The ESF College Inclusion, Diversity and Equity Committee has been in the process of developing a college-wide Diversity and Inclusion Strategic Plan since April 2016. These Goals and Strategies are a draft of the ‘what needs to be done’ and ‘how we will do it’ statements of the overall Diversity and Inclusion Strategic Plan. This section, after being shared with various community groups, will be finalized and included in our committee’s overall plan prior to its submission to SUNY on November 1, 2016.

Goal 1: Create a shared understanding of inclusion, diversity and equity and develop a welcoming college climate and continuously work toward improvement where issues can be openly and comfortably discussed among students/faculty/staff/administration

   Strategy #1: Engage with existing assessment instruments (e.g. National Survey of Student Engagement (NSSE)/Harvard’s Collaborative on Academic Careers in Higher Education (COACHE)/SUNY Student Opinion Survey (SOS)) to identify areas of improvement and continued challenge
   Strategy #2: Enhance the collection and communication of internal diversity and inclusion related data to assist institutional growth by providing annual updates to the College community.
   Strategy #3: Implement and require cultural competency workshops, annually, at a minimum, for students, faculty, staff and administrators and create programs and opportunities to understand the concept of privilege
   Strategy #4: Highlight peer-reviewed data outlining the benefits and best practices for implementing inclusion/diversity/equity for ecosystems and human systems in the diversity strategic plan, as a part of on-campus trainings and programming initiatives.
   Strategy #5: Review all College communications (to include web-based and printed marketing materials to students, faculty, staff, alumni and community members) to ensure all communications by the College are free of bias and articulate specifically ESF’s commitment to diversity and inclusion.
   Strategy #6: Have a clear and visible policy that allows College community members that ability to report anonymously diversity related concerns and suggestions for improvement
   Strategy #7: Review and update policies and practices to meet the needs of transgender and/or transitioning students.

Goal 2: Ensure that the college commitment to diversity and inclusion is apparent and embedded at all levels of the institution.

   Strategy #1: Appoint a permanent Chief Diversity Officer by August 2017 with clearly articulated responsibilities and organizational relationships to support the implementation of the College’s Inclusion, Diversity & Equity Strategic Plan
Strategy #2: Create and maintain a Committee on Inclusion, Diversity and Equity with consistent faculty, staff and student representatives
Strategy #3: Create transparent funding for institutional initiatives related to Diversity and Inclusion work
Strategy #4: Increase visibility of inclusion, diversity and equity mission and vision and its relationship to the College’s overall mission and vision

Goal 3: All members of the community will engage in curricular, co-curricular and research activities that improve inclusion, equity and cultural competency within the college and from local, national and global partnerships.

Strategy #1: Require and financially support professional development opportunities to improve classroom inclusion to support respectful dialogue among those with various perspectives and viewpoints
Strategy #2: Develop programming, discussion opportunities and training that engages the community in cross-cultural conversations and experiences
Strategy #3: Create incentives to include a focus of inclusion, equity and cultural competency as a component of disciplinary research.
Strategy #4: Expand the applied learning opportunities for students to include experiences in both urban and rural environmental settings; for example, community garden initiatives in the Syracuse Southside and greater Syracuse city area.

Goal 4: Improve recruitment and retention of student, faculty, staff and administrative ranks to be more reflective of NY State Census.

Strategy #1: Develop growing 3-5 year targets for student, faculty, staff and administrative representation, to be revised bi-annually. For undergraduate students, 20% students of color by 2019, for graduate students x% by 2019, for faculty and staff at least 10% by 2019.
Strategy #2: Maintain current first-year student gender distribution and improve for incoming transfer students, graduate students, faculty and staff.
Strategy #3: Engage with existing dual career networks to assist partners of newly hired faculty and senior administrators
Strategy #4: Create, enhance and financially support opportunities and programs that promote success and retention of underrepresented undergraduate and graduate students.
Strategy #5: Establish and financially support first semester transition programs for transfer students, international students and non-traditional students
Strategy #6: Review and enhance communication about the undergraduate and graduate admissions process to the College community.
Strategy #7: Establish and maintain partnerships with school districts and community based organizations within and outside of New York to expose students to STEM disciplines and assist in institutional enrollment goals.
Strategy #8: Create and allow access to class schedule for incoming undergraduate students (first-year and transfer students) two to three weeks prior to the upcoming semester to enable students to plan for other responsibilities and obtain necessary services in a timely manner.

Strategy #9: Enhance the faculty and staff recruitment process by ensuring the College works with search firms that can clearly demonstrate a commitment to diversity and the development of diverse search pools.

Strategy 10: Create more inclusive supports for faculty, staff and students to be respectful for family care responsibilities.

Goal 5: Ensure understanding by the College community of policies and promoting access to the campus and to services for all community members.

Strategy #1: Create physical landscapes to promote and support success for all community members to include a direct sidewalk path with applicable ramps that connects all main campus facilities and parking locations.

Strategy #2: Create technological infrastructures that promote and support success for all community members.

Strategy #3: Hire an instructional design specialist and an adaptive technology specialist to assist the college in implementing such changes.

Strategy #4: Develop and deliver training to inform faculty and staff of requirements to implement accommodations for students with disabilities and provide information that articulates the supports that are available for students and faculty.

Strategy #5: Maintain and promote the procedure for students to self-advocate any challenges they may face in implementing required accommodations on campus.

Goal 6: Increase alumni engagement to improve inclusion, equity and cultural competency within the College community.

Strategy #1: Engage with alumni to develop mentorship opportunities for underrepresented students/faculty/staff/administrators.

Strategy #2: Engage with alumni to develop mentorship opportunities for women at ESF (students/faculty/staff/administrators).

Strategy #3: Highlight successful underrepresented alumni in STEM related positions using College communication outlets (alumni newsletter, social media, etc.) to increase overall visibility of the College and of careers being practiced by our alumni.

Strategy #4: Engage alumni to provide opportunities to meet with the respective student groups within the Undergraduate Student Association, Graduate Student Association and the Student Diversity Advisory Council to provide mentorship and academic/career guidance.
Goal 7: Ensure the success of international students from Admission through graduation with appropriate resources to support their academic goals and extracurricular goals and to enrich the overall cultural competence of the college as a whole.

**Strategy #1**: Create a campus-wide committee that oversees the experience of both undergraduate and graduate international students.

**Strategy #2**: Expand the pre-orientation program for international students to include the completion of the English Language Assessment (ELA) exam and deliver a course that would meet the needs of the recommended actions provided by the ELA while also creating an orientation fee to support the program.

**Strategy #3**: Require that the ELA exam be completed by all international students and that the recommendations given from the ELA exam are acted upon.

**Strategy #4**: Provide a staff member in the ESF Writing Center with Teaching English as a Second Language (TESL) knowledge with specific focus on Mandarin speakers to support ESF’s partnership with the Beijing University of Chemical Technology.