



Miller Center
Inclusive Excellence Plan
Spring 2021

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Introduction

The Miller Center is making diversity, equity, and inclusion an organizational priority as it approaches its 50th anniversary.

We aim to improve on recent efforts to create a more diverse and inclusive organization—in our personnel, in our values and culture, and in our public programming and scholarship.

As a highly visible center at UVA, we feel a responsibility to lead in this area. That is why we will make it a priority to demonstrate consistent progress across our personnel, our culture, and our public programming.

Self-Assessment

Over the last five years, the Miller Center has taken important steps in moving our organization in the direction of one that is truly inclusive. We have recruited a number of talented women and minorities to our leadership teams; to our faculty, fellows, and staff; and to our Governing Council. We have addressed cultural challenges at the Center, taking early steps in transforming an organization that was often top-down and opaque to one that is explicitly inclusive and transparent.

But we know that we can and must do more. Because of our visibility as an organization dedicated to public affairs, we feel a responsibility to lead.

The Miller Center faculty, staff, and fellows adopted a Center-wide values document in the spring of 2019, with this guiding statement: “The Miller Center is a supportive community, grounded in diverse perspectives. We value scholarly excellence, civil discourse, and respectful conduct.” This values statement reflects a year of work to better understand personal and professional needs of our community and actions to foster a compassionate team. The work is not done, and the Miller Center is committed to continually reviewing and improving practices of scholarly excellence, diverse perspectives, purposeful engagement, responsible stewardship, supportive community, and respectful conduct.

Aligning with this vision and our strategic plan adopted in April 2020, the Miller Center has created an Inclusive Excellence plan. This reflects contributions from representatives across the Center: scholarship, technology, public programs, the Workplace Culture Committee (WCC), and the executive office. The Center kicked off the process in January 2020 with a 1:1 consultation followed by a workshop. We offered participation to all faculty and staff, landing on five key representatives of the Center. We then began intensive work as a team in July 2020, first evaluating progress to date and current tools the Center can access. In

consultation with the Office of Diversity, Equity, and Inclusion, plus specialists in categories, we established goals and ways to measure success, documented below.

Current strengths

- **Public programming and panel diversity:** At the beginning of each semester, we discuss the topics we will address in our public programming. Over the last several years, we have looked at topics of racial inclusion, immigration and related issues, the various facets of inequality, and of the role of women in politics as essential features of American public life, including as areas of focus connected to our strength in the American presidency. We have focused on diversifying representation on our panels in recent years, with positive results. In 2018, 25 percent of our total events were diverse by racial and/or ethnic markers (identified by events featuring speakers of Black, Hispanic, Asian, or another ethnic origin), and 54 percent of programs were diverse by gender. In 2019, we made significant gains with racial and/or ethnic diversity increasing to 46 percent, with 70 percent of programs featuring gender diversity. In 2020, 35 percent of event panels included racial and/or ethnic diversity, with 72 percent displaying gender diversity. One program worth noting, because of its size and reach, was the Center's three-day 2019 Presidential Ideas Festival, which brought in more than 90 speakers; 37 percent were women and more than 20 percent represented minority groups.
- **Personnel diversity as a priority:** We have established faculty, fellow, staff diversity as a priority. Five years ago, the senior staff leadership included seven men and one woman, and our full-time and affiliated faculty and fellows included only four women. We have made some progress: today, the senior leadership team is equally represented by men and women and includes one African American. As an organization, we have observed that our faculty and fellows (both full time and affiliates) now include 14 women (out of 40, or 35 percent), three African Americans, two Asian Americans, and one person of Hispanic descent. We have done this at an organization that remains committed to philosophically diverse political views.
- **Transparent policies and procedures:** Beginning in late 2018, the Center invested significant time in formalizing processes, from the basics of ordering office supplies to high-stakes work such as the selection of senior fellows. By fall 2020, the Center had documented 24 systems at the Center to make processes transparent and understandable.
- **Community Awareness:** Because we have focused faculty and staff on inclusivity, equity, camaraderie, and values, we are simply more aware of these issues as an organization. It has allowed us to consider these priorities in programming, in relationships with fellows and scholars, and in recruiting volunteer leadership. We have hosted training sessions and moderated discussions, attended by a majority of the Center's personnel. As a result, we researched, recorded, and disseminated a history of the Center so we know the roots of our organization.
- **Cultural change:** The Center has taken on cultural change as a priority, most evident in the formation of the WCC and creation of a values statement. This work began in

