Inclusion & Belonging

RICHMOND

END OF THE YEAR REPORT

Building a Relentlessly Welcoming Community

2024-25

Table of Contents

Relentlessly Welcoming

Greetings from the Inclusion & Belonging division.

I am pleased to share with you the University of Richmond's Inclusion and Belonging Report for the academic year 2024-2025. During the 2024–2025 academic year, the Division underwent a leadership transformation and implemented mission-aligned strategies. This is the inaugural report from the new division. We plan to publish reports on a biennial basis.

The Division of Inclusion & Belonging was established in 2024 to ensure that inclusion and belonging are more than ideals, they are lived experiences across the University of Richmond community. While the university has made significant strides, the work of inclusion and belonging remains ongoing. The Division for Inclusion & Belonging continues to ensure inclusion and belonging remain core values across policies, programs, and initiatives. To that end, I have worked with partners across campus to focus our efforts on the university's mission, vision, and values as outlined in the strategic plan.

Academic Year 2024-2025 Highlights

- Hired Aretha Harris, Assistant to the Vice President
- Hosted NADOHE Standards for Professional Practice Institute
- Introduced our dynamic Inclusion & Belonging Website
- Promoted Aaliyah McLean to Associate Director of Operations
- Unveiled a robust 4-Pillar Vision for Inclusion and Belonging

The format of this report aligns with elements of the University Strategic Plan and the vision for Inclusion and Belonging. While it is impossible to include all of our accomplishments in this report, I hope you are inspired by our progress and encouraged to join with us in accomplishing the university's strategic goals.

Onward Together,

Monica M. Smith, DSW

Vice President
Inclusion and Belonging

Office of the Vice President for I&B

The 2024–2025 academic year marked a pivotal chapter for the University of Richmond with the arrival of Monica M. Smith as the inaugural Vice President for Inclusion & Belonging (I&B) on July 1, 2024 and the creation of the Inclusion and Belonging division. As a member of the president's cabinet, she works closely with President Hallock, the President's Cabinet, Deans and employees and students. Her leadership launched a new era of university-wide alignment around Belonging and Community goals, providing strategic momentum for institutional transformation. The Division of Inclusion & Belonging is led by a dedicated team committed to creating an inclusive campus culture rooted in trust, transparency, and transformation.

Meet Our Team

Monica M. Smith, DSW
VICE PRESIDENT FOR INCLUSION & BELONGING

Dr. Monica M. Smith brings nearly 25 years of experience in higher education leadership.

> *I was drawn to UR's emphasis on inclusion and belonging and especially impressed by the ways everyone on campus — across many different schools and departments — have come together to identify and meet the needs of the community. The level of commitment and strong foundation for this important work at UR is clear, and I'm thrilled to help build, refine, and nurture these efforts."*

Aaliyah McLean
ASSOCIATE DIRECTOR OF OPERATIONS

Aaliyah oversees strategic planning, project and budget management, systems development, and internal processes that advance the Division's mission across the campus community. She is an MBA candidate with a concentration in Data Analytics at the Robins School of Business, graduating in August 2026.

> *I was excited to see UR's investment in inclusion and belonging and the commitment to creating this division. I'm eager to help build, refine, and advance these efforts to foster a more inclusive and connected campus community."*

Aretha Harris
ASSISTANT TO THE VICE PRESIDENT

Aretha is responsible for coordinating communications, managing logistics, and supporting strategic partnerships that advance campus-wide inclusion initiatives across the university's five schools.

> *I take great pride in serving the Office of the Vice President for Inclusion & Belonging at UR, helping to create a relentlessly welcoming environment. Contributing to initiatives that enrich the student experience, foster a thriving workplace culture, and support post-graduation success is both a privilege and a deeply fulfilling endeavor."*

Our Mission and Vision

OUR MISSION

The Inclusion & Belonging Division aims to foster an inclusive environment where all University of Richmond community members can thrive. Through intentional practices, meaningful programs, and collaborative leadership, we cultivate a culture where every Spider feels valued, respected, and empowered.

OUR VISION

We aspire to create a relentlessly welcoming university culture that champions the diversity on our campus and deeply values inclusion, belonging, and access. By integrating these values into all aspects of university life, we seek to build a community that champions and celebrates who we are, individually and collectively.

