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RECOMMENDATION CO-CHAMPION

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Recommendation Title: Elevate DEI on JMU Website

Problem Statement/Issue:

- DEI efforts have increasingly become a priority for JMU leadership, however there isn't a dedicated web presence that serves as a comprehensive repository for DEI-related information.
- There is a great deal of competition with the search keyword "diversity" in the jmu.edu website.
 - ◊ The Academic Affairs diversity page (<https://www.jmu.edu/academic-affairs/diversity/index.shtml>) outperforms the Access & Inclusion diversity site (<https://www.jmu.edu/diversity/>) in search.
 - ◊ Also, there is an Admissions diversity page in the search results that is outdated and unmaintained. A redirect link was placed on that page (<https://www.jmu.edu/admissions/diversity/>) that now directs people to a unit-based Diversity site (<https://www.jmu.edu/diversity>). This redirect serves as a stop-gap and has helped with competing search results, however it does not deal with the competition that the Academic Affairs diversity page brings to the website.
- For years students, faculty, alumni have said they have been unable to find a comprehensive view of DEI programs and events on the JMU website.
- There is a perception of "siloeing" of diversity, where separate groups of people are working towards building a culture of inclusivity, however it is difficult to observe, particularly from the external constituents, how JMU is connecting these efforts to one another with purpose and practice.
- Lack of website (prominence) presence of DEI work across campus suggests, although not necessarily true, that it is not a priority or that is disconnected and not coordinated.
- It is agreed by professional JMU site managers that centralizing Diversity content will solve the problem of URL and site competition, but this will require a coordinated effort across all divisions to point to a comprehensive central site, rather than only creating and managing this content on their own sites.

Recommendation, Rationale and Success Measures follow on next pages

TASK FORCE CO-CHAIR TEAM



Cynthia Bauerle



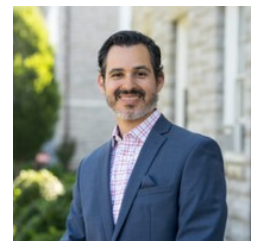
Art Dean



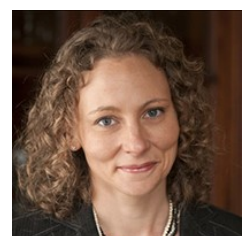
Deborah Tompkins Johnson



Brent Lewis



Rudy Molina



Jennifer PeeksMease

RECOMMENDATION:

- Purpose: Tell the JMU's story of diversity and equity
 - ◇ Site should serve as the primary source for all things DEI at JMU, essentially a central hub for communicating progress made towards building a more inclusive community.
 - ◇ Go to this site to learn about our progress, "Here's what we're working on, learning, and areas we're building greater capacity..."
 - ◇ Serve a resource for those interested in diversity efforts at JMU
 - ◇ Highlight the key people, offices, and committees that lead diversity work across campus.
- Promote site to main JMU site
 - ◇ Insight from JMU MarComm: "Currently the gold banner is set up with the recruitment audience in mind and has run into its limit in terms of horizontal options, due to space. It may be possible to delete one of the options to make room for a "Diversity" link, or put one of the links inside one of the others. We have learned that putting links on the jmu.edu homepage does not move the needle in terms of generating traffic to a specific site. One case in point, the prominently-placed "Speak Up Dukes" graphic on the homepage has received 12 clicks in the last week, out of 51,722 page views. The "Speak Up Dukes" page has received 1,326 views in the same time period, due to other marketing activities driving traffic to the page."
 - ◇ After reviewing several of the institutional sites listed below, none of them linked their diversity site to their top navigation menu.
 - ◇ Most, if not all, have their diversity site linked to their front page. See list of institutions below for more details of location.
 - ◇ In summary: based on the data from JMU MarComm and the preliminary review of the peer sites, it is not recommended that the Diversity site be on the gold banner of the JMU site.
 - ◇ **That said, we do recommend that the diversity site be linked to the Main page on the purple banner at the bottom of the site**
 - ◇ **Secondly, the new diversity site should also be located in the "More JMU" pull down option.**
 - ◇ Alternatively, it is recommended that a new section named "about" be created, where this new section could house diversity and other important aspects about JMU
- URL: Repurpose the "jmu.edu/diversity" URL to use for a new centralized site that will have a broader DEI scope specific to JMU.
 - ◇ Access and Inclusion Site: Currently, the "jmu.edu/diversity" site already exists and is managed by Access and Enrollment Management, specifically Access and Inclusion
 - ◇ JMU research on subdomains is summarized here: https://docs.google.com/presentation/d/16IV5r6jzSuVCoef5nllFgiESh1sTExJxQFIGlq9tJk/edit#slide=id.gf3379fee08_1_0
 - ◇ Since the URL already exists, it is suggested that that the jmu.edu/diversity URL be repurposed to host the new JMU Diversity site, while the Access and Inclusion site identify a new URL, such as "**jmu.edu/access-inclusion**"
 - ◇ **Of the Universities that have diversity sites, most have two separate sites, one that is on broader diversity efforts and a second that is for access and Inclusion-related services (I.e., Title IX, case reporting, investigations, etc.)**
 - ◇ The following features of the current Access and Inclusion site have been identified as potential features that would fit well with the newly conceptualized Diversity site
 - ◇ Diversity Council Chairs: A new leadership structure has been created to represent the various DEI Leader groups. This new structure should be featured on the new Diversity site
 - ◇ If the Diversity Council doesn't exist or will not exist as currently understood, then that should be factored into what is displayed on the new site and what remains on the Access & Inclusion site
 - ◇ The Beacon: This publication has served as an important vehicle to distribute information and updates on DEI work at JMU. It should be published on the new diversity site.
 - ◇ Reports and Publications: The Diversity Task Force and Final Report should be migrated to the new site under a similar heading
 - ◇ University Resources: Both sets of resources (Student and Faculty/Staff) should be migrated over to the new site
 - ◇ All other content should remain as part of the Access and Inclusion site

