

**YALE SCHOOL OF NURSING
DIVERSITY, EQUITY, INCLUSION AND BELONGING PLAN**

Action Area I: Scholarship, Research, Practice and Teaching

Action Items	Primary Beneficiary				Measures	Duration (years)					Accountable Leads for Oversight and Reporting at the Duration Checkpoints			
	Stud	Staff	Fac	Alum		1	2	3	4	5	Primary	Additional Responsible Parties		
1. Assess curricular breadth and support development of courses to fill identified gaps	X		X		Increase in curriculum breadth (% of courses with anti-racism/anti-oppression [AR/AO] content)	X		X		X	EDD	CC	ALT	
2. Sponsor (or recommend) anti-racism/anti-oppression programs related to scholarship, practice, and teaching	X	X	X	X	AR/AO programming/speaker series offered at least once/semester, with diverse presenters	X	X	X	X	X	ODEI			
3. Support inclusive classroom and precepted clinical practices with menu of training options	X		X		Improvements in self survey assessment of faculty, students, and preceptor participants	X	X	X	X	X	ASU CSU	ODEI		
Legend: (all leads are YSN unless otherwise stipulated) AR – Anti-racism AO – Anti-oppression ALT – Academic leadership Team EDD – Executive Deputy Dean CC – Curriculum Council ODEI – Office of Diversity, Equity, and Inclusion ASU – Academic Support Unit CSU – Clinical Support Unit	Rationale and explanation of responsibilities for Accountable Leads and Additional Responsible Parties: <ol style="list-style-type: none"> The CC is responsible for curricula reviews and the EDD is responsible for oversight. In collaboration with the EDD, the CC and ALT will conduct curricula reviews, extract data from semesterly course evaluations, and provide progress reports at each designated reporting interval. ODEI leads in programming and other initiatives that support anti-racism and anti-oppression. As such, the ODEI will inform trainings and will develop outcome measures to evaluate implementation and effectiveness at program specific and YSN levels. The ODEI will provide progress reports at each designated reporting interval. ASU supports course infrastructures, whereas CSU organizes precepting. The ASU and CSU will collaborate to review infrastructure and precepted experiences for inclusive excellence. The ASU and CSU will collaborate to provide the progress reports at each designated reporting interval. The ODEI will be consulted as needed and participate in the review and evaluation processes. 													

Action Area II: Diversity of the YSN Community

Action Items	Primary Beneficiary				Measures	Duration (years)					Accountable Leads for Oversight and Reporting at the Duration Checkpoints				
	Stud	Staff	Fac	Alum		1	2	3	4	5					
1. Enhance hiring, retention, and promotion practices at Yale/YSN, including for BIPOC and other underrepresented (UR) faculty and staff. Partner with Provost and HR for practices to enhance excellence and diversity of candidate lists and mentoring/training for staff skills development		X	X		Number applying from UR groups/diversity of hiring pools	X	X	X	X	X	EDD ADSO	Yale HR	Yale Prov.	Yale HR	
					% UR faculty recruited, retained	X	X	X	X	X					
					Managers develop personal trajectory plans with staff	X	X	X	X	X					
2. Identify development opportunities for student financial aid and to support emergency non-tuition needs—with clear guidelines. Ask Yale to consider free public transport mechanism		X	X		Prioritization of development opportunities for student needs	X	X	X	X	X	FAD	ADDAA	Yale Prov.	Yale UL	
					Amount and % of aid awarded to UR students	X	X	X	X	X					
					% of applications/offers/acceptances by UR students	X	X	X	X	X					
3. Conduct outreach to underrepresented students, including graduates of Historically Black Colleges and Universities and Hispanic and Native American (Indigenous People) Serving Institutions.	X				Engage Admissions in developing and implementing an outreach plan that includes HBCUs, HISs and other underrepresented groups.	X	X	X	X	X	Adm. Dir.				
<p>Legend: (all leads are YSN unless otherwise stipulated)</p> <p>UR – Underrepresented HR – Human Resources ADSO –Associate Dean for Strategic Operations EDD – Executive Deputy Dean ADDAA – Associate Dean for Development and Alumni Affairs Yale HR – Yale University Human Resources Yale Prov. – Yale University Office of the Provost</p>	<p>Rationale and explanation of responsibilities for Accountable Leads and Additional Responsible Parties:</p> <ol style="list-style-type: none"> The ADSO oversees YSN personnel affairs and the EDD oversees faculty affairs. University HR and Provost policies and procedures inform each of the aforementioned. YSN accountable leads will review this at the YSN level and will consult with Yale HR and the Yale Office of the Provost for input and to review/evaluate effectiveness of these processes. The ADSO and EDD will provide progress reports at each designated reporting interval. The FAD leads in strategizing financial assistant mechanisms for students. The ADDAA leads in strategic engagement with donors and alumni. The ADDAA will collaborate with Yale AA for reporting on efforts and metrics. In collaboration with the ADDAA, the FAD will lead this review/evaluation process and provide progress reports at each designated reporting interval. 														

