



CORE PERSPECTIVES LLC

# COMPREHENSIVE PLAN FOR ESTABLISHING DIVISION OF PEOPLE CULTURE & EQUITY

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For Eastern Washington University



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## Comprehensive Plan for New EWU Division People, Culture and Equity

Based on Eastern Washington University's (EWU) needs assessment, the senior consulting team of CORE Perspectives, LLC proposes establishing a unified **People, Culture and Equity** division. This model, which would require careful review and tailoring by the university to align with its specific culture and available resources, integrates Human Resources (HR) functions, Equity, Civil Rights, and Title IX (ECRT) programs with initiatives designed to create an inclusive culture that supports that leadership and development of the EWU community.

The consultant team posits that integrating HR, ECRT, and diversity, equity, belonging and inclusion (DEBI) functions under a single vice-presidential leadership represents a strategic approach to embedding equity principles throughout the institution's core operations. This proposed model emerged from extensive stakeholder feedback indicating that successful DEBI implementation requires both dedicated leadership and expanded infrastructure. If implemented and adapted appropriately to EWU's context, this structure could help create more inclusive hiring practices (addressing an ongoing concern at the university), develop equitable professional development programs, and ensure DEBI principles are woven into all aspects of employee engagement and institutional culture.

Through stakeholder feedback, the consultant team has identified important challenges that the university must carefully consider in reviewing and tailoring this model. Primary concerns include:

- Ensuring sustained focus on student needs, particularly those from marginalized backgrounds
- Preventing dilution of DEBI initiatives, and
- Maintaining adequate resources for successful and sustainable implementation.

The consultant team suggests that these challenges could be mitigated through dedicated DEBI staffing, and clear accountability measures, all of which would need to be developed through a collaborative partnership between the university's leadership team and the university stakeholders. As maintaining strong connections with students is essential to ensure EWU remains equitable, and given the current university structure, which centralizes all student-focused services and activities under Student Affairs, it is recommended that Student Affairs create and regularly convene a Student Advisory Board to provide ongoing feedback regarding diversity, equity, and inclusion issues. This board would serve as a critical bridge between the proposed People, Culture and Equity division and the student experience, ensuring student voices remain central to DEBI initiatives across campus.

Based on the institutional needs assessment, the consulting team has identified several critical factors that would likely facilitate the success of this integrated model: regular access to senior leadership, particularly the president; authority to allocate resources and propose policies; and the ability to establish and monitor accountability measures. Additionally, stakeholder feedback emphasizes the importance of ensuring adequate staffing to prevent overburdening existing DEBI practitioners on staff. To reduce overlap, it may be helpful for cultural centers, affinity groups, and student organizations to take primary responsibility for fostering a sense of belonging and community among students. These entities could focus on creating inclusive spaces, organizing cultural events,

facilitating peer support networks, and promoting intercultural dialogue. They could also serve as hubs for students to connect with their cultural heritage, explore diverse identities, and build relationships across different groups on campus. On the other hand, identity studies programs and departments could concentrate on supporting the academic progress and success of students from diverse backgrounds. These academic units could be responsible for developing and implementing targeted academic support services, mentoring programs, and a lecture series for example that address underrepresented students' academic experiences. They could also focus on integrating diverse perspectives and scholarship into their respective disciplines, conducting relevant research, and preparing students for academic and professional success. This delineation of responsibilities aims to reduce duplication of efforts, maximize the impact of university resources, and provide clearer pathways for students to access community support and academic assistance.

This proposal offers a preliminary roadmap for establishing the new People, Culture and Equity division, which should be reviewed and modified by the university leadership in consultation with the DEI Investment Committee. It outlines the organizational structure, roles and responsibilities, and specific measures to ensure HR, ECRT, and DEBI functions receive appropriate attention and resources, while also detailing how these new roles will support and advance the goals and objectives established in EWU's strategic plan. The proposed implementation timeline spans 12 months, with recommended milestones and deliverables for each phase. Beginning with initial planning and governance structure establishment, through recruitment of key leadership positions, to full operational status, the timeline ensures systematic development of this critical institutional division while maintaining transparency and accountability throughout the process.

It would be important for EWU to assess its capacity to apply these recommendations after reviewing internal resources, support mechanisms, and projected stakeholder engagement. The review may necessitate adjustments to the recommended model but not deter the institution from creating an implementation plan as an essential component toward the achievement of its strategic goals for 2025-2028.

# ORGANIZATIONAL STRUCTURE FOR EWU PEOPLE, CULTURE & EQUITY

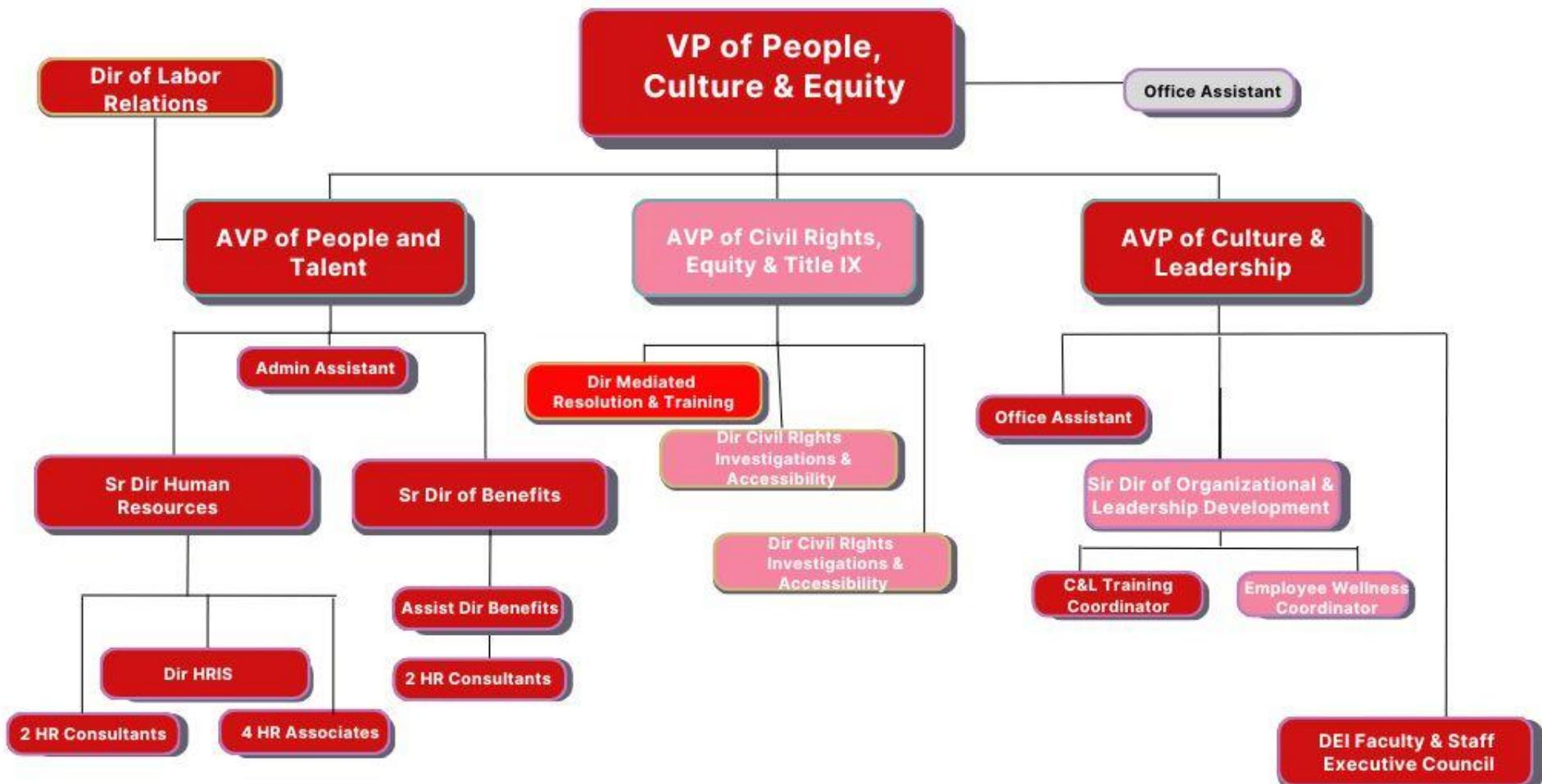
## Organizational Structure of People, Culture and Equity