earnest with unconscious bias training in May 2017, at which time we reworked the weekly meetings to include more staff, including an optional faculty and staff meeting every Monday. Since September 2017, we have required online Respect@, Title IX, and Preventing and Addressing Discrimination, Harassment, and Retaliation (PADHR) training annually. Title IX training started in January 2018 for all faculty and staff, followed in April 2018, when the Governing Council attended its first annual training. In January 2018, the Governing Council approved a Code of Conduct, which each member signs annually. Two of the past three Governing Council chairs have directly addressed inclusivity and culture with the staff. The WCC has reported at All Hands and board meetings regularly since September 2018. We include a culture section in our Week Ahead email to all members of our community, which began in November 2018. Since 2018 we have hosted sessions with UVA Faculty and Employee Assistance (FEAP), learned best practices from the UVA Nursing School, engaged UVA Talent Development, created an Action Plan with the UVA office of Equal Opportunity and Civil Rights (EOCR) office, offered bystander training, and hosted management team coaching sessions. A third party led the Center in a series of restorative practice sessions, which inspired the WCC to conduct “circles,” a space to share and support one another during spring and fall semesters in FY20 and FY21.

Current challenges

- Wider staff engagement: The Workplace Culture Committee is a robust, active group, but not all members of the Miller Center have embraced the WCC. It remains a challenge to pull in the entire community and inspire each person to participate.
- Constrained finances: The financial security of the Center affects recruitment and other novel opportunities. New full-time staff are not common at the Center, as a result of strong retention and limited financial resources. This also limits opportunities for more professional development and social gatherings. Despite these challenges, the Center continues to make progress on inclusivity through workshops, recognition, and staff activities. We still have work to do in faculty, fellow, and staff diversity. As of November 2020, the Center has 40 full-time-equivalent faculty and staff and 32 affiliated fellows. While we have observed that nearly half of our full-time employees are women, our full-time employees were still more than 90 percent White in November 2020. Since recruitment opportunities are somewhat limited, the greatest opportunity lies in retention: making sure people with differing political philosophies and affiliations, a range of life experiences, and underrepresented races each feel welcome, feel included, and feel they have a voice.

Greatest opportunities

- Goal-setting progress: We considered the organizational climate assessment provided by the Division for Diversity, Equity, and Inclusion and determined that Stage 4: Affirming is the most representative of our current organization. We have made an active commitment to recognizing difference as an advantage and our faculty and staff have cultural awareness. This is a milestone, since 70 percent of UVA rates itself at

Stage 3: Compliance. But our work is not done. We have an opportunity to move into Stage 5: Redefining, and then Stage 6: Inclusive.