To guide our strategic direction and ground our institutional transformation, the Division for Inclusion and Belonging has established a four-pillar vision that articulates our long-term aspirations. These pillars—(1) embracing Inclusion and Belonging as both the division name and institutional ethos, (2) advancing inclusion through distributed leadership, (3) creating recognizable and sustainable programs, and (4) achieving national recognition for excellence—serve as foundational commitments that drive our priorities, partnerships, and practices. **Together, they represent a roadmap toward a university culture that is relentlessly welcoming and structurally inclusive.**

Inclusion and Belonging as the Division Name & Ethos of University

Inclusion and Belonging is more than a division name—it reflects who we are, how we show up, what we value, and how we work across the University of Richmond. It is present in our practices, policies, and programs—and equally in the posture, presence, and care we bring to our relationships. This ethos informs every aspect of campus life and calls us to co-create a university where all members of our community feel seen, valued, and engaged.

WE ASPIRE TO:

Foster a relentlessly welcoming environment

An environment where warmth, access, and openness are hallmarks of the campus experience for all community members in learning, living, and working.

Cultivate a shared sense of belonging

Where every person can see themselves reflected in the university's people, spaces, and narratives, fostering belonging across differences.

Enable full participation in university life

So individuals may engage meaningfully and authentically in the university's life and culture—in the ways and to the extent they choose.

Advancing Inclusion Through Distributed Leadership

We operate through a Shared Equity Leadership model grounded in strong university-wide partnerships, open communication, and clearly defined, measurable goals. This model offers autonomy for the schools while aligning all efforts with the university's strategic goals and equips all partners with the tools needed to contribute meaningfully. Our policies, practices, and programs are designed to help us live out our values—ensuring that both students and employees have access to the resources, support, and opportunities they need to thrive.

Partners across all schools and divisions engage in purposeful coordination and mutual accountability, supported by access to relevant data and tools. We are committed to using both quantitative and qualitative data to inform our priorities, assess our progress, and ensure transparency in our work.

WE STRIVE TO:

Support a diverse student body and workforce

Representing a wide range of lived experiences, perspectives, and backgrounds.

Ensure strong retention of students and employees

Through structures of support that affirm skills, competencies, belonging, and potential.

Enhance student experience rooted in thriving and access

Where all students can engage meaningfully in campus life and pursue successful futures beyond graduation.

Support a thriving and evolving workforce

With opportunities for professional growth, self-development, and meaningful contributions to institutional life.

Empower full participation in campus life and leadership

Students and employees alike are supported in their development, have access to meaningful opportunities, and are equipped to lead, contribute, and grow—on campus and beyond.

Recognizable & Sustainable Programs

One of the University of Richmond's distinctive strengths is its commitment to engaging in conversations across and around difference. These facilitated spaces deepen self-awareness, broaden understanding of others, and cultivate the habits of reflection and dialogue that support inclusive communities. Recognizable and sustainable programs—such as the Community Dialogue Network and Learning Together series—serve as foundational platforms for ongoing learning, relationship-building, and collective growth.

Community Dialogue Network

A professional development series that equips faculty and staff with facilitation skills for effective dialogues across campus.

Learning Together Series

A dialogue series that creates intentional spaces for the campus community to engage with complex issues relevant to our campus and beyond.

WE ASPIRE TO:

1

Sustain and elevate signature programs

That consistently engage our community in honest, respectful, and transformative conversations.

2

Promote dialogue as a practice of belonging

Encouraging curiosity, compassion, and the capacity to hold complexity across roles and identities.

3

Build institutional memory through continuity and visibility

So that inclusion and belonging efforts are not episodic, but embedded and recognizable parts of the Richmond experience.

National Recognition for Excellence in Inclusion & Belonging

The University of Richmond has long been a standard bearer in areas such as academic excellence, workplace culture, student support, dining, sustainability and well-being—earning national recognition across multiple domains. The Division of Inclusion and Belonging is committed to building on that legacy by cultivating a campus where inclusion, belonging and community are not only lived values but also recognized strengths. We aim to contribute meaningfully to the university's reputation by modeling innovative, data-informed, and collaborative approaches to inclusion that resonate both locally and nationally.

RECENTLY

University of Richmond named an Honor Roll institution by Great Colleges to Work For®

Recognizing excellence in employee well-being and supportive work culture.

