messages, and social norms to achieve and sustain equity for all.

Quick Poll

Choose the Response That Best Fits Your Institution



Where is your school in the planning process?

- ☐ Assessing Readiness
- ☐ Designing Early Plan
- ☐ Finalizing Plan
- ☐ Implementing Plan
- ☐ Not Currently Engaged in DEI/ Plan Work

The Research in Brief

EAB's Institutional Plan Review Workstream

50+ DEIJ Strategic and Action Plans

Key Components:

- ▶ Making the Case
- ▶ Plan Development
- ▶ Shared Language
- ▶ Goals
- ▶ Metrics
- ▶ Accountability
- ▶ Communication

Sample of **Independent Schools** Served

- Georgetown Day School
- Windward School
- Noble and Greenough
- Hockaday School
- Latin School of Chicago
- University Prep

Sample of **K-12 Districts** Served

- Iowa City Schools
- Lee's Summit R-7
- Forsyth County Schools
- Arlington Central
- Ann Arbor Public Schools
- Fairfax County

- 1 Setting a Generic and Unclear Scope
- 2 Creating Unworkable Aspirations and Actions
- 3 Using Ineffective Accountability Measures
- 4 Focusing Success Metrics on Outputs
- 5 Failing to Outline a Communications Plan
- 6 Leaving Questions around Funding Unaddressed



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Setting a Generic and Unclear Scope

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Too Often, DEIJ Plans Sound the Same

Look Familiar?

“**Embracing diversity, equity, and inclusion is central to our mission as an institution.** Demonstrating commitment allows us to strengthen and fulfill our academic and social missions. Diversity, equity, and inclusion initiatives **lead to a more robust experience**, allowing us to **better serve our students** as well as strengthen connections with our **surrounding communities.**”

Pain Points



Generic
Goals



No Institutional
History or Context



Undefined Terms
and Populations



Vague
Language

School Distrust Growing Among Non-White Families

13

DEIJ Plans with vague or standard-issue language can contribute to weakening non-white families' trust in K-12 schools.

Trust Gap Among Parents:

81% Of **white parents** believe all children receive an equal education

58% Of **non-white** parents believe all children receive an equal education

Growing Black Distrust of K-12 Schools:

THE NEW YORKER

The Rise of Black Homeschooling: Often underserved by traditional schools, Black families are banding together to educate their children

The
New York
Times

Missing in School Reopening Plans: Black Families' Trust

Make Your (Unique) Case for DEIJ Progress

Schools Can Explicitly Define Their Priority Populations

- 1 Cite mission and shared values around DEIJ
- 2 Link DEIJ progress with key institutional priorities
- 3 Define Terms Based on Your School's Context
- 4 Reflect on complicated school history
- 5 Acknowledge responsibility in shaping society



This plan explicitly states their institutional definition of underrepresented minorities and underserved populations

For the purposes of this plan, it's also important that the campus community understand the demographics in which the plan prioritizes.

Underrepresented Minority and Underserved Populations

Underrepresented Minority (Students):

- Native American/American Indian
- African American
- Hispanic/Latino
- Southeast Asian of Vietnamese, Cambodian, Hmong or Laotian descent who entered the U.S. after 12/31/1975
- Two or more races (either alone or as two or more race/ethnicities)

Other populations that fit within the scope of this plan:

- Women (faculty/staff)
- Non-traditional students
- People with a disability
- Low-income (Pell-eligible)
- People who identify as Lesbian, Gay, Bisexual, Transgender and other sexual identities (LGBTQ+)
- Veterans

Integrate Underrepresented Students into Strategy

15

University Prep Defines and Constructs Plans for Priority Populations



Know Your Context

Name the underrepresented student populations in your school environment (i.e., African American, Native American, & Hispanic)



Cultural Competency Training

Implement implicit bias and cultural competency trainings for supervisors better engage students and faculty of color



Close Opportunity Gaps

Create opportunities for underrepresented students to take advance level coursework in addition to monitoring their comfort in these classes



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Creating Unworkable Aspirations and Actions

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The Goldilocks Dilemma

Two Types of Goal-Setting Mistakes to Avoid in DEIJ Plans



Approach 1: All Aspiration, No Substance

- Lofty goals with no sub-goals or tangible steps to achieve them

Example:

"Support diversity and inclusion in and out of schools and foster a climate of equity for all stakeholders"

Challenges:

- Doesn't define the "who" or "how"
- Difficult to measure progress



Approach 2: Checklists that Add Up to Nothing Greater

- A very detailed list of action items that misses the bigger picture

Example:

116 critical tasks including:

- "Create inclusive school facilities webpage"
- "Establish key DEI success metrics regarding student recruitment and success"

Challenges:

- No sense of timeline or project owners
- Tasks span a variety of altitudes



Problems with the Status Quo

- Ambitious goals with no roadmap will only **set the institution up for failure** and **raise skepticism** about the achievability of future DEIJ endeavors
- Plans that are primarily a checklist of actions raise questions about the institution's commitment to long-term change **further exacerbating the trust gap**

Make Plans Achievable Through Clear Action Items

SMART Goals Inspire Commitment and Make It Easy to Evaluate Success

S

Specific

M

Measurable

A

Attainable

R

Realistic

T

Timely



"During the 2020-21 school year, **faculty and staff participated in a community book study and regular DEI professional development sessions...**New faculty and staff engage in DEI onboarding training."