- **Governing Council diversity:** Volunteer leadership is an essential part of the Miller Center, as with other parts of UVA. The Center's board, called the Governing Council, has been built by engaged, invested professionals who believe in the mission of the Center. In the past, we prioritized networking and connections in selecting the Council. Since 2018, the governance and nominating committee—staffed by the executive office—has tracked a range of factors in evaluating current board strengths and considering new candidates. These factors include past service to a political party; geographic residence; business sector; gender, race and ethnicity; and other factors. Assessing the current makeup of the board has identified needs, and the committee has been reasonably successful in bringing in a broader range of voices. Like all corporate and volunteer boards in 2020 and 2021, we have a strategic objective to prioritize this work.
- **Expanded event audience:** We control the topics and themes of our public programs, and also the speakers/panelists who engage with the Center. Our next opportunity lies in the audience to which we speak. By proactively identifying new demographic groups by age; a range of educational, race, and ethnic backgrounds; new geographies; and other factors, we can expand not just our programming but those it reaches and affects. Some strategies for achieving this might include more targeted publicity, relevant strategic partnerships, and when events resume in person, being thoughtful about venues/locations that might draw different and more diverse crowds. We currently track some demographic data through online registration, such as geographic location and affiliation to the Miller Center. We have been able to learn a little more about our audience—such as race and gender—through a recently conducted survey of our 2020 event participants. Viewership for 2020 related to our current online programming (March–December 2020) is yielding the following averages related to geographic diversity: approximately 50 percent local, 10 percent DC-based, 36 percent national, and an average of 4 percent international viewership (though on two occasions this number rose as high as 27–28 percent).
- **Recruiting students and fellows:** Budget constraints in recent years have not enabled the Miller Center to grow the total number of staff positions, however, we do have people flow in and out of the Center. The two most common categories are students and scholarly appointments (fellows and chairs). We've begun to prioritize diversity in its broadest terms in recruiting both groups and will continue to prioritize it. We see a great opportunity in growing the racial makeup of our community.
- **Climate survey:** It's important for us to consider each stakeholder's experience at the Center, because no single person can speak for an entire group and because our own perceptions are a result of our own experience, not others'. The Center conducted a new climate assessment to capture "my experience" for the range of faculty and staff across the organization at the end of calendar year 2020. We will use this as our baseline for future similar surveys. In 2020, 82 percent of respondents agreed or strongly agreed they felt like they "belong" at the Center. More than 60 percent of responses agreed or strongly agreed they had satisfying relationships and their

professional goals were being met. More than 86 percent knew “what constitutes good performance” in their role and that they received “meaningful recognition” for their work. More than half, 57 percent, felt they could express their opinions at the Miller Center, and 75 percent believed the Miller Center leadership would “take appropriate action in response to incidents of harassment or discrimination”; none strongly disagreed with either statement. Every respondent had some confidence in his or her skills to address “hostile behavior” they witness. All of these responses indicate the community is building confidence in the climate. We received 27 responses to the survey: 81 percent of respondents identified as white, 7.4 percent as Asian or Asian American, 3.7 percent as Black, and 3.7 percent preferred not to say. Half of respondents were between ages 45 and 55, and 85 percent identified as heterosexual. For education, 29 percent of respondents reported having earned a bachelor’s degree, 33 percent a master’s, 8 percent a professional degree like law or medicine, and 29 percent a doctorate. Politically, 65 percent of respondents placed themselves on a scale as “liberal” and 11 percent as “conservative.” For our question on religion, 30 percent had “no” religious preference and 30 percent preferred not to say. In the open text fields at the end of the survey, 4 of 7 relayed a concern that those with conservative views may not feel they can share their political affiliation. We are committed to making every person feel they can be their authentic self in the workplace.

Below are five Inclusive Excellence (IE) framework dimensions that constitute our IE plan. The greatest opportunities, listed above, often appear in more than one category, reinforcing the importance and prospective gain.

Goals, Actions, Measures, and Implementation Plan

We will strive to accomplish the goals below within the next five years. Beginning with Access + Success, we have documented our objectives and time frames.

Access + Success

Access + Success		<i>2030 Vision: Recruit and support exceptionally talented, diverse, and service-oriented students and board members. Recruit, support, and retain excellent and diverse faculty, fellows, and staff.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Time Frame(s)	Responsible Office/Position	Funding/Resource Allocation
Build diversity among constituent groups that include staff, faculty, student employees and interns, and Governing Council (GC) members	Remain mindful of seeking broad representation of diversity as it relates to a variety of metrics	Assess each category on a yearly basis	Ongoing	Executive team with support from all	Time commitment of relevant staff
Faculty and Fellows	<ol style="list-style-type: none"> 1. Actively seek a broad range of diverse faculty/fellows that represent the many topical areas of Miller Center (MC) expertise, and that also represent diversity in terms of other metrics that include, but are not limited to, gender, race, ethnicity, political viewpoints, etc. 2. Articulate goals and needs 3. Create a survey to gauge what the Center wishes to contribute 	<ol style="list-style-type: none"> 1. Prioritize each year during new faculty/fellow recruitment cycles, reminding the selection committee of criteria 2. Seek nominations from MC's various constituents, starting with management team and with existing faculty/fellows cohort 3. Prioritize diverse views and 	Annually during recruitment cycle, for school-term calendar placements	<ol style="list-style-type: none"> 1. Faculty and staff who nominate 2. Executive team 3. Chairs and fellows committee members (FARC) 	Time commitments of those responsible