**Princeton Review ranks UR #1 for Best Student Support and Counseling Services**

Highlighting outstanding student mental health services and holistic well-being efforts in its Best 390 Colleges guide.

Recipient of the 2025 Excellence in Mental Health and Well-Being Award

Honoring institutions with exemplary commitment to mental health, accessible services, and innovative practices in well-being from Insight Into Academia.

WE ASPIRE TO:

1   Be widely known for student support that empowers thriving and post- graduation success.

2   Cultivate a campus culture and work culture where all individuals feel valued, included, and invited to flourish.

3   Champion well-being across the institution through intentional systems, programs, and community support.
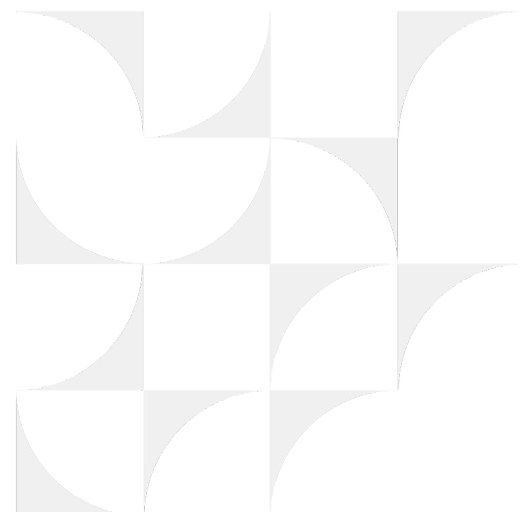
Belonging & Community

Every year, the University of Richmond welcomes a broadly diverse group of students committed to academic excellence. Our campus is a microcosm of society. Students come from all walks of life—and they bring with them distinct stories, strengths, and aspirations. Together, they bring a wide spectrum of perspectives that shape a vibrant learning community where students have the opportunity to learn from and with one another, build authentic relationships, and engage across lines of difference.

Students come to the University of Richmond for many different reasons, but they all become part of the Spider community where belonging and community are shared values. By bringing together individuals with varied life experiences, we foster deeper understanding, meaningful relationships, and transformational learning.

"We aspire to cultivate a compassionate, caring, and welcoming University community — one where each of us matters and where every Spider feels and is seen, heard, and valued, and has someone they can look to for support. All Spiders can play a role in fostering belonging and community." - University Strategic Plan

Institutional Commitment to Access & Affordability

The University of Richmond is one of a select number of institutions in the U.S. with both a need-blind admission policy and a guarantee to meet 100% of demonstrated financial need for traditional undergraduate applicants. Currently, 36% of undergraduates receive need-based financial aid, with the average aid package totaling $64,880.

In addition, all first-year applicants who apply by December 1 are automatically considered for merit-based scholarships, including full tuition, housing, and food, as well as a variety of interest-based awards and programs.

In the of Fall 2024, the University announced that we would be expanding our commitment through the launch of Richmond's Promise to Virginia. Beginning Fall 2025, Richmond will fund the entire cost of tuition, housing, and food for qualified Virginia students whose parental income is $75,000 or less. This support comes entirely in the form of grants, meaning students will not need to repay it.

Richmond's Promise to Virginia reflects our deep commitment to affordability and builds on a long-standing tradition of ensuring that the best and brightest students from across the Commonwealth have access to a world-class education—regardless of financial circumstances.

Distributed Leadership In Practice

This year also marked the beginning of our campus-wide engagement with our distributed leadership framework - Shared Equity Leadership (SEL) Woven Model. Distributed leadership offers a collaborative and adaptive framework that helps organizations move from siloed efforts to collective momentum. Rather than concentrating responsibility in one office or individual, this model encourages a culture where vision, action and accountability are distributed across roles, departments, and schools. The approach aligns naturally with the values of inclusion and belonging—values that are relational, reflective, and transformative by nature.