This proposed division of **People, Culture and Equity** is a strategic expansion to help EWU establish an integrated approach to human resources management, cultural transformation, and institutional equity. The division's mission will be to build and sustain an inclusive university environment where all members of the community can thrive, while ensuring compliance with legal and ethical standards. Establishing this division will help position EWU as a leader in equitable employment practices, inclusive excellence, and an organizational culture that promotes belonging and success for all.

Under the leadership of a **Vice President of People, Culture and Equity** who will report directly to the University President, this division will bring together three essential functions previously distributed across the institution. The **Associate Vice President of People and Talent** will oversee comprehensive human resources operations, focusing on building and retaining a diverse, skilled workforce. The **Associate Vice President of Culture and Leadership** will drive institutional DEBI initiatives and develop programs that foster an inclusive campus environment. The **Associate Vice President of Equity, Civil Rights and Title IX** will ensure institutional compliance with federal and state regulations while managing risk and resolving complaints.

This division structure responds directly to stakeholder feedback calling for dedicated leadership with clear authority and decision-making power. The university can create a coordinated approach by unifying these functions under one vice presidential unit to advancing equity while maintaining strong human resource management and regulatory compliance. The structure ensures that DEBI principles are embedded in all aspects of employee recruitment, development, and engagement. Please see the full organizational structure for this proposed new division below.

Given the critical importance of maintaining focused attention on student needs, the consultants recommend that dedicated programming and engagement efforts be expanded and enhanced through *Student Affairs*, as they specifically relate to DEBI. While details regarding the structure of these student-focused DEBI efforts are not included in this organizational plan, the consulting team strongly recommends *Student Affairs* develop a comprehensive framework for student engagement and programming that enhances their current DEBI focused units, while also complementing and connecting with the work of the proposed **People, Culture and Equity** division. Following the complete organizational structure, the leadership framework for each office within the division is outlined in detail.



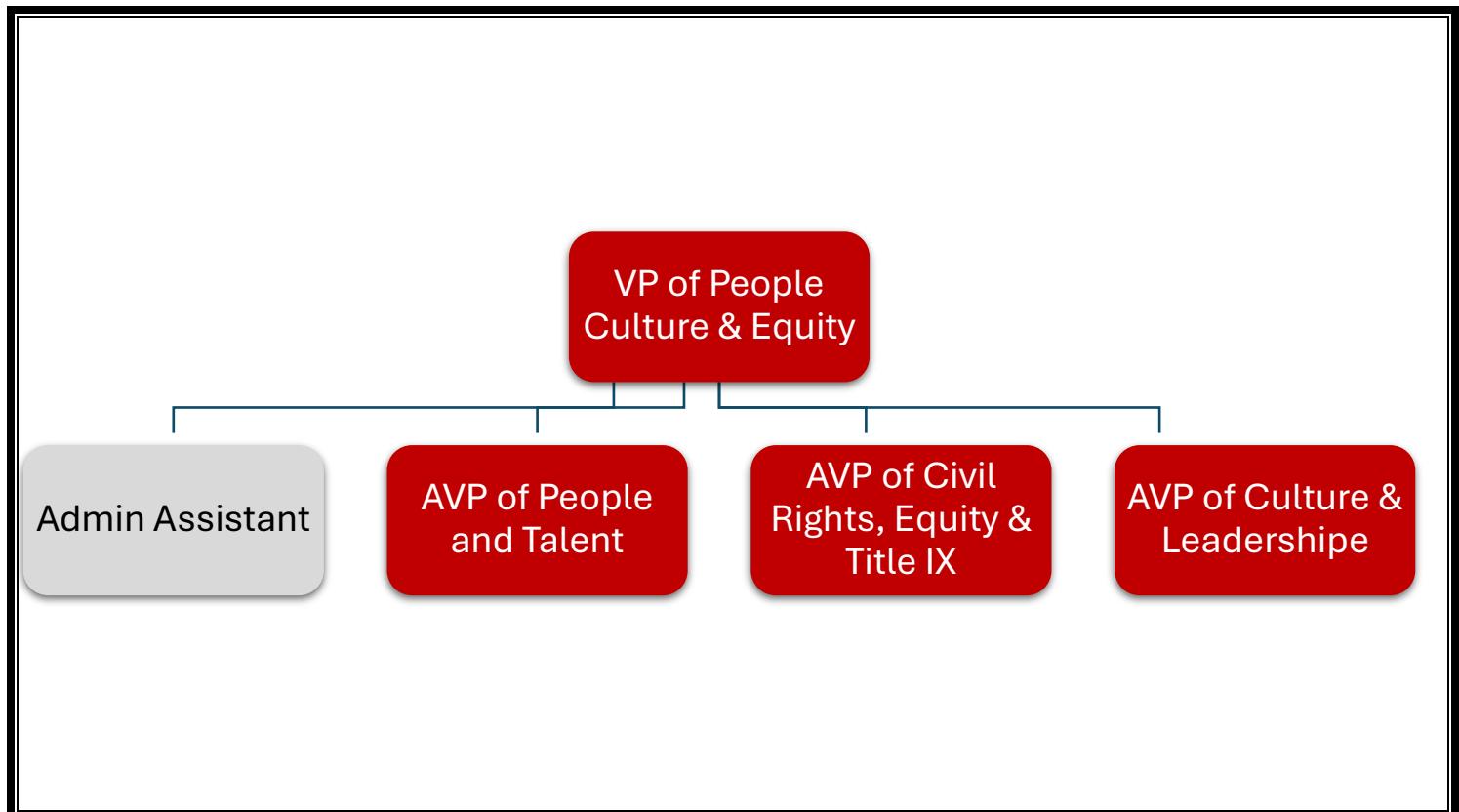
Legend

Currently Funded  
 Transferred Position  
 New Role funded by 2024 SRA  
 New Role not currently funded



## ***Vice President of People, Culture and Equity***

The VP of People, Culture and Equity, a new role for EWU, will oversee human resources, institutional equity, and culture-building initiatives, ensuring they align with the university's mission and values. This position will be funded using the existing budget allocation currently designated for the VP of ODI position, requiring no additional financial resources or new budget line items. Please note, the Administrative Assistant for this new division would be a new position. See Table 1 for proposed roles and responsibilities. The direct reports for this position are as follows:



*Figure 1: VP of People Culture & Equity Direct Reports*

**Table 1: VP of People, Culture & Equity**

Position	Roles and Responsibilities	Direct Reports
<b>VP of People, Culture &amp; Equity</b>	<p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"> <li>Provide strategic direction and accountability for university-wide DEBI initiatives</li> <li>Ensure executive leadership alignment with DEBI objectives and institutional culture goals</li> <li>Oversee assessment frameworks and metrics for measuring DEBI progress and outcomes</li> </ul> <p><b>Human Resources Oversight</b></p> <ul style="list-style-type: none"> <li>Direct strategic HR leadership ensuring alignment of talent management with institutional goals</li> <li>Guide development and evaluation of equity-focused professional growth programs</li> <li>Establish frameworks for equitable compensation and workforce diversity initiatives</li> </ul> <p><b>Culture and Community Building</b></p> <ul style="list-style-type: none"> <li>Establish frameworks and policies that promote inclusive dialogue and shared accountability</li> <li>Guide strategic partnerships and initiatives enhancing institutional cultural competency</li> <li>Provide oversight for diversity-related conflict resolution systems and processes</li> </ul> <p><b>Policy Development and Compliance</b></p> <ul style="list-style-type: none"> <li>Direct institutional compliance systems for federal and state regulations including Title IX and ADA</li> <li>Oversee development and review of equity-focused policies and practices</li> <li>Establish protocols and oversight for discrimination and harassment complaint resolution</li> </ul> <p><b>Communications and Reporting</b></p> <ul style="list-style-type: none"> <li>Communicate the university's DEBI goals and progress to the campus community and external stakeholders.</li> <li>Prepare regular reports and presentations on diversity, equity, and inclusion metrics and initiatives.</li> <li>Serve as a spokesperson for the university on issues related to diversity, culture, and equity</li> </ul>	<i>AVP of People and Talent</i> <i>AVP of Culture and Leadership</i> <i>AVP of Equity, Civil Rights and Title IX</i>

## **Associate Vice President of People and Talent**

The new AVP of People and Talent for this proposed division is currently the AVP for Human Resources, which is housed in the Business and Finance division. Like the current role, the incumbent for this new position will lead initiatives related to talent acquisition, development, retention, and overall employee experience, ensuring an inclusive and engaging work environment. Please see Table 2 for roles and responsibilities. The proposed direct reports for this position are as follows (all direct reports identified are in the current HR department):

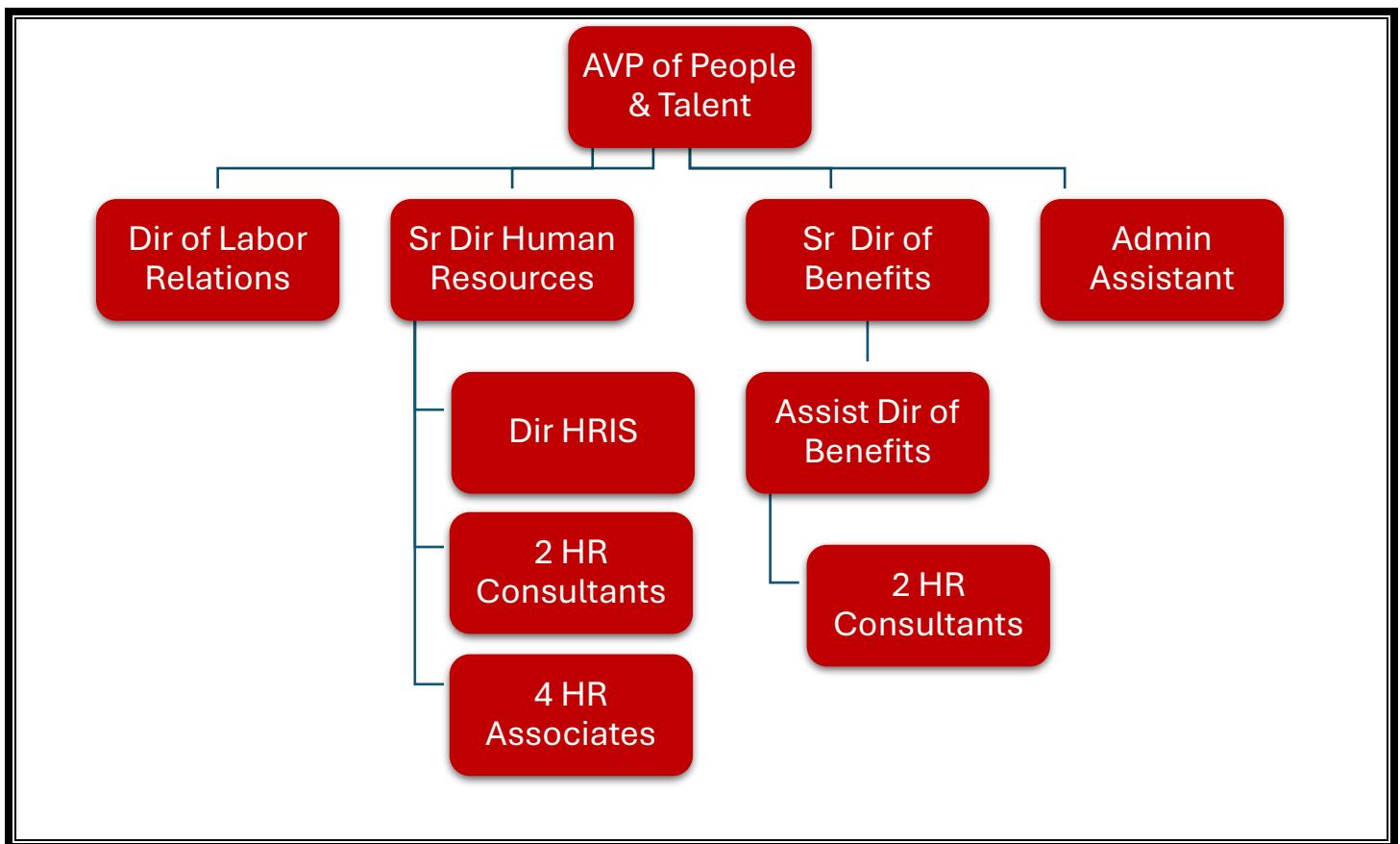


Figure 2: AVP of People & Talent Direct Reports

**Table 2: AVP of People and Talent**

Position	Roles and Responsibilities	Direct Reports
<b>AVP of People &amp; Talent</b>	<p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"> <li>▪ Develop and implement high-impact people and talent strategies that align with the university's mission and strategic objectives</li> <li>▪ Provide strategic guidance to university leadership on workforce planning, organizational development, and talent management</li> <li>▪ Participate in university-wide strategic planning and decision-making as part of the senior leadership team</li> </ul> <p><b>Talent Acquisition</b></p> <ul style="list-style-type: none"> <li>▪ Lead efforts to attract, recruit, and onboard top talent for faculty and staff positions</li> <li>▪ Develop innovative and inclusive recruitment strategies to build a diverse candidate pipeline</li> <li>▪ Oversee the design and implementation of effective onboarding programs to ensure successful integration of new hires</li> </ul> <p><b>Employee Engagement and Retention</b></p> <ul style="list-style-type: none"> <li>▪ Develop and implement initiatives to enhance employee engagement and create a positive workplace culture</li> <li>▪ Conduct regular employee engagement surveys and utilize feedback to inform improvements</li> <li>▪ Implement retention strategies to reduce turnover and retain high-performing employees</li> </ul> <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>▪ Oversee performance management processes to ensure alignment with university goals and individual career aspirations</li> <li>▪ Implement fair and constructive performance evaluation practices</li> <li>▪ Provide guidance and support to managers on performance coaching and employee development</li> </ul> <p><b>HR Policy Development and Compliance</b></p> <ul style="list-style-type: none"> <li>▪ Develop, implement, and enforce human resources policies that support the university's strategic goals.</li> <li>▪ Ensure compliance with federal, state, and local employment laws and regulations.</li> <li>▪ Manage investigations and resolutions of employee relations issues and grievances</li> </ul> <p><b>HR Technology and Analytics</b></p> <ul style="list-style-type: none"> <li>▪ Oversee the implementation and management of human resources information systems (HRIS)</li> <li>▪ Utilize data analytics to inform and improve people and talent strategies and decision-making</li> <li>▪ Ensure the accuracy, confidentiality, and security of employee records and information</li> </ul> <p><b>Labor Relations</b></p> <ul style="list-style-type: none"> <li>• Work with unions</li> <li>• Negotiate collective bargaining agreements (contract)</li> <li>• Advise on personnel matters</li> </ul>	<i>Senior Director – Human Resources</i> <i>Senior Director – Benefits</i> <i>Director of Labor Relations</i> <i>Director – HRIS</i> <i>Assistant Director – Benefits</i> <i>All HR admin staff, consultants and assistants in the current HR unit, except EagleWell &amp; Sr. Dir of Organizational and Leadership Development</i>