"Georgetown Day School **hired a third-party to audit policies, climate and curriculum** from a DEIJ lens. GDS is reviewing findings and recommendations to determine short- and long-term priorities."



"Menlo School **increase investments and contracts** with BIPOC owned and/or led companies and organizations by 5%."

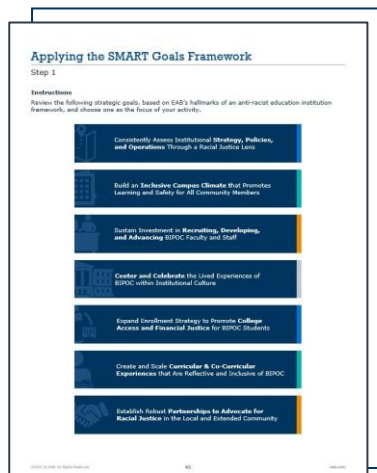
Applying the SMART Goals Framework

EAB's Tool for Setting Actionable Goals

DEIJ strategic plan goals often lack clear definitions, implementation steps, and success metrics. EAB recommends that a planning task force consider the SMART goal framework when outlining district-wide goals. This tabletop exercise will help a planning task force better understand SMART goals and draft more accountable plans.

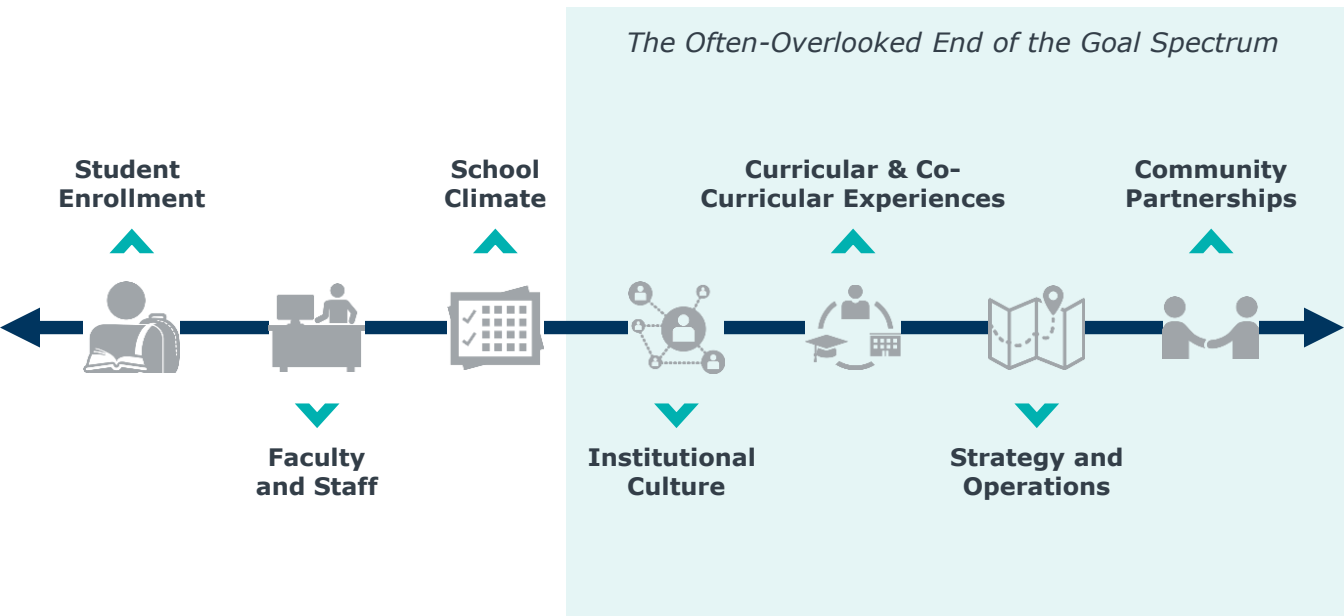
Supporting Your Team With:

- Choosing a goal to pursue
- Identifying the current barriers to success
- Brainstorming SMART Goals to mitigate each barrier
- Assigning project owners
- Determining success measures



Set Goals with a Holistic 360 Degree Perspective

Plans Often Omit Institutional Culture, Operations, and Local Community



Incorporate Overlooked Elements into Goals



Target Goals to Support Institution-Specific Historically Underserved Groups

"Develop pathways to encourage underrepresented students to take advanced level classes."