At a university like ours—with five distinct schools serving students at different life stages and professional trajectories—no single office can fully understand or respond to the nuances of each academic environment and social context, where students' learning, experience, and belonging unfold both on campus and in the wider community. A distributed leadership model allows each school to retain its distinct identity while contributing to a shared institutional purpose. It invites faculty, staff, students, and senior leaders to see themselves as active participants contributing to an ethos of belonging.
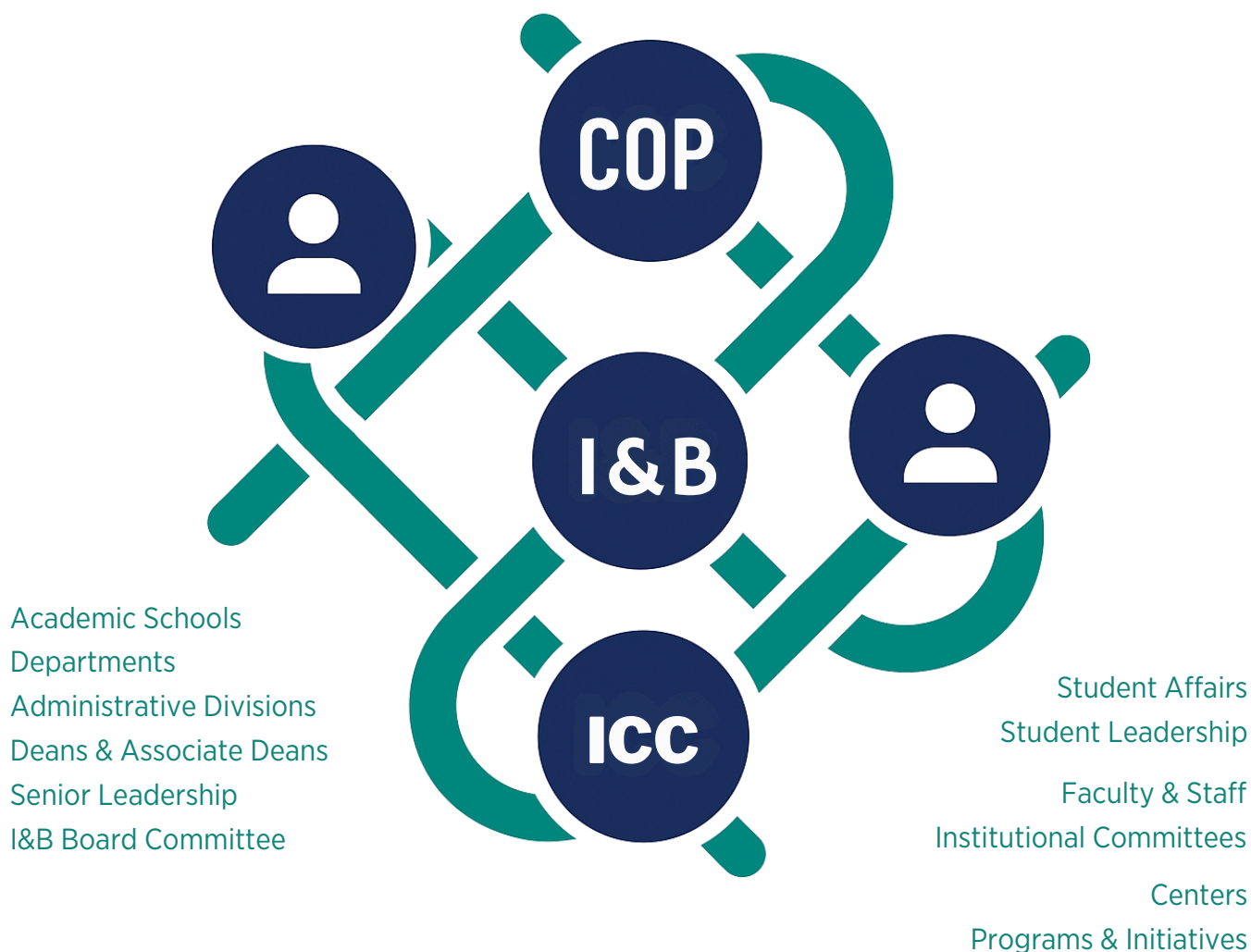
This model fosters alignment across a complex structure and creates pathways for innovation, responsiveness, and sustained progress. It transforms inclusion from a set of isolated initiatives into a shared way of working—grounded in trust, co-ownership, and mutual learning.
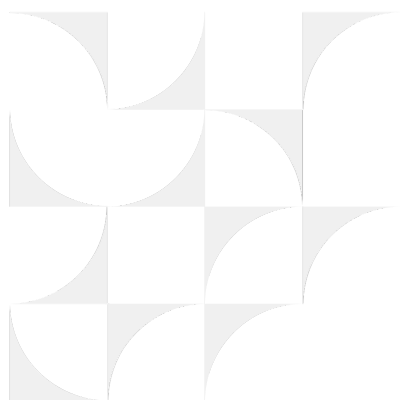
At the University of Richmond, we embrace the Woven Model of SEL, an approach that integrates equity leadership responsibilities across the institution through formal and informal structures. While it is the most complex of the four SEL models (Woven Model, Hub + Spoke, Highly Structured, and Bridging) it reflects the intricate, distributed nature of our university, where five distinct schools operate with varied missions, student populations, and leadership styles.