- ◇ Academic Affairs Site: The following features of the current Academic Affairs DEI site have been identified as potential features that would fit well within the newly conceptualized JMU site:
 - ◇ Cultural Observations
 - ◇ DEI Events
 - ◇ Offices, Programs, and Organizations
 - ◇ All other content may remain as part of the AA DEI site
- ◇ Design and Content: For other design features and content, see the list of sample universities below. The site should be comprehensive in nature, featuring the following components:
 - ◇ Vision/Mission/Core Principles
 - ◇ Strategic Plan:
 - ◇ Short-term, pull out the individual DEI-related goals from the broader Strategic Plan and feature them on the new site within a new section titled “DEI Strategic Planning”
 - ◇ Long-term, in the next strategic planning process, co-create DEI specific goals that represent the institution’s priorities.
 - ◇ Trainings and Professional Development: Provide a brief description of the campus wide compliance requirements related DEI, professional development opportunities, and trainings
 - ◇ Stories: Produce testimonials from various constituents about how they have contributed to JMU’s efforts to diversify the experience, research and scholarship, institutional projects in motion, etc.
 - ◇ Report a Bias Incident: Although not common across all of the sites listed below, there are several schools that provided a quick link to the reporting office. If this is deemed as an important feature, the providing such a link would be convenient for visitors who have such a need, either for themselves or when referring others.
 - ◇ Reports: Publish Outcomes of Climate Study, Racial Narrative and other outcome-based materials that document the progress of DEI related initiatives.
 - ◇ Tribal and indigenous recognition: Due to the institution’s historical context with regards to tribal land, it is recommended that the diversity site host the institutions official land acknowledgement statement along with other important information. Several of the Universities listed below identify a section within their Diversity site for topics related to indigenous context/history, current programming, new practices, etc. Miami University is an example of how they featured this on both their institutional main site and their diversity site.
 - ◇ Timeline: publish a graphical version of a timeline that illustrates how different initiatives align and overlap with each other
- Marketing: One of the most important aspects of having a diversity site is the marketing and communication strategy that accompanies the site. Simply having a site will not be enough as it will be important to design a marketing plan that aligns with the priorities of the diversity goals.
 - ◇ Further research would be required to develop the marketing plan
- Audience: This would also be helpful to parents, prospective students, guidance counselors, etc.
 - ◇ For all JMU communities, easy to access for students, faculty, staff, administration, external to include, but not limited at all, to include alumni, donors, government officials entities, other education institutions, parents, prospective students
 - ◇ Organizing parts of the page according to the audience may serve visitors to the site well. Below are three primary constituents to consider when designing the site.
 - ◇ Current students – to use to find resources, opportunities and support. OR ways to get involved in DEI efforts
 - ◇ Prospective students – To find potential opportunities and support, also to find current demographics and trends
 - ◇ Faculty – to understand what working is being done, where support is, what priorities exist that we can integrate into our own work, or use to make arguments for needed change.
 - ◇ Staff: Serve as an important connection to the JMU and local community

TFRE CC DEI Website, Page 4 (Recommendation Continues)