Recognize the Institution's Broader Role in the Local Community

"Increase investments and contracts with BIPOC-owned and/or led companies and organizations by 5%."



Incorporate a DEIJ Lens into Strategy and Operations at All Levels

"Select a consultant to work with the Board of Education...building/district leaders and staff to provide on-going professional learning and support the implementation of systemic equity work and decision-making protocols."



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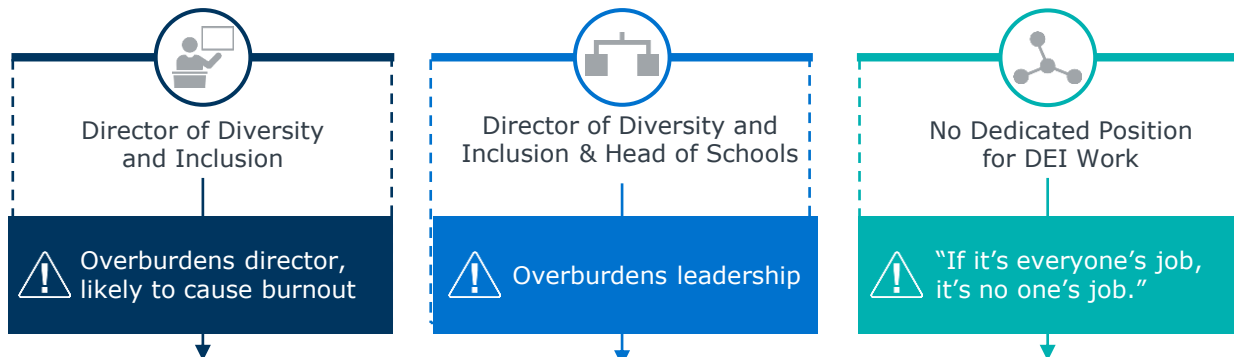
Using Ineffective Accountability Measures

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Typical Accountability Measures Fall Short

Three Common, and Flawed, Project Ownership Models...



...All Result in the Same Ineffective Action Cycle



Balancing Ownership and Action

Assigning Dual Project Owners Facilitates Collaboration and Shared Accountability



Head of School

Names a leader to ensure buy-in and signals that DEIJ work is a priority



Director of DEI

Establishes frontline commitment and helps to translate broad strategy school wide.



Enhancing Your Accountability Measures

Specifically Name Cabinet Champions, Frontline Owners, and Collaborators



Starting From the Top

- In its Equity Plan, Lee's Summit R-7 School District holds executive-level leadership accountable while also delegating responsibility to different unit-level owners.



Assigning Specific People

- Windward's DivE In Committee is a leadership team that consists of faculty, staff, and parents assigned to divisions of diversity, equity, inclusion & belonging.



Facilitating Collaboration

- Menlo's Chief of DEI collaborates with the Parent Association to administer a parent survey to identify demographics, inquiries, and strategies to boost engagement.





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Focusing Success Metrics on Outputs

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Common Metrics in Plans Reveal Little About Impact

Status Quo Approach Yields Indicators that Measure Output, not Outcome

Sample Output "Metrics"

-  Progress reports published and distributed
-  Meet monthly to discuss DEI issues and develop programs/services
-  Webpage established and online