What makes this model possible at Richmond is our existing foundation: responsibilities are already woven into position descriptions, titles, and day-to-day roles across units.

SHARED EQUITY LEADERSHIP WOVEN MODEL

Academic Schools
Departments
Administrative Divisions
Deans & Associate Deans
Senior Leadership
I&B Board Committee

Student Affairs
Student Leadership

Faculty & Staff
Institutional Committees

Centers
Programs & Initiatives

This model illustrates how distributed leadership is inherently collaborative.

Beyond formal role design, we also foster informal integration through the creation of collaborative spaces—such as councils, task forces, and working groups—intentionally composed of individuals with diverse roles, identities, experiences, and passions for inclusion and belonging. These spaces allow leaders from across campus to bring their perspectives, influence, and expertise into alignment with institutional goals.

The Vice President for Inclusion and Belonging, the Community of Practice (CoP), and the Inclusive Community Council (ICC) collaboratively envision how to operationalize a distributed leadership model for advancing inclusion and belonging.

Community of Practice

Brings together faculty, staff, and administrators who are engaged in inclusion and belonging work—whether as part of their formal roles or through personal and professional commitment. It offers a space for shared learning, resource exchange, and collective problem-solving across units that might otherwise operate in silos. Members include staff from key campus areas such as student development, disability services, admissions, athletics, alumni relations, and academic affairs—many of whom directly influence university programming and practices.

Inclusive Community Council

Serves as a cross-functional leadership body that helps align institutional priorities, build accountability, and ensure that inclusion and belonging efforts are responsive to the lived experiences of our campus community.
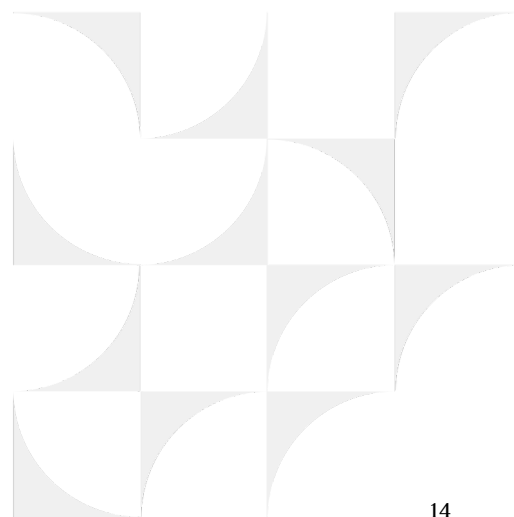
Building Capacity Through Professional Development

Effective distributed leadership calls for a broad range of skills, dispositions, and commitments. Executing inclusive practices that truly foster belonging requires fluency in the theories, frameworks, and competencies that guide inclusive leadership. For these reasons, professional development is not a supplement, but foundational for the work.

COMMUNITY DIALOGUE NETWORK

The Community Dialogue Network (CDN) strengthens our campus community by enhancing the professional capacity of staff and faculty to lead inclusive dialogues that foster understanding and meaningful engagement across difference in a variety of campus and community contexts. The series emphasizes the full arc of dialogue, strategies for fostering meaningful engagement across differences, and tools for responding to common facilitation challenges in inclusive and affirming ways. As part of our Shared Equity Leadership model, CDN facilitators are drawn from across all five schools, divisions, and units. We celebrated the eighth cohort of CDN with 18 participants, including the newly appointed Vice President for Inclusion and Belonging. The CDN steering committee is comprised of colleagues in Human Resources and the Chaplaincy.