Yale UL – Yale University, University Life FAD – Financial Aid Director Adm. Dir. – Admissions Director	3. The Adm. Dir. leads the direction of YSN recruiting efforts, in coordination with YSN programs leads. The Admissions director will develop outcome measures and provide reports at each designated reporting interval.
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Action Area III: **Equitable Process, Procedure, and Response**

Action Items	Primary Beneficiary				Measures	Duration (years)					Accountable Sub-Units			
	Stud	Staff	Fac	Alum		1	2	3	4	5				
1. Bolster work of YSN DEI office in support of building better working partnerships between faculty, students, staff, alumni	X	X	X	X	Dedicated ODEI budget to cover workplan, including support of IDEAS Council & of Belonging at Yale initiatives	X	X	X	X	X	ODEI	ADSO		
					Assess effectiveness/ satisfaction of ODEI/OSLB efforts through annual survey	X	X	X	X	X				
2. In coordination with Discrimination and Harassment Coordinators and OIEA, make opportunities available to prevent and resolve incidents, including, but not limited to, reparative dialogue	X	X	X	X	Resolution of incidents tracked by ODEI and OIEA Provision of stepwise incident reporting processes, tools, and other resources	X	X	X	X	X	ODEI	OIEA		
3. Examine Yale/YSN policies to ensure equity, including identifying structural impediments that disproportionately impact students from marginalized communities, such as access to technology, transportation, financial support	X				ODEI with Executive Committee assess Academic Success Team (AST) annually	X	X	X	X	X	EC	ODEI	AST	OIEA
Legend: (all leads are YSN unless otherwise stipulated) ODEI – Office of Diversity, Equity, and Inclusion OIEA – Office of Institutional Equity and Accessibility ADSO – Associate Dean of Strategic Operations EC – Executive Committee AST – Academic Success Team	Rationale and explanation of responsibilities for Accountable Leads and Additional Responsible Parties: 1. The ODEI is responsible for expanding its function across YSN. The ADSO is responsible for budget support. The ODEI will develop and implement strategies, such as trainings, workshops, conferences, and resources for all members of the YSN community. The ODEI will also engage DEIB experts outside of YSN to support this strategy. The ODEI will develop outcomes measures and provide progress reports at each designated reporting interval.													

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| | <ol style="list-style-type: none"><li data-bbox="841 142 2325 251">2. Members of the ODEI team are Discrimination and Harassment Resource and Title IX Coordinators for YSN. This strategy will be accomplished through structured trainings and evaluation/outcomes measures. The ODEI team will provide progress reports at each designated reporting interval.<li data-bbox="841 256 2325 365">3. The EC is responsible for YSN-wide policy review and approval. In consultation with OIEA, ODEI and AST will participate in policy reviews and make recommendations based on the purview of their functions. Outcome measures will be used for progress reports that will be submitted at each designated reporting interval. |
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Action Area IV: Professional and Personal Development of Inclusive Practices