		<p>representation in program offerings on the basis of several diversity metrics: gender, race, political viewpoints, other</p> <p>4. Conduct orientations of new fellow classes to help them feel connected to the Center community</p>			
Staff	<p>1. Based on staffing needs/skills necessary for position, remain mindful of the recruitment and retention of a diverse staff (trainings, opportunities at the Center)</p> <p>2. Increase the diversity of the applicant pool by reviewing demographics data submitted during the hiring process; take appropriate actions as necessary to reach a diverse group, representative of the job market</p> <p>3. Develop equitable language to include on job postings and hiring forms that “consider applicants’ contributions to inclusive excellence”</p> <p>4. Implement inclusive interview practices as</p>	<p>1. Set a baseline of applicant diversity pools from previous hiring (3 years)</p> <p>2. Assess the diversity of applicant pools on yearly basis, during periodic hiring</p>	Ongoing	<p>1. Human Resources</p> <p>2. Designated search committee</p> <p>3. Executive team</p>	Time commitments of relevant staff

	outlined by EOCR “Inclusive Interview Day Planning” consistently in the hiring and interview process for applicants				
Governing Council	1. Seek to maintain and recruit diversity of members based on backgrounds/experience in various sectors and other key diversity metrics as mentioned above 2. Expand industries and educational backgrounds to track for members and recruits	Assess periodically via conversations among executive team, GC chair, and broader GC members	Ongoing and as GC member terms are set to expire	1. Executive team 2. GC chair	Time commitment of executive team and GC chair
Recruit student interns with varying backgrounds, race, gender, sexual orientation, and ethnicity	1. Send position announcements to groups such as Ridley Scholars and the Multicultural Merit Scholar pool 2. Add race/ethnicity designation to applications for the cross-Grounds democracy summer interns and other internship programs 3. Include K-12 students and educators in democracy biennial in a meaningful way	Track and report student makeup	Fall 2021–Spring 2022	1. Associate director of Presidential Studies 2. Administration and Finance team 3. UVA School of Education 4. Democracy Initiative staff	Additional relationship development across Grounds to identify target student groups
Website accessibility	Make our scholarship accessible to all, digitally	1. Ensure digital assets comply with Section 508 of the Rehabilitation Act, and UVA policy IRM-008 2. Prioritize enhancements	Time and policy investment	Website team	1. Time 2. Perhaps limited financial resources for technology enhancements

Climate + Intergroup Relationships

Climate + Intergroup Relationships		2030 Vision: <i>Continuously promote and strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, and innovation.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Time Frame(s)	Responsible Office/Position	Funding/Resource Allocation
Continue monthly WCC circles and expand topics to foster and strengthen inclusivity and mutual respect	<ol style="list-style-type: none"> Expand meeting and circle topics; start listening sessions to hear from the community Use the Feedback form to solicit circle topics to address current harms 	Assess on an annual basis the scope of topics to gauge progress on a sense of belonging	Ongoing	<ol style="list-style-type: none"> WCC Executive team 	Time commitments from WCC leaders, executive team, and faculty/staff as a whole
Use pronouns to foster gender inclusivity	<ol style="list-style-type: none"> Offer email signatures, print and audiovisual productions, and business cards to include pronouns by end of 2021 Offer email signatures and business cards to include a field for pronouns 	By normalizing the inclusion of pronouns into everyday operations, we can create a more safe and respectful community for faculty, staff, students, and visitors at the Miller Center	End of 2021	<ol style="list-style-type: none"> Individuals Managers Executive team 	Low cost; no additional cost other than current cost of business cards
Assess current climate to implement specific,	Conduct a Pulse survey from Harvard (or similar	1. Use the feedback form to anonymously solicit how faculty and staff feel	Before end of spring 2021 semester	1. WCC	Time commitment from WCC members

measurable change	survey) to determine a baseline for the current inclusivity climate at the Center	<p>2. Create rubric to measure and track changes</p> <p>3. Draft new policies to address shortcomings in the following areas:</p> <ul style="list-style-type: none"> • belonging • perceptions of respect, trust, satisfaction, and mentorship 		2. Inclusive Excellence (IE) team	
Offer additional training opportunities	Offer DEI and cultural humility training, or similar	<p>1. Embrace antiracism and allyship throughout the organization</p> <p>2. Support through opportunities</p>	By end of FY22	IE plan team	Start with UVA resources like FEAP and Talent Development, consider WCC resource-sharing discussion, consider third-party training