LEARNING TOGETHER

The Learning Together dialogue series, housed in the Office of the Provost, creates intentional spaces for our campus community to engage around complex issues relevant both to our university and to broader society. Participants practice perspective-taking, emphasizing active listening, acknowledgment of differing worldviews, and a commitment to understanding experiences beyond their own. Sessions are designed to invite multiple perspectives and narratives, fostering opportunities to learn together about complex issues while engaging in dialogue that deepens our understanding of shared humanity. Both employees and students are welcome to attend.

NADOHE Summer Standards of Professional Practice Institute

The Division of Inclusion and Belonging proudly hosted Cohort 11 of the National Association of Diversity Officers in Higher Education (NADOHE) Summer Standards of Professional Practice Institute (SPPI) in June 2025. This national honor brought more than 35 higher education professionals from across the country to the University of Richmond and marked the first time SPPI was held in the Commonwealth of Virginia.

A key highlight of the event was the division's facilitation of cross-campus involvement: 22 university partners participated in the institute, helping to embed inclusive leadership development more deeply into the university's professional culture.


PARTICIPANTS OF COHORT 11 AT THE NADOHE SUMMER SPPI, JUNE 11–13, 2025, JEPSON ALUMNI CENTER, UNIVERSITY OF RICHMOND.

Strategic Engagement with the Board of Trustees

The Board of Trustees fills an essential role in shaping and supporting the university's long-term vision and strategic institutional priorities, including for inclusion and belonging.

Through ongoing engagement with the Inclusion and Belonging Committee of the Board, the Division provides regular updates, shares emerging insights, and collaborates on ways to deepen institutional accountability. Over the course of the year, the committee engaged with numerous students, staff, and faculty, and also heard external perspectives — including a conversation with Dr. Kim Bobby, senior advisor and principal at AGB Search, on "Emerging Reactions: How Higher Education and Other Sectors are Responding to the Changing DEI Landscape." The committee's membership includes representatives from the alumni and campus community, whose perspectives enrich its work and discussions.
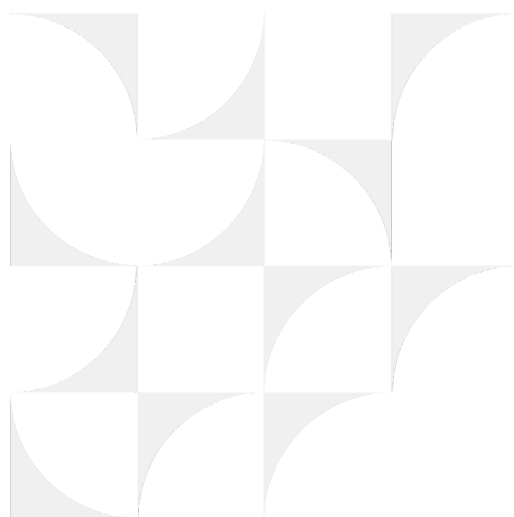
Collaborative Engagements

The Division prioritized inclusive programming and engagement across campus and community this year. A few are highlighted below.

THE DEAR PROJECT

Partnered with the Department of Psychology to host co-founder of The DEAR Project, Natalie Watson-Singleton, Ph.D. A group of 40 employees met with Dr. Watson-Singleton for a lunchtime conversation on the topic "Debunking the Myth of Enduring Strength and Enhancing Coping Skills for Challenging Times". Through storytelling and reflection, participants engaged in restorative healing practices. This initiative aligns with the university's strategic aims for well-being, belonging, and community.
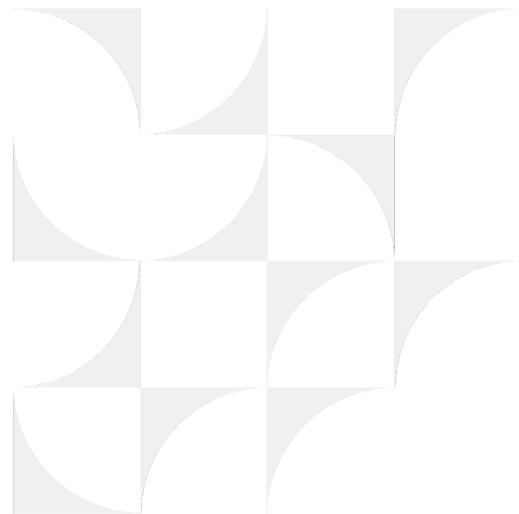
EXTRORDINOIR: A CELEBRATION OF BLACK VOICES & COMMUNITY WORKSHOPS

In collaboration with the Theatre and Dance Department, the Division for Inclusion and Belonging hosted Extrordinoir: A Celebration of Black Voices—an open-mic event featuring spoken word, song, and dance. Students, staff, and community members showcased their talent, with over 100 attendees representing a wide cross-section of the campus and local community. A diverse group of student performers took the stage, and multiple student organizations lent their support to the event.

