
**Report by the Multifaith
Strategic Planning
Committee**

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ELON'S BOLD VISION IN A RELIGIOUSLY AND ETHICALLY PLURAL WORLD

Elon University is widely recognized as a restless institution of higher education, one that has transformed itself many times in its history to serve the needs of its students and its communities near campus and far. The Boldly Elon strategic plan proposes an ambitious vision for an Elon University in 2030 that will have taken stock of itself and the contexts in which it operates and positioned itself yet again to meet the needs of the day. One of the plan's principal objectives for fashioning this emerging Elon is to set "ever-higher standards for mentoring and student success that transform students and prepare ethical, resilient and agile graduates who shape the future."

Events since the Boldly Elon plan was conceived have tested the ability of this university and others to provide the education and support that would produce those ethical, resilient, and agile graduates. A pandemic of historic proportions has surfaced vast global inequities and put unprecedented strains on higher education. Nativism and populism have erupted around the world and in the United States, voicing hostility to historically minoritized communities and the institutions that serve them, including colleges and universities. In this new context, the vision articulated by Boldly Elon is as urgent as ever.

The five-year plan recommended in this report proposes an all-campus effort toward fulfillment of Boldly Elon's vision of a campus that welcomes students, faculty, and staff with a diversity of worldviews and ensures that its graduates are prepared to navigate local and global contexts marked by differences of religion, values, belief systems, and ways of life. The plan recommends concrete ways that the university can fulfill strategic objectives articulated by Boldly Elon to:

- create structures and learning opportunities that engage all students, faculty, and staff in advancing their intercultural and multifaith learning and competencies
- strengthen support networks dedicated to the success of historically marginalized groups and increase representation from underrepresented groups
- ensure that graduates are creative, culturally agile, ethically grounded, and well-prepared to address questions of societal importance

The Student Experience at Elon

The plan sketched by this report builds on Elon's nationally recognized strengths in engaged and experiential learning. It leverages the Experiential Learning Requirements (ELRs) that are a signature piece of every undergraduate's education at Elon, and it offers new ideas for building important experiential components in some of its graduate and professional programs.

At the undergraduate level, this plan proposes:

- New internship possibilities through the Center for the Study of Religion, Culture and Society, the Truitt Center, and Religious Studies
- Real-world multifaith engagement through new and revised Global Study Abroad and Study USA offerings
- Service-learning opportunities developed in partnership with the Kernodle Learning Center
- Enhanced and expanded undergraduate research opportunities for exploring religious, secular, and ethical issues
- New multifaith learning possibilities in the Leadership ELR

At the graduate level, this plan includes:

- New research opportunities
- New and enhanced curricular elements
- Infusion of interreligious and multifaith competencies in co-curricular and experiential programming

Threaded through this plan are also many intentional opportunities for students to build the transformational **mentoring networks** imagined by Boldly Elon as a means of amplifying the impact of engaged learning practices. Its proposals for supporting student connections with community partners in the Burlington/Alamance area, on Study Abroad programs, and with Elon faculty and staff committed to their growth and development will provide important avenues for putting the mentoring model under development into action.

THE POWER OF A PLAN: A HISTORY OF MULTIFAITH PLANNING AT ELON

A dedication to multifaith engagement rests at the heart of Elon University’s long-range planning. The establishment of a strong multifaith focus by the Elon Commitment strategic plan for 2010-2020, as well as the achievement of goals set forth by the 2015-2020 multifaith plan, “Engaging Religion/ Building Community” has transformed the campus, supporting increased religious diversity and the development of curricular, co-curricular, and research programs of national distinction.

The Elon Commitment supported the development of foundational infrastructures and programs:

The Numen Lumen Pavilion

An Elon delegation toured various facilities around the country and charted campus needs to design the beautiful facility that houses the university’s multifaith efforts and serves as one of the busiest buildings on campus.

Truitt Center staffing

Elon is now proud to employ a team of well-qualified chaplains and support staff that serve diverse religious communities and engage students and colleagues across campus.