## **Associate Vice President of Culture and Leadership**

The new AVP of Culture and Leadership will develop and implement programs that enhance organizational culture and leadership development. To ensure broad engagement and meaningful contribution from across the EWU community, the incumbent will be responsible for convening and leading the DEBI Faculty and Staff Executive Council. Please see Table 3 for proposed roles and responsibilities. Direct reports for this position are below. Please note that two of the direct reports for this division are currently housed in HR and would need to be transferred to the Culture and Leadership office, but neither position requires an additional university line item.

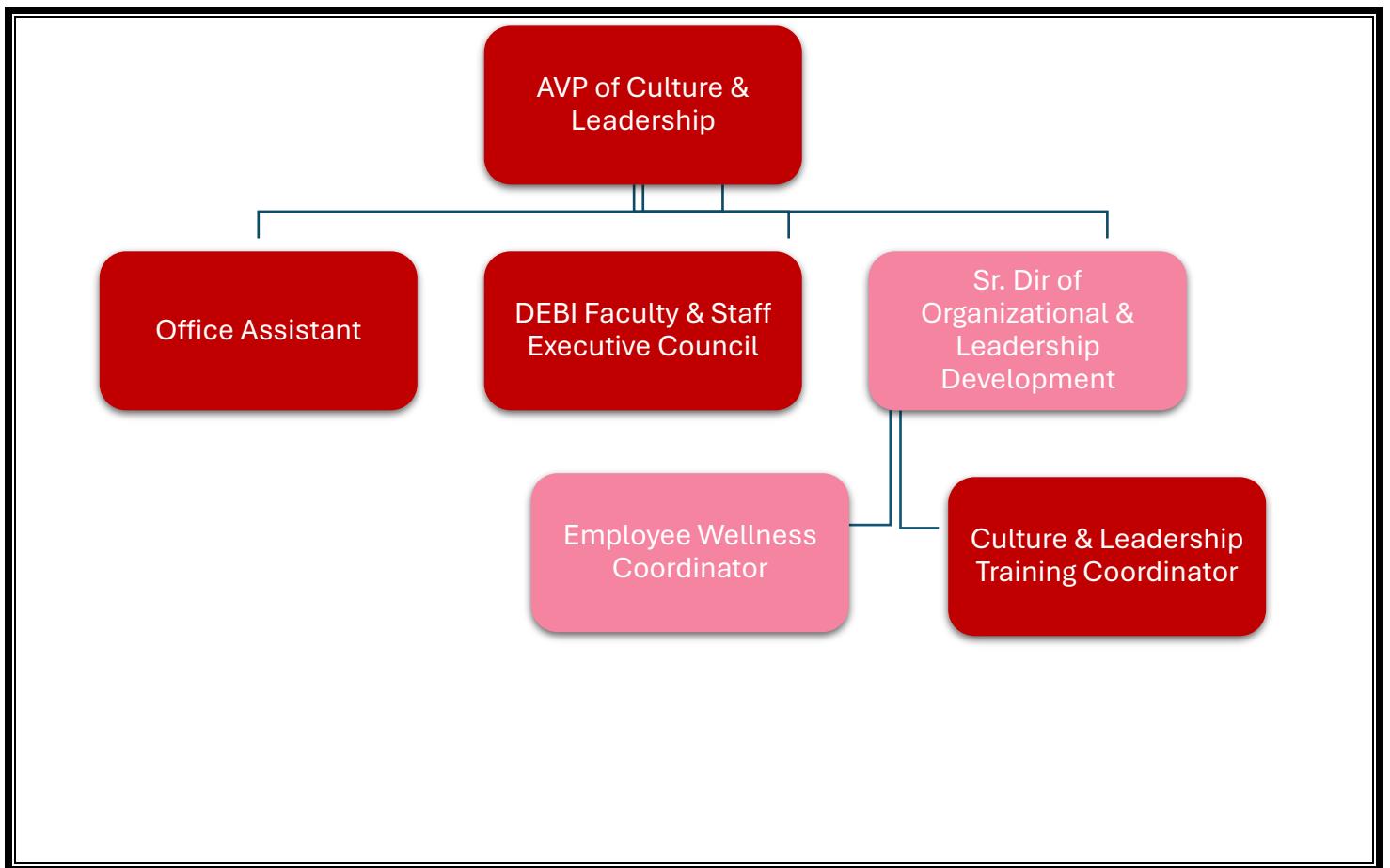


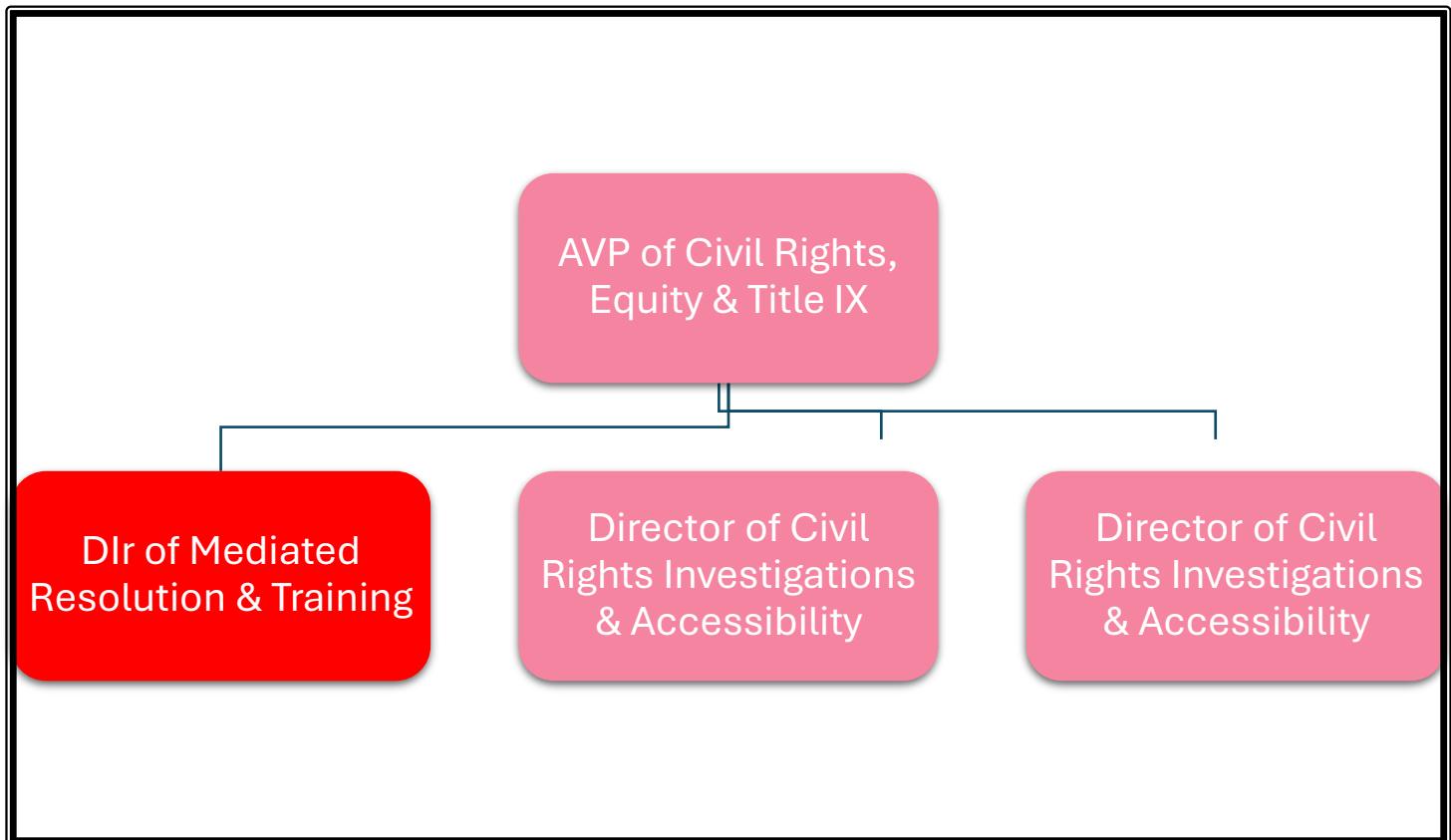
Figure 3: AVP of Culture & Leadership Direct Reports