Elements of Outcomes Metrics

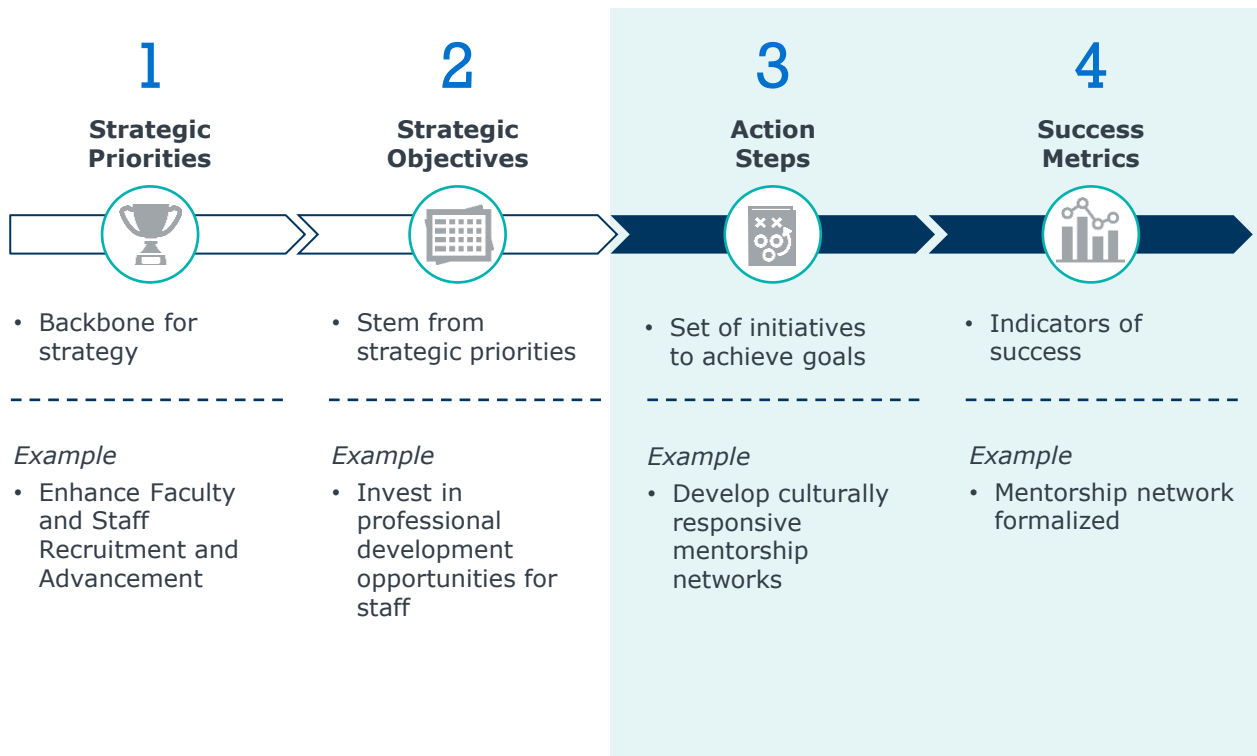
-  Connects to overarching goals rather than actions
-  Success defined as impact, structural, and/or behavioral changes
-  Provides information for new future programming

What Does an Outcomes-Focused Metric Look Like?

-  Culturally responsive student recruitment tactic is implemented
-  Change in AP enrollment rates for Black girls year-over-year

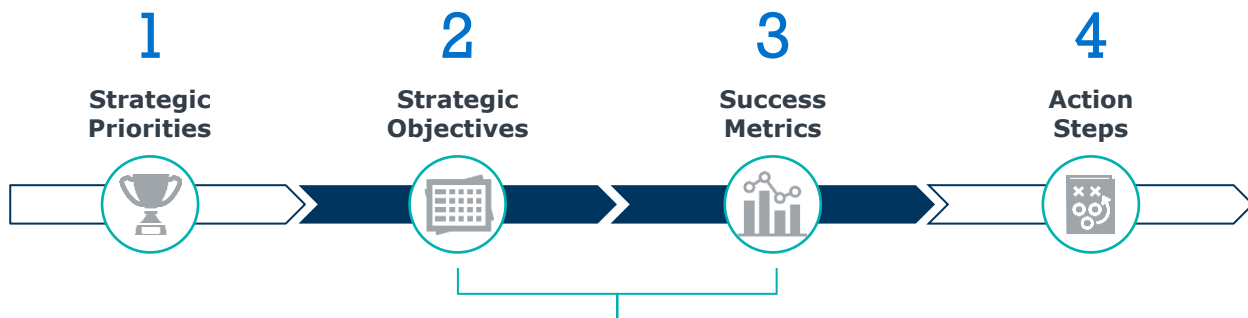
Why Do So Many Schools Track Outputs?

Metrics Don't Measure Impact When they Flow from Actions



Link to Strategic Objectives

Confirm Metrics Relate Directly to Objectives Rather than Actions



Metrics that Flow from Objectives Measure Progress on Strategic Goals

Strategic Objective: Invest in professional development opportunities for staff



Mentorship network formalized with X number of participants

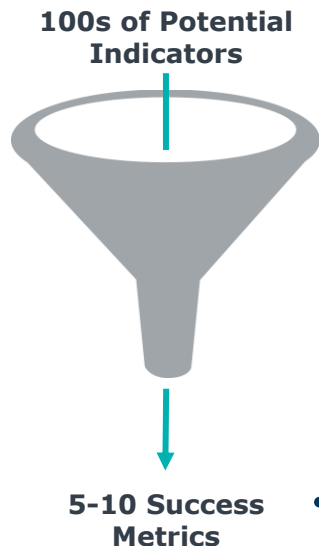
Old metric measured output, said little about impact of action



Time to promotion broken down by race and gender

New metric tracks progress toward strategic objectives and goals

Getting from Countless Outputs to Outcomes



Outcomes-Focused Success Metrics

are metrics that indicate progress toward strategic and operational objectives. They might include:

- **Volume indicators:** raw numbers that provide information on volume or scale
- **Relative indicators:** calculations of multiple metrics that provide relative information
- **Qualitative data:** information from reports and surveys (e.g., school climate data)

A Framework for Outcomes-Focused Metrics

Vetting Potential Metrics to Identify Outcomes-Focused Measures

Strategic Goal	<i>Sustain Investment in Recruiting, Developing and Advancing BIPOC Faculty and Staff</i>	
Strategic Objective	<i>Invest in the ongoing professional development of staff and faculty and create viable pathways for BIPOC to advance into tenure-track and leadership roles</i>	
✓	⌵	Metrics
☐		Retention and advancement disparities
☐		Time to tenure and promotion
☐		Attrition rate by department/unit
☐		Pay increases
☐		Attitudes, behaviors, skills, and knowledge relating to DEI/Jare recognized and rewarded in performance reviews
☐		Time to promotion
☐		Total terminations (voluntary and non-voluntary)
☐		Lateral and diagonal career switches within the institution
☐		Pipeline stage conversions (at what state do diverse candidates fall out?)
☐		Time to tenure
☐		Staff distribution by level
☐		All members of search committees complete implicit bias training
☐		Student credit hours per faculty FTE
☐		Promotion criteria formalized and communicated
☐		Holistic research outputs (e.g., multidisciplinary research, scholarship and teaching)

Does this metric stem from the goal, and not an action to meet that goal?

Will we see change over time in this metric if the strategy is working?



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Failing to Outline a Communications Plan

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Communication Is a Critical Component

Districts Underinvest in Communication After DEIJ Plan Launch

Culture of Transparency

- Keeps schools and local community informed
- Builds trust with groups that have been previously disappointed by district efforts
- Provides consistent updates about district progress and implementation roadblocks



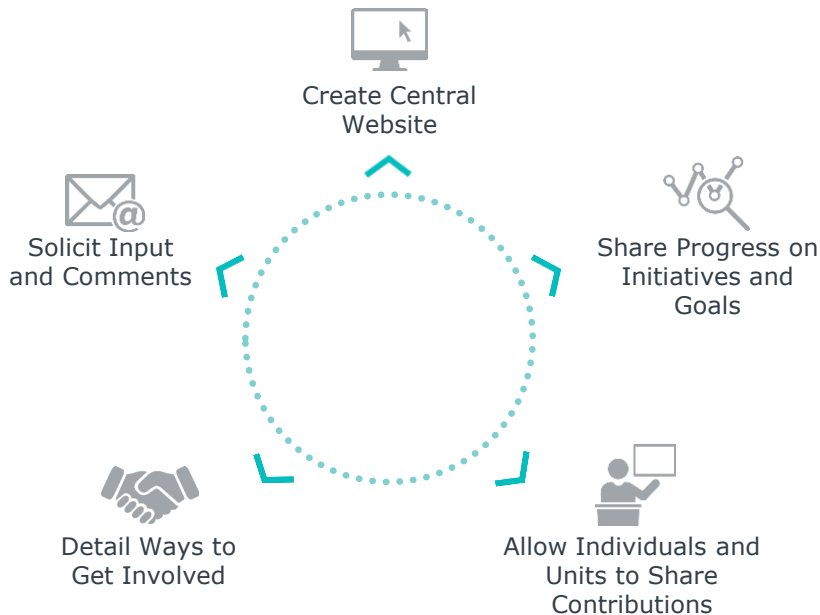
Real-Time Course Correction

- Accounts for reality that DEIJ work is a continuous improvement process
- Creates feedback loop to inform rollout and iteration
- Offers ways for students, teachers, administrators, and local community members to get involved in institutional DEIJ work

Establish an Ongoing Communication Strategy

Keep the Community Involved in DEIJ Progress and Initiatives

Key Elements of DEIJ Plan Communication



Provide the Specifics on Initiative Progress

Georgetown Day School's Detailed Progress Tracker



Updated April 7, 2021.

Ongoing Actions (4–12 months)

Immediate Actions (0–4 months)

▶ Conduct Third Party Audit of Curriculum Program and Climate with Independent Consultant

▼ Strengthen Recruitment, Hiring, Support, and Retention of Black Faculty and Staff

Uses a drop-down menu to **share progress updates** on actions that have been taken to date to reach a goal.

Action	Status		
Review and confirm participation of DEI office in applicant review, interview, and hiring process			Complete
Review hiring protocols to ensure culturally responsive recruitment and interview process		In Progress	
Initiate 1:1 peer mentor program with goal of increased retention		In Progress	
Continue work with compensation consultant related to ensuring equitable compensation practices		In Progress	
Complete analysis of current data (exit interviews, surveys, retention) and conduct annual reviews of data	Planning		

Specifies the status of actions that are in planning phase, in progress, or completed.