The Center for the Study of Religion, Culture, and Society

An interdisciplinary academic center that coordinates educational programming for the campus and community and supports student and faculty research, the CSRCS emerged out of faculty aspirations for a multifaith campus that included academic components.

Prompted by the Elon Commitment, the five-year multifaith plan, Engaging Religion/Building Community (2015-2020) led to the establishment of:

Multifaith Scholars

This nationally recognized two-year scholarship program supports undergraduate research, campus leadership, and community engagement for 10 students a year.

Ripple Interfaith Conference

Conceived by students and entirely student run, this annual gathering is the largest interfaith conference for college students in the Southeast.

Interreligious Studies minor

An interdisciplinary minor housed in Religious Studies, this program focuses on the intersections and interactions between religious and spiritual traditions.

The successes of the previous planning cycle demonstrate the transformational potential that is possible with a culture of careful planning, thoughtful implementation, and strategic partnerships with foundations and organizations like the Interfaith Youth Core, the Arthur Vining Davis Foundation, and the Carpenter Foundation. The plan contained in this report results from consultations across campus and beyond to understand what various campus groups hope to see in a future Elon. We submit it with confidence that through our work together we can continue to re-envision a multifaith Elon positioned to meet the needs of a changing student population graduating into a rapidly transforming world.

THE INFRASTRUCTURE FOR MULTIFAITH ENGAGEMENT AT ELON

Campus Partners and Stakeholders for Elon's Multifaith Work

A central objective of this plan is the expansion of the campus infrastructure for cultivating a culture of diverse worldviews and values in which preparing students—graduate as well as undergraduate—to navigate those differences and provide leadership in a conflicted world is paramount. Many units and programs on campus already embrace this work. This plan aspires to broader diffusion of those multifaith efforts, led by those units with specific responsibility for ensuring our campus is one where students, faculty and staff of all backgrounds can be confident that their perspectives and traditions will be respected and that they can find communities of belonging. This plan proposes a campus network of collaborators that includes the following partners:

The Truitt Center for Religious and Spiritual Life

The Truitt Center is a safe place for religious, spiritual, and ethical growth and multifaith exploration. Its mission is to support and engage the Elon Community with the wisdom of the world's religious, spiritual, and ethical traditions, by cultivating spaces and relationships that:

- Engage collaboratively in the affirmation of identities, the practice of faith, the celebration of traditions, and the deepening of values.
- Educate through the sharing, exploring, and questioning of diverse worldviews.
- Empower individuals and communities to embrace purpose, inclusivity, and service to others.
- Encourage each other through radical hospitality, compassionate mentorship, and respectful spiritual care.
- Provide the framework for spiritual exploration within and across traditions, and spiritual formation in the practices of specific religious communities.
- Develop student leaders through multiple systems of mentorship, including Multifaith Interns, Spirit and Pride Interns, and Engagement Interns.

The Department of Religious Studies

The faculty of the Department of Religious Studies are accomplished teachers, mentors, and scholars who explore a wide variety of traditions through a wide variety of approaches. Faculty specialize in Buddhist, Islamic, Hindu, Jewish, Christian, and irreligious and secular traditions, as well as other African and East Asian traditions. As an academic department within the College of Arts and Sciences, the Department of Religious Studies: introduces students to constructions of religion and the secular in political, social, cultural, and historic contexts; educates students in scholarly approaches to the study of religion; and encourages an understanding of and respect for religious diversity as essential to the development of global citizenship.

The Department of Religious Studies contributes to the university's multifaith work by:

- Providing disciplinary expertise for understanding religion, as well as for understanding particular religious, spiritual, and secular traditions, through courses, curriculum, and events.
- Mentoring undergraduate research on religion.
- Overseeing academic degree programs including the Religious Studies major and minor and the multidisciplinary minor in Interreligious Studies
- Supporting several interdisciplinary minors.
- Researching and publishing in Religious Studies and related fields.