In preparation for the show, students offered three community workshops led by community members. These sessions welcomed all spoken word artists, singers, dancers, and dramatists, creating a space for creative expression and collaboration before the big night.

At the event a moment of silence, led by Thomas Takele, '25, honored the memory of Christopher G. Elvin Jr., a vital participant in the inaugural event whose absence was deeply felt this year. We invite you to learn more or contribute to the Christopher G. Elvin Jr. Memorial Scholarship Fund at **give.richmond.edu**.

The celebration was made possible through funds from the TIDE (Thriving, Inclusivity, Diversity, and Equity) Grant in partnership with the Ayers Foundation. We also extend our sincere appreciation to Aaliyah McLean, Associate Director of Operations, Division for Inclusion & Belonging; Mr. Chuck Mike, Associate Professor of Theatre; Cheryl Oppan, '25; Shelby Richards, '25; and Thomas Takele, '25, for their leadership in organizing and guiding this event. We also acknowledge the contributions of our partner organizations, including ASA, BSA, WIL, SCEI, and the Department of Theatre & Dance.

 You can view a full recap of the event **online** to revisit the highlights and moments that made it memorable.

Alumni, Staff, and Student Engagement

In our inaugural year as a division, Inclusion and Belonging prioritized building our presence across campus and in the community through intentional engagement with alumni, staff, students, and partners. Highlights include:

CAMPUS AND STUDENT ENGAGEMENT

Executive Speaker Series

As part of the Robins School of Business' 75th anniversary celebration, the school hosted an installment of its Executive Speaker Series featuring Stephanie Headley, Senior Vice President of North America Skin Care and Global OLAY at Procter & Gamble. In addition to the public program, the Robins School organized a private roundtable discussion with Headley and invited the Division for Inclusion and Belonging to participate.

STEPHANIE HEADLEY, '99

Experience Richmond Overnight Program

FUTURE SPIDERS, '29

Invited by Admissions, Dr. Smith spoke with families and future Spiders during the Experience Richmond Overnight program, the university's signature admitted student event. This program celebrated the Class of 2029, connected admitted students with future classmates, introduced them to Richmond's dynamic community and resources, and offered tailored sessions for parents and family members.

Black Masks

DR. SMITH WITH DR. DANA JACKSON, ASSISTANT PROFESSOR OF EDUCATION AND DIRECTOR OF CLINICAL PRACTICE IN THE SCHOOL OF PROFESSIONAL & CONTINUING STUDIES, AND ZAHKEE WILLIAMS, '25.

Dr. Smith participated in Black Masks, a student-written and produced play about self-discovery, performing the role of the dean. The production, created by senior Zahkee Williams as part of his Jepson School senior thesis, explored themes of identity, societal expectations, and self-actualization, and brought together campus and community performers.

More Campus and Student Engagement

→ Addressed the University Staff Advisory Council, met with Student Government leaders and the president's student group, faculty and staff affinity groups, including the Women in Leadership Gathering, and joined student celebrations and cultural gatherings.

→ Division staff attended the Black Excellence Gala, MLK Celebration events (as part of the two-week campus commemoration), and Pride Day activities, reinforcing our presence at key campus cultural and heritage events.

→ Division staff attended the Burying Ground Memorial opening in April 2025—a consecration and dedication ceremony honoring the lives of enslaved individuals buried on the land that became the university.

→ Inclusion and Belonging staff, Dr. Smith and Aaliyah McLean, led two Intersections discussions – AI in Media and Shared Equity Leadership.

→ Aretha Harris joined the UR Admin Collective (URAC), strengthening connections within the university's administrative professional community.

Alumni & Donor Connections

→ Attended various alumni gatherings and connected with affinity groups, including meeting with the president of the Black Alumni Network (URBAN) and participating in their events.