Share Out DEIJ Progress and Milestones

Friends Academy's Centralized Website for Updates



INQUIRE VISIT CAMPUS APPLY NOW LOGIN MENU

About Friends Academy →

Admissions

Academics

The Arts

Athletics

News & Events

Summer Programs

About

Our Quaker Mission

Our People

Our Future

Diversity, Equity, and Inclusion

Employment Opportunities

Provide easy navigation to "Diversity" tab for parents & stakeholders to learn about Diversity plan and initiatives.

Offer updates on previous year's work, as well as the current timeline for the year ahead.

Where We've Been

Scroll through the slides below to see a timeline of Diversity, Equity, and Inclusion at Friends Academy.

WHERE WE'VE BEEN

A FRIENDS ACADEMY DIVERSITY, EQUITY, AND INCLUSION TIMELINE

JANUARY 2021

Friends Academy welcomes **Peace Week** speakers Chander Payne and Ahmed Badr (youth activists), Helen Turner from the Holocaust Memorial and Tolerance Center, and parent speaker Kweku Mandela

JANUARY 2021

The Upper School Diversity Committee hosts a series of **Peace Week family programs**: Dance with Our Family, Cook with Our Family, Conversations that Matter: Our Family's Culture, and Cultural Stories with Our Family

SPRING 2021

Faculty advisors undergo training for **three**-divisional student affinity groups (Black/African-America, East-Asian, South-Asian, Latinx, New to English Language)

Convene Stakeholders for DEIJ Reflections & Updates

Southern Oregon Education Service District Equity Summit



Equity Summit

- Provides strategies for understanding equity through a trauma-informed approach
- Features:
 - Notable keynote speakers for different equity focus areas
 - Topics like SEL, Gender Inclusivity, and Restorative Justice
 - Extensive [book list](#) for attendees

2021 SOESD Equity Summit Agenda

- Native Equity Keynote
 - Featuring Native Institute
- Breakout Sessions
- Lunch
- Equity for LGBTQ+ Keynote
 - Featuring Guest Speaker
- Breakout Sessions
- Networking
- Belonging Through Dignity Keynote
 - Featuring Guest Speaker



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Leaving Questions Around Funding Unaddressed

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The High Price of Structural Change

Immense Cost Pressure Imperils Needed Investments in DEI

Transformation Takes Investment

Removing Financial Barriers

- Student scholarships
- Student emergency aid



Re-envisioning Equitable Pedagogy

- Flipped-classroom renovations
- Bottleneck redesign releases



Diversifying Teacher Pipeline

- Recruit/Retain teachers of color
- Culturally responsive trainings



Impacting Underserved Communities

- Social innovation seed funding
- Extension program growth



But Few Plans Acknowledge this Reality

50%

Of higher education statements following George Floyd's death did not mention any resources allocated to address anti-racism¹



Getting Bold About Fundraising For DEI Efforts

*One independent school is intentionally **increasing their fundraising goal for DEI efforts** this year in order to support the leading role DEI programming will take for the community. **Messaging this to the community will be tied to the mission and goals related to DEI.** The school also has a separate tuition assistance fund to support access and equity for students.*

1) Based on EAB's review of 130 institutional statements on racial justice and anti-racism in the wake of George Floyd's murder.

At the Intersection of Opportunity and Need

Funders Flocking to DEIJ Just in Time

Gifts to Racial Equity Initiatives

**2011-2019
(average)**

2020 (January-July)

\$336M
Donated



\$12B
Donated

Higher Ed: Advancement's DEIJ Moment

52%

Share of chief advancement officers identifying DEI as a top fundraising priority, up from 42% the year before¹

Example(s): Independent Schools Addressing DEIJ Needs

▶ **Black/African-American Scholarship**

One school's Black Alumni Council pushed leadership to launch an annual scholarship for students of the African diaspora.

▶ **Reevaluate Capital Campaign Committees**

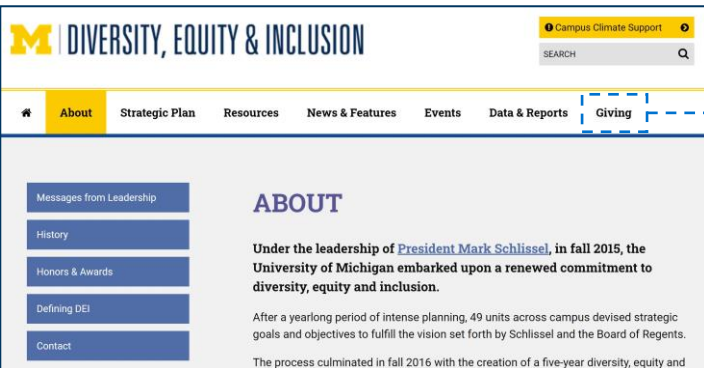
One school realized their capital campaign committee no longer reflected their institution. Instead of seeking big donors, the school became more inclusive onboarding members with different perspectives and dropped the requirement of donating to join the committee.