Education + Scholarship

Education + Scholarship		<i>2030 Vision: Enable faculty, fellows, staff, and students to work across traditional boundaries and prepare servant leaders to shed new light on enduring and profound questions in our diverse community and globally connected world.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Time Frame(s)	Responsible Office/Position	Funding/Resource Allocation
Fellows program	<p>1. Diversity: Make an effort to recruit and retain fellows from diverse backgrounds and academic foci</p> <p>2. Create an environment where fellows, faculty, and staff can collaborate on unique projects, regardless of position or subject matter</p> <p>3. Actively support fellows' scholarship and work on issues of race, gender, and other issues of diversity and inclusion to reach and cultivate more diverse audiences (This effort could also be used to engage with Charlottesville communities that don't typically attend Miller Center events.)</p>	<p>1. Continue selecting fellows via committee, making sure to improve in areas that may be lacking, i.e., staff engagement, when selecting fellows</p> <p>2. Timely processing of nominated fellows, from getting materials to signing engagement letters, all in time for fellows to begin their work in the fall of each academic year</p> <p>3. Review hiccups in the fellows process from each year and take active steps to address them to streamline the process further</p>	FARC will review each fellow annually, as outlined by the Identification and Selection of Miller Center Practitioner and Faculty Fellows process, to ensure that their contribution follows what was outlined in their engagement letter and directly supports the Center's strategic focus	<p>1. FARC</p> <p>2. Executive team</p> <p>3. Presidential Studies academic coordinator</p>	<p>Faculty fellowships are typically unpaid appointments; practitioner fellowships are funded through endowments</p> <p>Requires time from FARC, Administration and Finance team, and Presidential Studies academic coordinator</p>
Student internships and engagements	1. Maintain and expand support for students through internships and	1. Increase the number of interns from	Annually or as the need arises, based on funding	1. The Miller Center, based on the need of	Current student internship/employee creation process, overseen by

	<p>event engagements, reviewing past methods for selecting interns and expanding these to create a larger pool of candidates from various academic and ethnic backgrounds</p> <p>2. Design and fund a program to support paid high school student interns</p> <p>3. Continue and expand the Democracy at UVA internship and the Schaeffer Fellows Internship, which will grow the inclusivity of public service by offering mentorship and research experiences to underserved populations</p> <p>4. Work closely with Virginia Civics to provide content/services for high school teachers and students on civics issues</p>	<p>diverse ethnic backgrounds and socioeconomic status with access to Miller Center resources and opportunities</p> <p>2. Expand Miller Center engagement outside of the UVA bubble to provide opportunities to students and teachers at the community level</p>	<p>and the need for interns</p>	<p>each department</p> <p>2. Presidential Studies faculty and fellows</p> <p>3. Academic coordinator for Presidential Studies</p> <p>4. Executive team</p>	<p>associate director of Presidential Studies and staff in the Administration and Finance area</p>
Miller Center academic priorities	Actively support priorities that attract a diverse group of scholars to the Center and engage with the Charlottesville community	Measure and aim to grow programming about topics important to communities of color, of various ages,	Programming team considers at the beginning of each semester in faculty, fellow, and chair outreach [2021–25]	Presidential Studies programming team	1. Existing programming budget supports 1+ events/week each semester

		and from the Charlottesville community			2. Track topics by intended audiences and IE goals
Website content	Contextualize material on the Miller Center website, drawing in diverse voices	<p>1. Add essays and exhibits that add context of complete histories, particularly early U.S. presidents</p> <p>2. Consider scholars early in their career and with a range in backgrounds and cultures as consulting editors for this work</p> <p>3. Add Miller Center history to website</p>	<p>1. Evaluate and prioritize presidents for contextualization in calendar year 2021</p> <p>2. Commission two to three essays/year through at least 2025</p>	<p>1. Librarian</p> <p>2. Communications team</p>	New requirement: funds for essay writers, plan to budget beginning FY21