→ Supported Giving Day, raising $1,120 for the Inclusion and Belonging Impact Fund. Donor Affiliations:

63%
FACULTY/STAFF

25%
ALUMNI

13%
STUDENTS

→ Participated in Gratitude Day

Community Representation & Engagement

→ Sponsored a table at Virginia Center for Inclusive Communities 62nd Annual Richmond Humanitarian Awards Dinner with a diverse group of faculty, staff, and students, alongside UR alumnus Jonathan Zur, '03.

→ Attended the 47th Annual MLK Community Leaders Breakfast Celebration, where Virginia's educational institutions were honored. President Kevin F. Hallock accepted the recognition on behalf of the University of Richmond, alongside other college and university presidents.

→ Aaliyah attended the Metropolitan Business League (MBL) Women's Business Summit on behalf of the division, with participation from alumni, staff, and students. Monica and Aaliyah also attended the 2025 MBL Awards Reception and Dinner with campus partners, strengthening relationships with local business and community leaders.

Establishing the Division: Space, Story, and Strategy

While much of our work this year focused on establishing campus-wide frameworks and building partnerships, it was equally important to establish the foundation of the Division itself. From renovating our physical office space to creating visible markers of our ethos, to building relational trust and launching a digital presence, these efforts helped to introduce Inclusion and Belonging as both a function and an identity. What follows are key activities that shaped how the campus comes to know the division—through space, story, and strategy.

Space

Complete renovation of the I&B office suite, enhancing functionality and aesthetics to reflect our values of hospitality and access, including installation of a prominent "Relentlessly Welcoming" wall feature in collaboration with University Communications.

Installed a digital display board on the third floor of Tyler Haynes Commons, which now features I&B updates and student opportunities — a popular addition among students.

Our first year was marked by visible participation, strong relationship-building, and laying the groundwork for sustained inclusion and belonging across the university and beyond.

Alignment

Story

→ **FALL MEET AND GREET**

Hosted in partnership with the President's Office, the Fall Meet and Greet introduced Vice President Smith to the campus community and affirmed the university's commitment to inclusion and belonging. Dr. Smith shared her vision, invited collaboration, and began building relational trust with students and employees across roles.

→ **NEW WEBSITE LAUNCH**

Launched the new website belonging.richmond.edu, featuring an overview of the division's mission, priorities, and team and introduced a dedicated Frameworks section to showcase strategic models such as Shared Equity Leadership, inclusive excellence anchors, and Guiding Principles.

→ **SPIDERS IN THE KNOW**

At Spiders in the Know, Dr. Smith shared the division's relentlessly welcoming ethos and affirmed that inclusion and belonging are for every member of the campus community, in every role.

→ **DIVISION BRANDING**

Launched a new division logo and brand identity to strengthen campus visibility and create a unified narrative across materials.

Strategy - Alignment & Capacity

Alignment

→ **ESTABLISHING THE DIVISION AS A VISIBLE AND TRUSTED PARTNER IN INSTITUTIONAL CHANGE.**

- Aretha and Aaliyah served as Change Ambassadors in partnership with Human Resources during the university-wide Workday implementation, helping colleagues navigate platform transitions.

- Oversaw the integration of Inclusion & Belonging across campus infrastructure, ensuring I&B priorities were embedded in communications, search practices, and shared space governance.

- Concluded a data review project with Institutional Research and the Inclusive Community Council (ICC) to assess how well the university's Guiding Principles are understood, using the findings to inform future engagement and alignment efforts.

Capacity

→ **BUILDING TOOLS, SKILLS, AND INFRASTRUCTURE TO SUPPORT SUSTAINABLE INCLUSION PRACTICES.**

- Staff participated in internal and national learning opportunities that reinforced a division-wide learning culture and positioned the team as a model for continuous growth.

- Aaliyah began designing a visual dashboard to track engagement trends and institutional progress—supporting data-informed strategy and transparency.

Onward Together

As we conclude this inaugural report from the Division of Inclusion and Belonging, we look forward to continuing our work to create a relentlessly welcoming university community where every Spider feels valued, respected, and empowered.

> *The work of inclusion and belonging is never finished; it is written each day in how we live, learn, and lead together. With gratitude for all who have walked with us this year, we affirm our shared commitment to building a University where everyone belongs. The best of our story is still ahead. ~ Dr. Smith*

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