Sources: Koob, A., "Candid's grants data", Candid, July 24, 2020; Shultz, A., "Racial Justice Grants Are Surging, but Donors Seek Advice", Barrons, December 22, 2020; Asymkos, S., "Here are the companies donating to racial justice causes", Yahoo, June 5, 2020; Gaspard, P., "A \$220 Million Investment in Racial Justice", Voices, July 13, 2020; Young, J., "Michael Jordan's brand donates \$100 million to organizations fighting racism against black people", CNBC, June 5, 2020; EAB Survey of Colleges and Universities and analysis; EAB interviews and analysis.

¹ Based on survey of 64 institutions

Make It Easy to Give to Current DEIJ Efforts

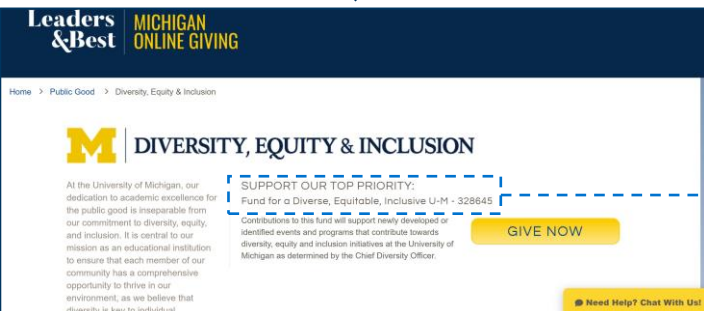
Embed Link to Giving Opportunities Across Related Websites



University of Michigan's Strategy



Giving tab is embedded visibly and accessibly throughout Michigan's central DEI website



Automatically redirects users to Michigan's DEI annual fund on its online giving platform

Seek Transformative Gifts for Ambitious DEIJ Goals

Independent School's "Big Ideas" Moment

What Makes for a "Big Idea" in Independent School Fundraising?



Transformative Impact

Tackling compelling *societal problems* using niche institutional strengths



Multidisciplinary Breadth

Putting the full weight of institutional expertise behind the *cross-campus idea*



Ultra-High Price Tag

Fundraising at levels that allow for *large-scale*, rather than incremental, change

Strategy in Brief: Formulate 'Big Idea' Proposals Focused on DEIJ

- Advancement and academic leaders partner to identify transformational, multidisciplinary giving opportunities related to DEIJ

Transformative Gifts Reshape Our Institutions

'Big Ideas' DEIJ Efforts Move the Needle on Pinnacle Challenges

Three Initiatives that Go Beyond Scholarships to Address Systemic Issues



Building a Pipeline to College for African American Men

Partnership with local schools to increase graduation rate for African American men starting in 6th grade

\$6M *anticipated donations*



Recruiting Diverse Faculty

Donation to recruit, retain, and enhance faculty diversity and increase student diversity

\$10M *from Carl V. Granger*



Debt Forgiveness for HBCU Students and Family

Abolished student debt, a primary barrier to long-term financial equity, for the Class of 2019

\$34M *from Robert Smith*

“Big Ideas” Meets DEIJ Fundraising

Loyola University Sets Out to Identify and Fundraise for a Big DEIJ Idea

A Search for Big DEIJ Ideas

1

Steering Committee

Advancement invites internal participants to join their DEIJ fundraising planning

2

Idea Collection

A two-week submission period gives colleagues time to generate DEIJ big ideas

3

Final Big Idea Selection

Advancement works with donors to test big ideas and make a selection (*forthcoming*)

Key Participants to Include



Head of Schools



Dean of Students



Director of Diversity & Inclusion



Director of Enrollment



Chief Advancement Officer

Potential Big Ideas at Loyola

- **Increase access** for local students (\$10M)
- **Reduce student debt** for all educational costs (\$25M)
- Fund supplemental learning opportunities for **career readiness** (\$25M)
- **Endow the office of diversity** (\$5M)

Quick Poll

Choose the Response That Best Fits Your Institution



Which of the six pitfalls is the biggest pain point for your school right now?