Infrastructure + Investment

Infrastructure + Investment		2030 Vision: Be a community that consistently lives its values and ensures that our systems enable our students, faculty, and staff to do their best work.			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Time Frame(s)	Responsible Office/Position	Funding/Resource Allocation
Communication	<p>1. Inclusivity: making each person feel valued, and respecting contributions from all perspectives</p> <p>2. Team building by establishing norms that include quality contributions from each person (balanced turn-taking) and social sensitivity (recognizing cues if someone feels left out)</p> <p>3. Clear, consistent communication: evaluate, revise, and communicate changes in policies and protocols that will facilitate reports of bias and discrimination, improve clarity, provide transparency, promote fairness, and enhance accountability</p>	<p>1. Discuss norms for in-person and virtual meetings at a minimum of one All Hands meeting in calendar year 2021</p> <p>2. Continue revising and adding documentation about roles and responsibilities, processes, and best practices</p> <p>3. Once a year remind faculty and staff of respectful workplace training and ask for anonymous feedback</p>	<p>1. Norms established by 2021, reinforced annually</p> <p>2. Process subcommittee of WCC meets at least once a year to confirm status of work</p>	<p>1. Executive office</p> <p>2. WCC</p>	<p>This category requires time investment by leadership and WCC members, particularly the Process Subcommittee of the WCC</p>

<p>Organization</p>	<p>1. Establish recruitment norms within allowable legal parameters for diversity: national origin, physical appearance, religion, political affiliation, education, age, gender, sexual orientation, socioeconomic backgrounds, language, veteran status, and physical disability</p> <p>2. Keep values statement in all employment and appointment letters</p> <p>3. Leadership responsibility for ongoing culture shifts</p>	<p>1. Seek goals for recruitment in 2021–22</p> <p>2. Track diversity of staff as they enter MC team</p> <p>3. Values statement—ongoing evaluation and dissemination</p> <p>4. Leadership check-in with WCC on culture once a year, ongoing</p>	<p>1. Years 2020 and 2021</p> <p>2. Ongoing</p> <p>3. First in FY21, then ongoing</p>	<p>1. MC Finance and Administration team, in partnership with UVA HR</p> <p>2. Provost, MC finance & administration, and HR</p> <p>3. Miller Center Executive team</p>	<p>Resources needed for each: time commitment</p>
<p>Build inclusive capacity</p>	<p>1. Consistently check with faculty/staff 1:1 and in small-group settings to see how they feel: this will promote the active appreciation of all team members in terms of their backgrounds, identities, and unique experiences</p>	<p>1. Minimum: one check-in with small groups annually, touching each faculty/staff member</p> <p>2. Board book writeups that include WCC, minimum one board report annually</p> <p>3. Support training opportunities that staff</p>	<p>1. FY2021, then ongoing</p>	<p>1. Executive team</p> <p>2. WCC</p> <p>3. Each manager</p>	<p>1. Executive team time</p> <p>2. WCC time</p> <p>3. Training budget in each department when budget is balanced and economic crisis is complete</p>

	<p>2. Support WCC efforts to continue its important work, such as allowing time for circles, encouraging participation at board meetings, and supporting outreach to other units and MC employees not part of WCC</p> <p>3. Encourage staff/faculty to participate in training and other ways to grow capacity</p>	<p>identify, and share resources to encourage participation</p>			
Relationships	<p>Grow supplier diversity</p>	<p>Identify women- and minority-owned businesses, contract with at least two new suppliers</p>	<p>By end of calendar year 2021</p>	<p>1. Events manager</p> <p>2. Procurement manager</p>	<p>Programming and executive teams' budgets</p>
Audience	<p>Establish realistic, achievable, and relevant goals tied to accountability and inclusivity, not simply raw numbers</p>	<p>1. Evaluate physical space and audience invitations to grow inclusivity (not just diversity) of audience</p> <p>2. Following events, e.g., biannually, survey participants for feedback and include optional self-identification of demographic information for the Center to track</p>	<p>1. Physical events: beginning when we return to in-person events</p> <p>2. Virtual events: evaluate audience in 2020–21 academic year; decide goals beginning 2021–22 year</p>	<p>1. Programming team</p> <p>2. Communications team</p>	<p>Time commitment</p>

