

INCLUSIVE EXCELLENCE

INQUIRY. ACCOUNTABILITY. ACTION

2024



UNIVERSITY *of* VIRGINIA

OUR MISSION AT UVA

In 2013, the Faculty Senate approved the mission and values statement, which remains in place today:

The University of Virginia is a public institution of higher learning guided by a founding vision of discovery, innovation, and development of the full potential of talented students from all walks of life. It serves the Commonwealth of Virginia, the nation, and the world by developing responsible citizen leaders and professionals; advancing, preserving, and disseminating knowledge; and providing world-class patient care.

We are defined by:

- Our enduring commitment to a vibrant and unique residential learning environment marked by the free and collegial exchange of ideas;
- Our unwavering support of a collaborative, diverse community bound together by distinctive foundational values of honor, integrity, trust, and respect;
- Our universal dedication to excellence and affordable access.



A Great and Good University, 2019

THE VERY BEST FACULTY,
STUDENTS, AND STAFF ARE
GOING TO WANT TO LIVE, WORK,
AND STUDY AT INSTITUTIONS IN
WHICH THEY CAN BELIEVE
WHOLEHEARTEDLY; INSTITUTIONS
THAT ARE BOTH OUTSTANDING
AND ETHICAL; INSTITUTIONS
THAT ARE EXCELLENT, BUT
EXCELLENT FOR A PURPOSE.

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INCLUSIVE EXCELLENCE

In January of 2020, President Jim Ryan and Vice President Kevin McDonald, [launched the Inclusive Excellence \(IE\) framework at the University of Virginia](#) to bring an evidence-based organizational change approach to realizing the elements of the strategic vision for the University found in the 2030 Plan for the University (“[Great and Good](#)”).

[Utilizing toolkits](#) developed by the Division, self-study and strategic action planning are happening at all levels of the institution. In this way, goals and specific action in support of the University’s objectives will be adapted and evolve based on the distinct needs and contexts of each school and operating area as it contributes to the mission.

The Division’s plan for understanding impact includes key indicators in each dimension of the IE framework and the pages that follow summarize the overall vision and indicators that will be used to assess progress and change in the years to come.



ACCESS + SUCCESS

This dimension refers to the compositional diversity among the University's constituent groups and their context-specific outcomes or benefits gained from their relationships with the University.

STUDENT ACCESS + SUCCESS

Objective:

Recruit and support exceptionally talented, diverse, and service-oriented students

KEY INDICATORS:

1. Yield rate
2. Enrollment
3. Retention
4. Graduation

STAFF ACCESS + SUCCESS

Objective:

Recruit, support, and retain excellent and diverse staff.

KEY INDICATORS:

1. Staff incumbency compared to the labor market.
2. Promotion
3. Retention

FACULTY ACCESS + SUCCESS

Objective:

Recruit, support, and retain excellent and diverse faculty.

KEY INDICATORS:

1. Faculty incumbency compared to the labor market
2. Promotion
3. Retention
4. Tenure

CLIMATE + INTERGROUP RELATIONS

This dimension refers to what it feels like for individuals to be at UVA, and the behavioral experiences and norms that are present. Our success depends on individuals feeling comfortable to take interpersonal risks and to bring their whole selves to their work and learning.

Objective:

Continuously promote and strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, and innovation.

KEY INDICATORS (ALL GROUPS):

1. Perceptions of feeling respected
2. Perceptions of feeling a sense of belonging
3. Organizational trust
4. Bias response and resolution

Note: Data will be utilized from the Student Experience in the Research University (SERU) survey for undergraduate and graduate students. Data from the Collaborative on Academic Careers In Higher Education (COACHE) will be used for faculty. A combination of organizational level engagement surveys will be utilized for staff.

EDUCATION + SCHOLARSHIP

This dimension relates to the ways in which curriculum, teaching, research, scholarship, and employee and student development contribute to our passion for discovery, innovation, community engagement, service, and a more just society.

Objective:

Enable faculty, 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.

KEY INDICATORS :

1. Robust availability of courses in the engaging differences dimension of the general education program
2. Faculty engagement in signature Center for Teaching Excellence and Faculty development programs promoting inclusive classrooms and curriculum
3. Staff engagement in development activities that support intercultural competency
4. Contribution of scholarship from UVA engaging enduring and profound questions in our diverse community and globally connected world

INFRASTRUCTURE + INVESTMENT

This dimension refers to the policies, resources, organizational and communication structures, and performance measures that inform and enable an intentionally inclusive, equitable, and innovative organization.

Objective:

Be a community that consistently lives its values and ensure that our systems enable our students, faculty, and staff to do their best work.

KEY INDICATORS :

1. Number of University policies undergoing an equity review and the resultant changes
2. Increased access to data infrastructure to support equity-Informed organizational analysis
3. Effective response and resolution to reports of barriers to inclusion and equal opportunity

COMMUNITY + PARTNERSHIP

This dimension refers to how UVA engages reciprocally with our surrounding neighborhoods, counties, and the Commonwealth. Specifically, how we understand and track our impacts in terms of the financial and social wellbeing of the communities we are part of.

Objective:

Be a strong partner with and good neighbor to our region, contributing to economic and social well-being by providing accessible healthcare, innovative education, opportunity, and engaging alumni.

KEY INDICATORS :

1. Change in the Virginia Health Opportunity Index - Health Equity position
2. Increased participation of SWAM vendors In the UVA Supplier Diversity Program
3. Total dollars spent on local and SWAM vendors
4. Partner-based perceptions of quality of community partnerships

Division for Diversity, Equity, and Inclusion