**Table 3 AVP of Culture and Leadership**

Position	Roles and Responsibilities	Direct Reports
<b>AVP of Culture and Leadership</b> (current Sr. Dir. of Diversity & Inclusion)	<p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"> <li>Collaborate with the Vice President of People, Culture, and Equity to design and execute strategies that enhance the university's organizational culture.</li> <li>Provide strategic guidance and leadership in the development of culture and leadership programs.</li> <li>Contribute to university-wide strategic planning and initiatives to support a cohesive and inclusive culture.</li> </ul> <p><b>Culture Development</b></p> <ul style="list-style-type: none"> <li>Lead initiatives to foster a positive and inclusive organizational culture that aligns with the university's values and mission.</li> <li>Develop and implement programs and activities that promote a sense of community and engagement among faculty, and staff</li> <li>Conduct regular assessments of the university's culture and recommend improvements.</li> </ul> <p><b>Leadership Development</b></p> <ul style="list-style-type: none"> <li>Create and oversee comprehensive leadership development programs for faculty, staff, and administrative leaders.</li> <li>Implement training and development initiatives that build leadership skills and competencies at all levels of the organization.</li> <li>Develop succession planning strategies to ensure a pipeline of future leaders.</li> </ul> <p><b>Organizational Development</b></p> <ul style="list-style-type: none"> <li>Partner with university leaders to identify and address organizational development needs.</li> <li>Implement change management strategies to support organizational growth and transformation.</li> <li>Facilitate team-building activities and workshops to strengthen collaboration and communication.</li> </ul> <p><b>Training and Development</b></p> <ul style="list-style-type: none"> <li>Design and deliver training programs that enhance cultural competency, leadership skills, and overall employee development.</li> <li>Partner with internal and external experts to provide specialized training opportunities.</li> <li>Evaluate the effectiveness of training programs and adjust as needed.</li> </ul> <p><b>Community Engagement</b></p> <ul style="list-style-type: none"> <li>Establish and lead a committee on DEBI composed of faculty and staff to provide guidance and feedback on equity initiatives</li> <li>Facilitate regular meetings with the committee to ensure continuous employee input and engagement in diversity and inclusion efforts</li> </ul>	<i>Culture and Leadership Coordinator (current DEI Training &amp; Dev Coordinator)</i> <i>Office Assistant</i> <i>Employee Wellness programs (EagleWell - Currently housed in HR)</i> <i>Senior Director of Organizational &amp; Leadership Development (Sr Dir – Organizational Development - Currently housed in HR)</i>

## **Associate Vice President of Equity, Civil Rights and Title IX**

The proposed AVP of Equity, Civil Rights and Title IX will provide strategic leadership for campus equity initiatives and ensure compliance with Title IX and EEO regulations. The incumbent will serve as the university's Title IX officer. This position could be filled by reassigning the current AVP for Civil Rights, Compliance and Business Services, which would require reorganization of Business and Finance. Under this organizational structure, employee ADA functions will be centralized within a single division. This position will also lead civil rights and Title IX functions that are currently managed within the Business and Finance division. Direct reports will include two civil rights investigators/accessibility coordinators from the current Civil Rights unit and the new Director of Mediated Resolution and Training position that was recently funded in the 2024 SRA. Business services, risk management, procurement and contracts will remain in Business and Finance. See Table 4 for the roles and responsibilities of this position. The direct reports are below.



*Figure 4: AVP of Equity, Civil Rights & Title IX Direct Reports*

**Table 4 AVP of Equity, Civil Rights and Title IX**

Position	Roles and Responsibilities	Direct Reports
<b>AVP of Equity, Civil Rights &amp; Title IX (new role)</b>	<p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"> <li>Support the Vice President of People, Culture, and Equity in designing and implementing strategies to advance equity, civil rights, Title IX compliance, and EEO initiatives across the university</li> <li>Advise the Vice President of People, Culture, and Equity on matters related to equity, civil rights, Title IX, and EEO compliance, ensuring alignment with the university's mission and values</li> </ul> <p><b>Equity &amp; Civil Rights</b></p> <ul style="list-style-type: none"> <li>Develop and implement policies and programs that promote equity and protect the civil rights of the university community</li> <li>Oversee investigations into complaints of discrimination, harassment, and retaliation based on protected characteristics.</li> <li>Provide training and resources to the university community on equity and civil rights issues</li> </ul> <p><b>Title IX Compliance</b></p> <ul style="list-style-type: none"> <li>Ensure the university's compliance with Title IX regulations, including policies, procedures, and training related to sexual misconduct, gender-based harassment, and discrimination</li> <li>Oversee the response to, and investigation of Title IX complaints, ensuring fair and timely resolution</li> <li>Develop and implement education and prevention programs related to Title IX issues</li> </ul> <p><b>EEO Compliance</b></p> <ul style="list-style-type: none"> <li>Ensure compliance with federal, state, and local EEO laws and regulations, including affirmative action requirements</li> <li>Oversee the management of EEO complaints and investigations, providing guidance on corrective actions as needed</li> <li>Develop and implement initiatives to promote equal employment opportunities and a diverse workforce</li> </ul> <p><b>Training and Education</b></p> <ul style="list-style-type: none"> <li>Design and deliver comprehensive training programs for faculty, staff, and students on equity, civil rights, Title IX, and EEO topics</li> <li>Ensure that training materials are up-to-date and reflect current legal standards and best practices.</li> <li>Evaluate the effectiveness of training programs and adjust as needed</li> </ul> <p><b>Reporting and Record-Keeping</b></p> <ul style="list-style-type: none"> <li>Maintain accurate records of all investigations, complaints, and compliance activities.</li> <li>Prepare regular reports on equity, civil rights, Title IX, and EEO initiatives and compliance status for university leadership and external agencies as required.</li> <li>Oversee the development and submission of required compliance reports, including affirmative action plans.</li> </ul>	<i>Director of Civil Rights Investigations &amp; Accessibility</i> <i>Director of Civil Rights &amp; Investigation Students</i> <i>Director of Mediated Resolution &amp; Training</i>

# EWU STRATEGIC PRIORITIES BELONGING THROUGH JUSTICE, EQUITY, DIVERSITY & INCLUSION

## **Strategic Priority: Belonging through Justice, Equity, Diversity and Inclusion**

The following section outlines how the proposed new division and its accompanying leadership positions will advance EWU's strategic commitment to fostering a genuine sense of belonging through justice, equity, diversity, and inclusion. Each role has been thoughtfully designed to not only strengthen EWU's organizational structure, but to actively contribute to building an inclusive campus environment where all members of the Eastern community can thrive. These positions will work collaboratively to implement strategic initiatives, develop innovative programs, and establish accountability measures that support EWU's continued transformation into a more equitable and welcoming institution. By centralizing and elevating many functions, this proposed structure creates a robust framework for meaningful institutional change that aligns with Eastern's values and strategic priorities.

