

DIVERSITY OPPORTUNITY AND INCLUSION PLAN

Norfolk State University (hereafter NSU) is committed to promoting and providing an academic environment that is accessible and welcoming to all students, staff, faculty, and university constituents. Below is an inclusion plan in accordance with H.B. 1453.

The plan below is in alignment with the goals outlined by the Commonwealth of Virginia. The goals for the Commonwealth of Virginia can be found on the far-left column of the matrix.

GOAL:	NSU GOAL:	STRATEGY:
CoVA Goal: Access & Success - Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting	Implement systems to attract, recruit and retain diverse faculty and staff to support student success	• Implement a formal HRIS system that will reduce the amount of time from recruitment to hire
		• Engage in recruitment activities around the Hampton Roads community
		• The Office of Human Resources and the Office of Access and Equal Opportunity will continue to develop training materials and activities to promote equitable hiring practices
		• Utilize social media and other digital platforms to recruit and communicate job opportunities at NSU
CoVA Goal: Welcoming & Respectful Culture - Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers	Continue to promote a welcoming academic and learning community that values all	• Leverage existing administrative bodies to communicate organizational changes and updates while also welcoming feedback, recommendations, and dialogue regarding customer service.
		• Promote NSU’s Culture of Care philosophy in standard activities including staff and faculty orientation and university wide activities
CoVA Goal: Agency DOI Infrastructure & Training - Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees	Implement a new employee experience framework for NSU employees	• NSU will increase training opportunities for all staff and faculty in collaboration with the University’s Teaching and Learning function.
		• Provide a wide array of professional development opportunities for all employees at all levels

NSU accomplished the following:

- Engaged with an external agency (Doctums) to facilitate a process mapping exercise for HR functions which involved representatives from all university units including Academic Affairs.
- Hired an interim AVP for Human Resources
- Gathered feedback through the President’s Executive Council (an advisory group with representatives from various academic and administrative units)
- [Constructive Dialogue Institute](#): NSU is one of 12 schools that participate in this institute which promotes strategies to integrate free speech, inclusion, and civil discourse in campus activities.

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GOAL	NSU GOAL	STRATEGY
<p>COV Goal: Access & Success - Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting</p>	<p>Implement systems to attract, recruit and retain diverse faculty and staff to support student success</p>	<ul style="list-style-type: none"> • Implement a formal HRIS system that will reduce the amount of time from recruitment to hire - Workday. • Engage in recruitment activities around the Hampton Roads community and at other organizations as requested. • The Office of Human Resources and the Office of Access and Equal Opportunity will continue to develop training materials and activities to promote equitable hiring practices. • Utilize social media and other digital platforms to recruit and communicate job opportunities at NSU. • NSU is committed to providing accessible programs, services, and communications for individuals with diverse needs, including individuals with disabilities and individuals with limited English proficiency. Accessibility considerations are incorporated into the University's accommodation processes, program and event planning, and digital communications to the extent practicable. • The University provides reasonable accommodations for qualified individuals with disabilities through established ADA processes and works with employees, students, and visitors to address accessibility needs as they arise. Language assistance resources are identified and utilized when necessary to facilitate effective communication and access to University services. The University also continues to evaluate digital resources and communications to promote accessibility and usability for all users. • To further strengthen accessibility efforts, the University is exploring opportunities to enhance accessibility assessments, increase awareness and training, and develop metrics to better evaluate accessibility across programs, services, and digital platforms. • Metrics currently utilized include tracking accommodation requests and their resolution, as well as monitoring accessibility-related concerns reported to the University. Future assessment efforts may include broader reviews of digital accessibility and access to University programs and services.
<p>COV Goal: Welcoming & Respectful Culture - Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers</p>	<p>Continue to promote a welcoming academic and learning community that values everyone with equity</p>	<ul style="list-style-type: none"> • Promote NSU's Culture of Care philosophy in standard activities including staff and faculty orientation and university wide activities • NSU is committed to providing reasonable accommodations to qualified employees with disabilities to ensure equal access to employment opportunities and the ability to perform the essential functions of their positions. Through the interactive process, the University works collaboratively with employees, supervisors, and relevant stakeholders to identify and implement effective accommodations that support employee success while maintaining operational needs. • Accommodation requests are reviewed on an individualized basis, and the University strives to provide timely responses and appropriate resources to address workplace barriers. In addition, the University provides guidance and support to supervisors and employees regarding the accommodation process to foster an inclusive and accessible work environment.

		<ul style="list-style-type: none"> • Leverage existing administrative bodies to communicate organizational changes and updates while also welcoming feedback, recommendations, and dialogue regarding customer service. • Practice Active Listening and Inquiry by creating campus activities that encourage safe, open dialogue and focus on validating the feelings and contributions of others. • Focus on including programs that drives team engagement, better decision-making, and talent retention.
<p>COV Goal: Agency DOI Infrastructure & Training - Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees</p>	<p>Implement a new employee experience framework for NSU employees</p>	<ul style="list-style-type: none"> • NSU developed a new online and in-person orientation process that introduces new employees to various departments to have training on the first day of orientation. • NSU will increase training opportunities for all staff and faculty in collaboration with the University’s Teaching and Learning function. • Provides a wide array of professional development opportunities for all employees at all levels in their departments and units across the campus to include training on and off campus on specific subject matter through expert visitors as well as travel to conferences and online webinars.

Norfolk State University has accomplished the following:

- Hired an AVP/CHRO for Human Resources
- Engages with other State Institutions and continuing education programs to review best practices
- Gathered feedback through the President’s Executive Council (an advisory group with representatives from various academic and administrative units)
- Implemented monthly training by Human Resources to the campus community on various subjects to enhance employee engagement
- Requests regular feedback from the campus community on training subjects that may be needed within departments
- Held training in conjunction with Employee Public Service Week celebration
- Revised the HR webpage to display training videos and contact information
- Partnered with Student Health Center and Academic Affairs to implement wellness initiatives