- ☐ Setting a Generic and Unclear Scope
- ☐ Creating Unworkable Aspirations and Actions
- ☐ Using Ineffective Accountability Measures
- ☐ Focusing Success Metrics on Outputs
- ☐ Failing to Outline a Communications Plan
- ☐ Leaving Questions around Funding Unaddressed



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Charting a Path Forward

Next Steps in Your DEIJ Planning Process

Crafting an Institutional DEIJ Plan

47

EAB Resources Save Time and Support Your Team Throughout the Process

Spotlighting Pitfalls in Plan Design Webinar

Identify—and learn how to overcome—the common pitfalls in DEIJ plan writing that detract from meaningful progress



Institutional DEIJ Plan Starter Kit

Tools, templates, and examples to save time and improve decisions



Aligning Divisional Goals & Strategy Workshop

Unpack the process for cascading institutional goals and metrics to divisions and departments



Institutional DEIJ Plan Review Service

EAB experts assess your draft and/or existing university DEIJ plan and provide research-based advice and next steps



DEIJ Metrics Selection Workshop¹

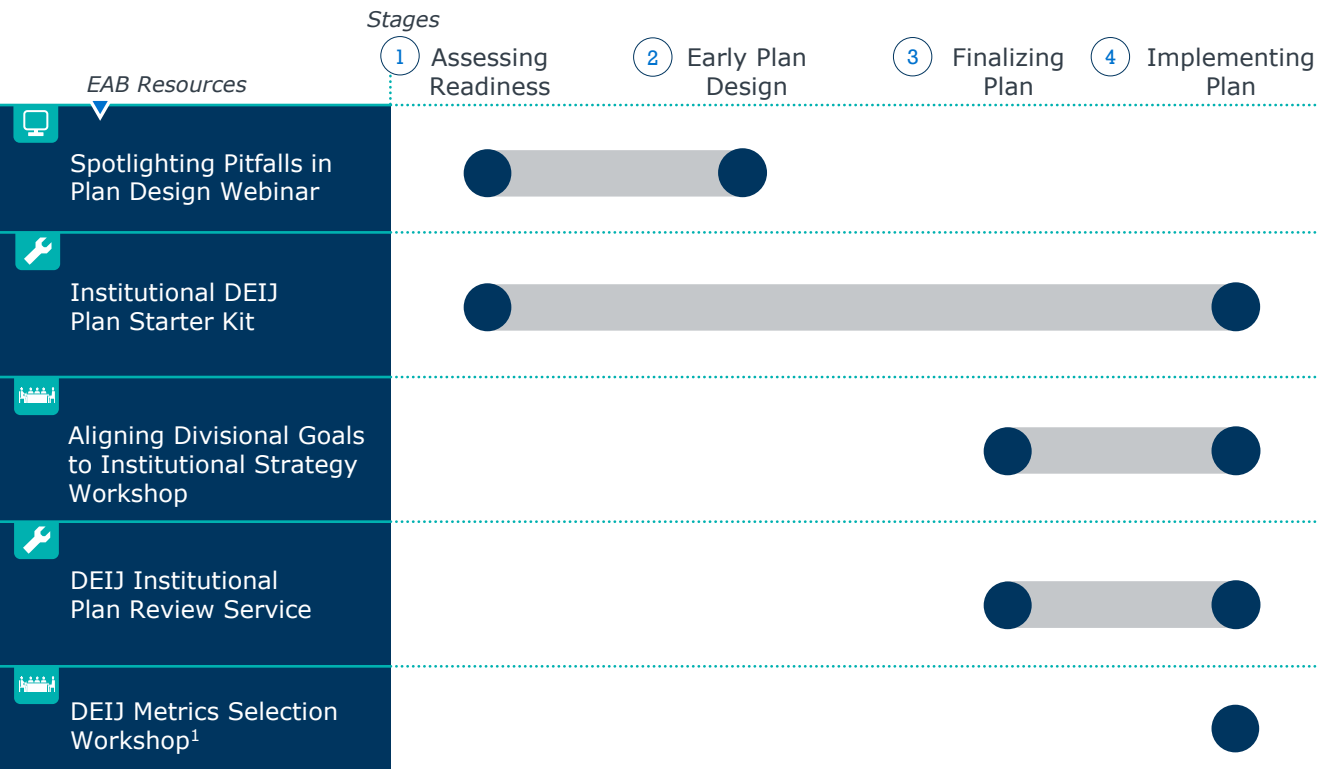
Learn how to avoid common metrics pitfalls and participate in activities to identify good success metrics facilitated by an EAB expert



1) Institutions must complete the plan review before participating in the metrics selection workshop.

Introducing EAB's DEIJ Plan Design Lab

48



1) Institutions must complete the plan review before participating in the metrics selection workshop.

Final Thoughts

Please take a moment to answer this final poll question to provide your overall experience on today's session.

We have also shared a link to a short online evaluation in the **Chat** and we would appreciate if you could take 2-3 minutes to give us additional feedback on your experience today.



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