### ***VP of People, Culture and Equity***

The ***VP of People, Culture and Equity*** will serve as a key strategic leader in realizing EWU's commitment to fostering belonging through justice, equity, diversity, and inclusion. This executive position will drive institutional transformation across several critical areas of focus. In terms of institutional assessment and accountability, this leader will implement equity-minded practices across the university, oversee the development of comprehensive action plans to revise policies and promote inclusivity based on audit findings, and guide the creation of an annual reporting system to track progress in closing equity gaps across divisions and colleges.

The position will also be instrumental in transforming campus climate and culture by spearheading efforts to improve overall campus climate, with the goal of achieving a 10% increase in Climate Survey scores by 2027-2028. They will provide strategic direction for creating more inclusive physical spaces through involvement in campus master planning, while leading initiatives to strengthen the sense of belonging through employee onboarding processes, and training experiences.

In the realm of student success and retention, this vice president will advise the VP of Student Affairs on strategic enrollment management and retention initiatives, with particular focus on closing equity gaps for historically marginalized student populations. Through this collaboration and partnership, particularly with *Student Affairs*, this new executive will support the development and implementation of targeted support programs designed to address unique challenges faced by underserved students, while providing advice regarding the expansion of university mentoring programs to increase annual participation by 10% and improving retention and graduation outcomes for participants.

Through these comprehensive responsibilities, this position will ensure that equity and inclusion are embedded throughout EWU's organizational culture and operational practices, creating sustainable institutional change that supports the success of all community members. The role represents a significant investment in EWU's commitment to transformational change and its strategic priority of achieving genuine belonging through justice, equity, diversity and inclusion.

## ***AVP of People and Talent***

The ***AVP of People and Talent*** will be vital in advancing EWU's strategic vision, particularly in creating an inclusive and supportive environment that attracts and retains diverse talent across the institution. This leader will spearhead comprehensive efforts to strengthen EWU's workforce through strategic recruitment and retention initiatives designed to better reflect and serve Eastern's diverse student population.

This position will lead transformative change in employee recruitment by implementing targeted initiatives to increase recruitment of qualified applicants for all permanent positions by 1% annually, focusing on aligning employee demographics with EWU's student population. Working closely with Academic Affairs, they will forge partnerships with diverse professional organizations and develop innovative approaches to expand candidate pools and create more inclusive hiring practices.

In the critical area of employee retention, the AVP will direct data-informed strategies to increase retention rates by 1 percentage point annually for all permanent positions, emphasizing a goal of 2.5 percentage points for targeted employees to mirror student demographics more closely. Through collaboration with the AVP of Culture and Leadership and the AVP of Equity, Civil Rights and Title IX, the incumbent will analyze turnover patterns, review exit interviews results and develop targeted programs to enhance employee engagement and satisfaction.

The AVP will also shift EWU's approach to employee development by creating comprehensive onboarding and training programs that ensure new employees and those in new roles are effectively integrated into the university community. This position will establish a robust community of practice focused on continuous learning and professional growth, including staff in-service programs and annual faculty retreats. Working in partnership with Academic Affairs, the AVPs of Culture and Leadership and Civil Rights, Equity and Title IX, and other campus leaders, the incumbent will implement data-driven initiatives to enhance faculty and staff well-being and resilience.

Through these integrated efforts, the ***AVP of People and Talent*** will help create a workplace culture that not only attracts and retains diverse talent, but also provides the support, resources, and opportunities necessary for all employees to thrive. This work directly supports EWU's commitment to achieving belonging through justice, equity, diversity, and inclusion by ensuring Eastern's workforce reflects and understands the diverse needs of its student population.

## ***AVP of Culture and Leadership***

The ***AVP of Culture and Leadership*** will serve as a leader in advancing EWU's commitment to creating an equitable and inclusive campus environment. This position will drive systematic change through comprehensive policy review, professional development, and cultural transformation initiatives that support the university's strategic priority of achieving belonging through justice, equity,

diversity, and inclusion. In addition, this position will contribute significantly to improving campus climate and strengthening institutional capacity for culturally responsive teaching and learning.

The AVP will work with the AVP of Faculty Affairs to assist in the development and implementation of a comprehensive professional development program that includes both online and in-person training in culturally responsive teaching and learning support. This initiative will emphasize the integration of inclusive practices in both curricular and co-curricular learning spaces, such as through the Inclusive Teaching Academy.

Working in close collaboration with the AVP of People and Talent and the AVP of Equity, Civil Rights & Title IX, this leader will help shape and implement initiatives designed to achieve a 10% increase in campus Climate Survey scores by 2027-2028, positioning EWU to meet or exceed benchmark metrics from peer and national institutions. They will provide expertise in developing and delivering comprehensive onboarding and training programs that ensure new employees and those transitioning to new roles are effectively integrated into the university community, with a clear understanding of both their unit's goals and EWU's broader commitment to equity and inclusion.

Working in collaboration with Academic Affairs, the position will be integral in supporting the university's goal of ensuring all faculty and staff participate in formal training opportunities focused on culturally responsive teaching and learning support by 2027-2028. Through partnership with the AVP of People and Talent and Academic Affairs, this new AVP will contribute to developing and implementing diverse learning opportunities, including both online and in-person formats. This comprehensive professional development approach will emphasize institutionalization of inclusive practices across curricular and co-curricular spaces, such as through the Inclusive Teaching Academy.

Through these interconnected responsibilities, the **AVP of Culture and Leadership** will be essential in fostering institutional transformation at EWU. Their work will help create sustainable changes in campus culture that support equity, inclusion, and belonging while developing the capacity of faculty and staff to serve Eastern's diverse student population better. This position represents a significant investment in EWU's commitment to creating an environment where all community members thrive.

### **AVP of Equity, Civil Rights & Title IX**

The **AVP of Equity, Civil Rights and Title IX** will be a key strategic partner in advancing EWU's commitment to fostering an inclusive and equitable campus environment. The AVP will lead comprehensive policy audits to identify and address inequitable practices affecting historically marginalized communities at EWU. Working closely with the AVPs of Culture and Leadership and People and Talent, they will systematically review university-wide and departmental policies through an equity lens and develop targeted action plans to address audit findings. Additionally, this leader will partner with Academic Affairs and Student Affairs to develop and implement data-driven assessment practices that track student participation and success metrics across demographic categories. This data will be used to inform the development of interventions. Through oversight of compliance, accessibility initiatives, and bias response protocols, this position will ensure accountability measures

are integrated into the university's structural framework, directly supporting EWU's strategic goals for creating more equitable outcomes by 2025-2028.