- Management:
 - ◇ Site Manager:
 - ◇ The Vice President for Diversity and their team would be the managers of process and content.
 - ◇ This site is an important communication tool for the University and thus should be staffed accordingly. VPD will have the funds necessary to hire a site and project manager
 - ◇ Ensure site is updated in a timely fashion with new content relative to the season of the year, such as stories and monthly programming
 - ◇ Information will need to be updated regularly and accurately, such as data and outcomes, management of DEI related dashboards, etc.
 - ◇ Linked to other DEI sites that are managed by a division, and/or units managed.
 - ◇ Site Partners: identify a list of site managers across campus who will be partners who will be responsible for managing the content on local sites as well as the main site.
 - ◇ Coordinate with Site Manager to ensure links are accurate and live
 - ◇ Provide a schedule of updates on a regular basis to ensure accuracy of both main site and respective local site to ensure alignment.
- Assessment and Evaluation
 - ◇ Site should be monitored by a Web Analytics tool, with a professional web management personnel who can interpret insights and recommend enhancements and/or changes to leadership
 - ◇ Managing unit will provide reports, such as visit summaries, to leadership as needed
- Examples of Diversity Sites: Below are links to specific universities that have specific features that are aspirational and worth noting as possible features for JMU's future site.
 - ◇ As part of the research process, the new Site Manager should coordinate an outreach effort to reach out to the Site Managers of the following Universities to learn about their success metrics, coordination strategies and other lessons learned:
 - ◇ University of Alabama: <https://diversity.ua.edu/>
 - ◇ Linked in two locations on front page: student life and at the bottom under administration
 - ◇ Includes an "Incident Reporting" link at the top
 - ◇ [Uses images and icons to illustrate the tone of the University](#)
 - ◇ [Managed by a VP/Associate Provost office focused on DEI](#)
 - ◇ Miami University: <https://miamioh.edu/diversity-inclusion/index.html>
 - ◇ Linked in two locations: "About" and at the bottom of front page under "Find"
 - ◇ Featured story is relative to the time of the year
 - ◇ Slide show on the main page featuring stories and programs/events
 - ◇ Tribal Relations link is prominently featured on the main navigation bar at the top
 - ◇ Quick link to data, reports and demographics at the top
 - ◇ Managed by VP of DEI
 - ◇ Villanova: <https://www1.villanova.edu/university/diversity-inclusion.html>
 - ◇ Linked in two locations: "About" and at the bottom of front page
 - ◇ Simple to navigate
 - ◇ Strategic initiatives and Education and Training featured at the middle of the page
 - ◇ University of Illinois at Chicago: <https://diversity.uic.edu>
 - ◇ Diversity Newsletter and Donate button are front and center
 - ◇ University of California, Berkeley: <https://diversity.berkeley.edu/>
 - ◇ Linked at the bottom of front page
 - ◇ Land Acknowledgement is front and center
 - ◇ Diversity Statement at the bottom of the page

Recommendation continues on page 5 with listing of examples of diversity sites, also Rationale and Success Measures

TFRE CC DEI Website, Page 5 (Recommendation Continues w/examples of diversity websites, also Rationale and Success)

- ◇ University of Arizona: <https://diversity.arizona.edu/>
 - ◇ Linked in two locations of front page: “About” and at the bottom
 - ◇ Clean, simple, essential information featured
 - ◇ Links to more detailed information is provided as second layer of information
- ◇ University of Virginia: <https://dei.virginia.edu/>
 - ◇ Not featured at all on front page
 - ◇ Features “Inclusive Excellence Fellows”
 - ◇ University’s statement on Accessibility
 - ◇ Diversity dashboard: <https://diversitydata.virginia.edu/>
 - ◇ Land acknowledgement: <https://eocr.virginia.edu/monacan>
 - ◇ Racial Equity summary: <https://dei.virginia.edu/racial-equity>
- ◇ William and Mary: <https://www.wm.edu/offices/diversity/>
 - ◇ Not featured at all on front page
 - ◇ Grants and recognition: <https://www.wm.edu/offices/diversity/programsandservices/index.php>
- ◇ Virginia Tech: https://www.provost.vt.edu/who_we_are/inclusion_diversity.html
 - ◇ Not featured at all on front page
 - ◇ Managed out of the VP of Strategic Affairs and Diversity, Under the Executive VP and Provost
- ◇ Virginia Commonwealth University: <https://inclusive.vcu.edu/>
 - ◇ Not featured at all on front page
 - ◇ Equity and Access Services and Inclusion (Diversity) site are two separate sites
- ◇ George Mason University: <https://www2.gmu.edu/about-mason/diversity-mason>
 - ◇ Linked in one location: “About”

RATIONALE

- Institutional peers, including aspirational and regional institutions, have sites that bring information and content that demonstrate a commitment to DEI.
- It is important for JMU to demonstrate this same commitment by designing and publishing a similar site.
- This recommendation is a short-term project that should be maintained and managed over the long term.
- During this moment of time, there is a thirst for information and sense connectedness.
- Information that is easy to locate, easy to consume, easy to relate to, will be greatly appreciated and valued.
- Topics of diversity are front and center at JMU and it is important for stakeholders to see themselves in the work and know that the University values it so much that they are willing to showcase it to the world.

SUCCESS

- Site will be featured on the JMU homepage in the More JMU pull down feature and will be a link at the bottom purple bar.
- Site will generate the greatest number of visits through search feature
- A baseline of traffic and influence will be established, and corresponding growth targeted will be established and measured
- Competition analytics among existing sites will drop
- Sunsetting existing sites that are no longer needed
- A Diversity page marketing plan will be signed and implemented
- 90% of the links will be live when reviewed each quarter
- Site will be accessible on mobile and non-mobile devices