		3. Seek out diverse media outlets for public impact to a broader audience			
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Community + Partnership

Community + Partnership		<i>2030 Vision: Be a strong partner with and good neighbor to our region, contributing to economic and social well-being, providing accessible health care, innovative education, opportunity, and engaging alumni.</i>			
Goals/Objectives	Actions	Outcomes (Data/Metric)	Timeframe(s)	Responsible Office/Position	Funding/Resource Allocation
Diverse partnerships	<ol style="list-style-type: none"> 1. Establish criteria for seeking partners who's values on diversity, equity, and inclusion align with the Miller Centers 2. Evaluate current partners from previous years and set a baseline for value-based partnerships 3. Continue to review goals and conduct outreach to diverse groups with equity-minded missions 	<ol style="list-style-type: none"> 1. Increase value-based partnerships from current baseline 2. Reach out to current/past fellows, student groups, and other organizations whose primary audience is people of color and minorities in the local region 	Fall 2021	<ol style="list-style-type: none"> 1. Programming 2. Presidential Studies 3. Communications team 	<ol style="list-style-type: none"> 1. Staff time 2. Programming resources
Build an inclusive audience	<ol style="list-style-type: none"> 1. Seek opportunities to bring Miller Center scholarship to underserved communities 2. Host community events in locations that are topically relevant and 	<ol style="list-style-type: none"> 1. Conduct events in places more accessible to a diverse audience (off-Grounds and in the community) 2. Qualitatively measure the diversity of our audience to track toward greater inclusion (We 	Fall 2021	<ol style="list-style-type: none"> 1. Programming team 2. Presidential Studies 3. Communications + web team + AV 	<ol style="list-style-type: none"> 1. Programming budget for off-Grounds events 2. AV resources for conducting off-Grounds events 3. Faculty time and investment into researching topics affecting minority

	<p>resonate with communities of color</p> <p>3. Be proactive about to whom/how the MC publicize programs to enhance audience diversity</p> <p>4. When topically relevant, consider strategic partnerships with built in and relevant diverse constituents to extend the Miller Center’s current reach and impact</p>	<p>currently gather the following info from event registrants: name, email, city/state/country, affiliate orgs/job title, and whether the audience member is a student or not. This yields particularly useful information on geographic diversity and reach [detailed above]. Understandably, there is concern about the efficacy of—and sensitivities related to—the gathering more personal demographic information.)</p> <p>3. Continue to conduct surveys of our online audience and event attendees, which allows respondents to self-report more extensive demographic data such as race, gender, and political affiliation.</p>			<p>communities in our region</p> <p>4. Possible publicity/-communications budget for more targeted marketing</p>
Community leaders	1. Invite community members—teachers and educators to be	1. Actively recruit members for advisory committee from local schools	Spring 2021–Fall 2021	1.Executive team 2. Presidential Studies	1. Time commitment 2. Resources needed to create

	advisors on committees at the Miller Center				and maintain a steady flow of internship programs
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[Communication Plan](#)

We communicated our draft IE plan to staff at a special presentation during a faculty and staff meeting in November 2020. Based on questions and feedback, we added an inclusivity training (March 2021) and edited the draft document to incorporate ideas from our community. We previewed this document with our board chair in March 2021 and we will share it with the Governing Council at the May 2021 board meeting. We will report progress to both groups and to the Division for Diversity, Equity, and Inclusion biennially beginning 2021. We will produce and distribute press releases, emails, and social media announcements for elements relative to the public. We will publish our Inclusive Excellence plan on the Miller Center website.

To stay up to date on and participate in the success of the IE plan, Miller Center community members can (a) read relevant documentation throughout the Inclusive Excellence section of the Center’s network called Teams and (b) use the Center’s anonymous feedback form to submit questions at any time.