In centralizing civil rights compliance and equity initiatives under this position, EWU demonstrates its commitment to creating sustainable institutional change. The ***AVP of Equity, Civil Rights and Title IX*** will help ensure that principles of equity and inclusion are woven into the fabric of university operations, from policy development to daily practices. This role represents a critical investment in EWU's strategic priority of achieving belonging through justice, equity, diversity, and inclusion, helping to create an environment that actively upholds and advances these values for all community members.

# IMPLEMENTATION PLAN TO ESTABLISH NEW EWU PEOPLE, CULTURE & EQUITY DIVISION

## Implementation Plan: Establish EWU's People, Culture & Equity Unit

### ***Phase 1 (Months 1-3): Planning & Design***

#### ***Governance Structure***

The initial planning and design phase is crucial for establishing a strong foundation for EWU's new ***People, Culture and Equity unit***. This phase will focus on developing the organizational framework, establishing clear objectives, and creating the necessary governance structures to ensure effective implementation and accountability.

The DEBI Faculty & Staff Executive Council, currently known as the DEI Investment Committee, provides a strong starting point for governance. This structure will be enhanced and expanded to create a more comprehensive oversight body representing all key stakeholders and areas of expertise. The expanded governance structure will build upon the existing committee by incorporating additional perspectives and establishing clearer channels for decision-making and accountability.

The enhanced DEBI Faculty & Staff Executive Council will maintain representation from current DEI Investment Committee members while strategically adding new voices to ensure comprehensive institutional representation. This expanded structure will create specific working groups focused on key strategic priorities, establish regular reporting mechanisms, and develop clear processes for monitoring progress toward strategic goals.

#### ***Key activities during this phase will include:***

- Developing a detailed project charter that outlines the unit's mission, vision, and strategic objectives aligned with EWU's strategic plan. This will involve reviewing results from the recent needs assessment concerning the state of DEI at EWU to identify gaps and opportunities for integration.
- Reviewing and revising the implementation timeline, as needed, to establish clear metrics for success, including specific indicators for measuring progress in areas such as campus climate improvement, recruitment and retention of diverse employees, and equity in student outcomes.
- Reviewing and revising the organizational structure and reporting relationships within the new unit as needed, including defining roles and responsibilities for each position and establishing clear communication channels between the unit and other campus entities.
- Establishing operational protocols and procedures for the expanded governance structure, including meeting schedules, decision-making processes, and methods for engaging with various campus constituencies in the process.
- Designing feedback mechanisms to ensure continuous improvement and responsiveness to campus needs, including regular assessment of the governance structure's effectiveness and impact.

This foundational phase will set the tone for the unit's future success by ensuring broad campus engagement, clear accountability measures, and strong alignment with institutional priorities.

## **Resource Planning**

The resource planning component of Phase 1 serves as the foundational framework for establishing the **People, Culture and Equity** unit. The primary objective is to comprehensively understand required resources and create detailed allocation strategies to support the unit's successful launch and sustained operations.

The budget development process begins with a thorough analysis of staffing requirements, recognizing that while most positions will be reallocated from existing units across the organization, careful planning remains essential. This reallocation approach requires detailed mapping of transferred positions, including leadership roles, program specialists, and support staff, to ensure appropriate classification levels and salary bands are maintained. Even with positions being primarily transferred, there are important financial considerations including potential salary adjustments to reflect new responsibilities, harmonization of benefits packages across transferred staff, and managing any gaps in position coverage during the transition. The planning must also account for some recruitment costs for the two potential new positions, along with comprehensive onboarding programs to help transferred staff adjust to their new roles and unit culture. A prudent contingency allocation of approximately 10% should be maintained to address any unforeseen staffing needs during the transition and establishment period.

Program delivery costs form the second major budget consideration, encompassing the essential resources needed for the unit's three core functions: human resources operations, diversity and inclusion initiatives, and equity compliance. The HR component requires resources for equity-focused recruitment and selection processes, employee relations, performance management systems, and workforce planning tools. For diversity and inclusion work, the budget must support cultural competency programs, leadership development initiatives, employee resource groups, and community engagement activities. The equity compliance function needs resources for investigation protocols, reporting systems, training programs on relevant legislation and policies, and case management tools. This comprehensive scope includes allocations for materials development across all three functions, specialized external expertise, particularly for complex investigations or organizational assessments, and robust program evaluation frameworks. The budget must account for both initial program development and sustainable delivery mechanisms.

Physical space requirements represent a critical planning consideration, as the unit will bring together staff currently dispersed across multiple university locations into a single, cohesive workspace. This consolidation of transferred positions demands careful evaluation of available campus spaces that can accommodate approximately 20 staff members together, while fostering collaboration and maintaining privacy for sensitive HR and compliance work. The space must support various functional needs: private offices for confidential conversations and investigations, open areas for collaborative diversity and inclusion program work, meeting spaces for training and consultations, and secure storage for sensitive HR and compliance documentation. Beyond the basic workspace requirements, the selected location must be assessed for necessary modifications to create an accessible and inclusive environment for both staff and visitors. This includes ensuring the space meets universal

design principles and accessibility standards, while also providing adequate soundproofing for confidential discussions and clear pathways for visitors seeking HR services or attending training sessions. The budget must account for potential renovation costs, furniture purchases or transfers, and any specialized modifications needed to transform the selected space into a professional, welcoming environment that reflects the unit's important institutional role.

Professional development represents another crucial budget component, covering comprehensive staff training programs, industry certifications, and ongoing learning opportunities. This investment ensures the team maintains current knowledge and skills in equity and inclusion practices while developing leadership capabilities within the unit.

This resource planning component is designed to be completed within the first three months of Phase 1, providing a solid foundation for subsequent implementation phases.

### ***Phase 2 (Months 4-6): Recruitment & Setup***

#### ***Leadership Recruitment Process***

The search for the ***Vice President of People, Culture and Equity*** position requires careful attention as this role will be instrumental in shaping the unit's culture and effectiveness. The process begins with establishing a representative search committee that includes senior administrators, faculty members, staff representatives, and student leaders to ensure diverse perspectives in the selection process.

The Vice President position profile development involves consultation with key stakeholders to identify essential qualifications, experiences, and competencies. The profile should emphasize expertise across the unit's three core functions: human resources management, diversity and inclusion leadership, and equity compliance oversight. Additional emphasis should be placed on change management experience, given the complexity of consolidating functions from multiple units.

EWU may want to consider partnering with a specialized search firm experienced in higher education leadership recruitment to conduct the executive search. The search timeline should accommodate multiple rounds of confidential interviews, campus visits for finalist candidates, and opportunities for community engagement and feedback. The search process must align with institutional justice, diversity, equity, belonging, and inclusion principles, actively seeking diverse candidate pools and employing inclusive selection practices.

The VP onboarding plan is developed parallel to the search process, ensuring a comprehensive transition strategy is ready once the selected candidate accepts. This includes creating detailed briefing materials on current operations across all three functional areas and scheduling key stakeholder meetings.

#### ***Organizational Structure Development***

This phase of the implementation plan focuses on creating clear reporting relationships that support effective service delivery while breaking down previous silos between HR, diversity and inclusion, and

compliance functions. This includes mapping how transferred positions will be reorganized within the new unit while maintaining critical services during the transition.

Position descriptions require careful revision to reflect new reporting relationships and expanded responsibilities within the consolidated unit. This includes updating roles for:

**Senior Leadership Team:** The senior leadership position descriptions need to reflect enhanced responsibilities in managing integrated functions, with particular attention to cross-functional collaboration requirements. These roles require clear delineation of decision-making authority and accountability measures.

**Professional Staff:** Professional position descriptions require updating to reflect potential new responsibilities and cross-training expectations, particularly where roles may expand to support multiple functional areas. This includes defining new collaborative relationships and shared service responsibilities.