Action Items	Primary Beneficiary				Measures	Duration (years)					Accountable Sub-Units			
	Stud	Staff	Fac	Alum		1	2	3	4	5				
1. Implement coaching program of practicing difficult conversations	X	X	X		(Self)-survey assessment of skills and knowledge shows improvement	X	X	X	X	X	ODEI	ADSLB	EDD	SDs
2. Engage alumni on career and professional development, action, and service opportunities around DEI/AR/AO	X			X	Formalized alumni programming Track engagement in professional development activities and service opportunities						ADDAA Yale AA	AA	OD EI	
<p>Legend: (all leads are YSN unless otherwise stipulated) AR – Anti-racism AO – Anti-oppression ODEI – Office of Diversity, Equity, and Inclusion ADSLB – Associate Dean of Student Life and Belonging EDD – Executive Deputy Dean SD – Specialty Directors ADDAA – Associate Dean for Development and Alumni Affairs Yale AA – Yale University Alumni Association AA – Alumni Association</p>	<p>Rationale and explanation of responsibilities for Accountable Leads and Additional Responsible Parties:</p> <ol style="list-style-type: none"> 1. The ODEI will develop and implement trainings and workshops in collaboration with the ADSLB, EDD, and SDs to support faculty, staff, and students. Experts in this area will be engaged as needed to enhance these efforts. The ODEI, ADSLB, EDD, and SDs will collaborate to provide progress reports at each designated reporting interval. 2. The ADDAA leads alumni engagement efforts in collaboration with the Yale University AA and YSN Alumni Association. The ADDAA will lead provision of progress reports at each designated reporting interval. The ODEI will collaborate with the ADDAA and YSN Alumni Association. 													

Action Area V: Acknowledgement, Recognition and Respect

Action Items	Primary Beneficiary				Measures	Duration (years)					Accountable Sub-Units			
	Stud	Staff	Fac	Alum		1	2	3	4	5				
1. Review art and iconography at YSN, add works represent broader range of community	X	X	X	X	Existence of process to review and enhance art & iconography	X	X	X	X	X	ADSO	CC	ODEI	
2. Celebrate individual and group achievement for work that fosters DEI and belonging	X	X	X	X	Develop DEI Champions acknowledgement program	X	X	X	X	X	ODEI	OC		
<p>Legend: (all leads are YSN unless otherwise stipulated) ADSO – Associate Dean of Strategic Operations CC – Centennial Committee ODEI – Office of Diversity, Equity, and Inclusion OC – Communications</p>	<p>Rationale and explanation of responsibilities for Accountable Leads and Additional Responsible Parties:</p> <ol style="list-style-type: none"> 1. The ADSO leads in overseeing the YSN physical building. The Centennial Committee will also engage in the development of displays that represent YSN’s history. The ODEI will provide consultation from the DEIB perspective. The ADSO will lead the progress reporting at each designated reporting interval. 2. The ODEI office manages the DEI Champions program for YSN. The YSN Communications team also works to recognize achievements at YSN. The ODEI will collaborate with the YSN community to ensure inclusive excellence in this process. The ODEI will provide progress reports at each designated reporting interval. 													

Action Area VI: Communications, Transparency, Accountability

Action Items	Primary Beneficiary				Measures	Duration (years)					Accountable Sub-Units			
	Stud	Staff	Fac	Alum		1	2	3	4	5				
1. Include anti-racism/anti-oppression objective metrics criteria in course, faculty, preceptor evaluations, and employee performance feedback	X	X	X		% faculty and staff demonstrating activity to promote AR/AO	X	X	X	X	X	EDD ADSO ASU SDs	CSU	ODEI	Yale HR
2. Regularly review and communicate progress towards DEI and belonging goals	X	X	X	X	Quarterly (or semesterly) update YSN on DEIB plan implementation progress.	X	X	X	X	X	ODEI ADDAA	OC	IR	
<p>Legend: (all leads are YSN unless otherwise stipulated) AR – Anti-racism AO – Anti-oppression EDD – Executive Deputy Dean SD – Specialty Directors CSU – Clinical Support Unity ADSO – Associate Dean of Strategic Operations ASU – Academic Support Unit ODEI – Office of Diversity, Equity, and Inclusion ADDAA – Associate Dean for Development and Alumni Affairs Yale HR – Yale University Human Resources OC – Office of Communications IR – Institutional Research</p>	<p>Rationale and explanation of responsibilities for Accountable Leads and Additional Responsible Parties:</p> <ol style="list-style-type: none"> 1. The EDD and the ADSO lead in overseeing the performance evaluation processes for faculty and staff, respectively. The ASU leads in educating faculty on interpretation of course evaluation feedback. SDs lead reviews of course feedback and evaluation. The CSU leads in managing preceptor affairs. The ODEI will provide consultation as needed. In consultation with Yale HR, the EDD, ADSO, ASU, SDs, and CSU will collaborate to provide progress reports at each designated reporting interval. 2. The ODEI leads in overseeing the implementation of the YSN DEIB plan. ODEI will work with IR and the OC on tracking and communicating DEIB plan data. The ADDAA will communicate progress to the YSN Alumni association. The ODEI will provide progress reports at each designated reporting interval. 													