**Support Staff:** Support staff position descriptions need revision to clarify their roles in supporting integrated operations, including new systems, processes, and service delivery approaches.

### ***Change Management and Communication***

A comprehensive change management strategy must be developed to support the organizational transition. This includes regular communication with affected staff, detailed transition planning for each service area, and clear guidance on evolving roles and responsibilities.

The strategy should include specific support mechanisms for staff navigating the transition, including professional development opportunities, cross-training programs, and forums for addressing concerns and gathering feedback.

### ***Phase 3 (Months 7-9): Initial Operations***

#### ***Team Integration and Development***

The initial operations phase begins with structured team building initiatives designed to unite staff transitioning from different university departments. This integration process emphasizes creating a shared culture while acknowledging and preserving valuable practices from original units. Team development activities include facilitated workshops exploring the unit's mission and values, cross-functional project teams to encourage collaboration, and structured opportunities for knowledge sharing across previously separate functions.

The professional development framework establishes clear pathways for staff growth and skills enhancement across all three functional areas (HR, diversity and inclusion, and equity compliance). This framework includes competency mapping for each role, identifying areas where cross-training can enhance service delivery. Key components include compliance certification requirements, HR professional designations, diversity and inclusion practitioner development, and leadership capacity building.

## ***Systems Implementation***

The systems implementation strategy focuses on integrating and modernizing tools to support the unit's expanded mandate. This involves several interconnected components:

**Data Collection Framework**: The framework establishes standardized approaches for gathering, storing, and analyzing workforce data, equity metrics, and program effectiveness measures. This includes developing data governance protocols, establishing data quality standards, and implementing security measures for sensitive information. The framework must support compliance reporting requirements while providing insights for strategic decision-making.

**Reporting Dashboards**: Interactive dashboards should be developed to provide real-time visibility into key metrics across all functional areas. These include workforce analytics, equity indicators, training completion rates, case management metrics, and program participation data. The dashboards should be designed with different views for various stakeholders, from executive-level summaries to detailed operational metrics.

**Training Platforms**: Implementation of the learning management system requires careful consolidation of existing platforms currently used across separate units for training delivery. Priority focus must be on integrating learning modules, completion records, and user data from the HR department's professional development platform, the equity compliance unit's mandatory training system, and the diversity office's education portal into a unified learning ecosystem. This consolidation ensures users have a single sign-on experience while maintaining historical training records from all previous systems. The integrated platform must support varied learning needs: mandatory compliance training and certification tracking, professional development programming, leadership training curricula, and diversity and inclusion education modules. Special attention must be paid to migrating existing course content and completion records without disrupting ongoing training requirements or certification deadlines. The system requires robust data migration protocols, careful user permission mapping, and maintenance of distinct administrative roles for different types of content management. Analytics capabilities must be enhanced to provide comprehensive reporting across all training types, enabling tracking of both compliance requirements and professional development progress within a single dashboard. Integration with HR systems is essential for automated assignment of required training based on role changes and new hires while maintaining the ability to target specific audience groups for specialized diversity and inclusion programming.

**Communication Systems**: Integrated communication systems should be considered to support both internal team collaboration and external service delivery. This includes:

- Internal collaboration tools for cross-functional team coordination
- Case management systems for tracking HR and compliance matters
- Client service portals for university stakeholders
- Knowledge management systems for policy and procedure documentation

- Emergency notification protocols for critical incidents

### ***Quality Assurance and Evaluation***

The quality assurance and evaluation component will serve as a systematic mechanism to successfully consolidate of HR, diversity and inclusion, and equity compliance functions into a cohesive unit. Its primary purpose is to verify that the new integrated unit effectively delivers services, meets compliance requirements, and achieves its intended outcomes while maintaining high standards during and after the transition. Functions should include:

- Service level agreements and performance metrics
- Customer satisfaction measurement tools
- Program effectiveness evaluation frameworks
- Compliance audit protocols

### ***Phase 4 (Months 10-12): Full Implementation***

#### ***Program Launch Strategy***

The launch of major initiatives follows an integrated approach that reflects the unit's merged functions across HR, diversity and inclusion, and compliance. The rollout process begins with programs that demonstrate the value of this integration - for example, a new hiring process that combines HR recruitment practices with equity reviews and inclusive selection strategies. Each program launch follows a structured sequence: first introducing it to HR partners and equity liaisons across campus who will help support implementation, then to department leaders who will need to incorporate new practices, and finally to the broader university community who will engage with these services.

The rollout prioritizes programs where the three functions naturally intersect, such as inclusive leadership development incorporating HR competencies, diversity principles, and compliance requirements. This helps demonstrate the benefits of the consolidated unit while building stakeholder confidence in the new integrated approach. As programs launch, clear protocols show how the different functional teams within the unit work together. For instance, how a diversity initiative connects to HR professional development tracking and compliance training requirements.

To ensure smooth implementation, each program launch should include joint training sessions where staff from all three functional areas learn together about their interconnected roles in delivery. A coordinated communication strategy helps the university community understand how to access these integrated services and what to expect from the new cross-functional approach. Throughout the rollout, special attention should be paid to maintaining clear service pathways while stakeholders adjust to accessing multiple services through a single unit rather than separate offices.

#### ***Monitoring Plan***

The monitoring plan establishes a comprehensive system for tracking the new unit's performance and effectiveness across its integrated functions. This plan serves multiple purposes, including 1) measuring operational success, 2) tracking integration effectiveness, and 3) identifying areas needing adjustment during the transition to fully merged services.

At its foundation, the framework measures key performance indicators that span the unit's broad mandate. Service delivery effectiveness can be tracked through response times and resolution rates for various types of cases, whether they're HR transactions, equity investigations, or diversity program support. The system should monitor program impact. This could be done through participation rates and completion tracking, while longer-term outcomes such as changes in workforce demographics and inclusion metrics could also be measured. Resource utilization tracking can provide insight into how effectively the consolidated unit deploys its shared staffing and budgetary resources across all functions.

An integrated dashboard system can transform this performance data into actionable insights through real-time visualization tools. Senior leadership can access strategic metrics showing overall unit performance and trending patterns, while operational managers can have detailed views of day-to-day service delivery and program implementation. These dashboards enable quick identification of emerging issues, such as compliance gaps or service delays, allowing for prompt intervention when needed.

An established reporting structure creates a rhythm of regular performance review and analysis. Weekly monitoring of immediate operational metrics can ensure service quality maintains high standards during the transition. Monthly reviews can examine program effectiveness more deeply, looking at how well the integrated services are meeting university needs. Quarterly assessments can provide comprehensive analysis of the unit's performance, while annual reviews can focus on strategic impact and long-term trending.

Feedback collection serves as a critical component of the monitoring plan. It is important to gather insights through multiple channels to ensure all stakeholders have a voice in assessing the unit's effectiveness. The university community can provide regular input through structured surveys and program evaluations, while leadership forums can offer opportunities for strategic input. Staff within the unit can participate in engagement assessments that help measure how well the integration is working from an internal perspective. Anonymous feedback channels help to ensure sensitive issues can be raised safely, while structured interviews with key stakeholders can provide detailed insights into the unit's performance.

These monitoring components can work together as an integrated system, providing a comprehensive view of the unit's performance while maintaining sensitivity to the complex nature of merged services. The plan allows for continuous refinement of services based on data-driven insights, ensuring the new unit remains responsive to university needs while effectively delivering on its expanded mandate.

# EWU PEOPLE, CULTURE & EQUITY IMPLEMENTATION TIMELINE

## EWU People, Culture & Equity Implementation 1 Year Timeline