The Elon Center for the Study of Religion, Culture, and Society

The Elon Center for the Study of Religion, Culture, and Society (CSRCS) highlights and promotes the interdisciplinary study of religion. This faculty-led center works with scholars from disciplines in a multitude of academic departments in not only the Humanities and Social Sciences but also in Elon's professional and graduate programs. It engages students, staff, community members, and content experts from the region and beyond. Center initiatives foster teaching, scholarship, and dialogue that cultivate intellectual community and civic action.

The CSRCS supports the university's multifaith work by:

- Promoting and resourcing faculty development across departments in the area of religion.
- Convening and planning events and programs to educate Elon and the public about religion.
- Hosting scholars from outside Elon and connecting them with Elon students, faculty, and staff.
- Promoting student research on religion.

The Division of Inclusive Excellence

The Division of Inclusive Excellence emerged in July 2020 as part of Elon's commitment to fostering a diverse and inclusive environment for all community members. Its work engages the wide range of human differences and identities present within the academic community, including religious, ethical, and worldview difference.

The Division contributes to Elon University's multifaith initiatives through:

- Expanding perspectives that support religious and non-religious identity enfranchisement in diversity, equity, and inclusion goals and initiatives across division
- Consulting with senior administrators on university matters related to multifaith engagement and support
- Securing resources that enable colleagues to execute programs that support a religiously diverse community and development opportunities for learning about various worldviews
- Ensuring religious and secular identities are included in the assessment efforts for understanding campus climate
- Responding to reports of religious identity bias with support and educational resources

An Array of Other Campus Partners

The above units will lead the implementation of the planning recommendations in this report through their own programs and by working to energize and coordinate partnerships on campus and beyond. This plan's recommendations include the development of new initiatives and the advancement of existing ones that involve partnerships with schools and departments across the university. Among the schools, offices, and committees named as collaborators in the plan below are:

- Academic Council
- Advisory Board for Black Student Spiritual Support
- Athletics
- Athletics Committee
- Campus Safety and Police
- Center for Race, Ethnicity, and Diversity Education
- Committee on Elon History and Memory
- Counseling Services
- Dr. Jo Watts Williams School of Education
- Elon College, the College of Arts & Sciences
- Elon Core Curriculum
- Elon Dining
- Gender and LGBTQIA Center
- Human Resources
- Integrated Wellness Center Vision Task Force
- Isabella Cannon Global Education Center
- Kernodle Center for Civic Life
- Martha & Spencer Love School of Business
- Office of Admissions
- Professional and Continuing Studies
- Residence Life
- School of Communications
- School of Health Sciences
- School of Law
- University Advancement
- University Calendar Committee
- University Communications

Terms and Definitions

Multifaith

For the past ten years, Elon has used the term “multifaith” to capture the range of programs, initiatives, and institutional commitments it has developed to foster inclusion of and respect for diverse and sometimes competing worldviews and traditions. Whereas “faith” often implies belief in transcendent beings and truths and “interfaith” refers to relationships between religious communities, “multifaith” also includes worldviews including humanism and secularism that do not necessarily imply such beliefs. Elon’s multifaith initiatives aim to invite students, faculty, and staff of all persuasions to engage with one another about questions of meaning, value, and purpose in a spirit of openness and exploration.

Religious, Spiritual, and Secular

As no one term can capture the range of perspectives, beliefs, and commitments that this plan aims to include, these recommendations often use the phrase “religious, spiritual, and secular” to indicate the diverse identities and frameworks our community members may embrace.

STRATEGIC GOALS

In consultation with a range of campus partners, the Multifaith Strategic Planning Committee proposes the following goals and recommendations that together describe a vision for a vibrant, diverse Elon where students inhabiting a variety of religious, ethical, and secular viewpoints find communities of belonging and engage meaningfully and equitably with those who are different. These goals reflect Elon's commitments to inclusive excellence, religious liberty, a climate supportive of all spiritual/religious/secular identities, intercultural competency, and understanding across boundaries.

Goal 1: Make Elon a more religiously diverse campus and community

At present, a majority of the Elon campus community identifies as Christian, while substantial populations identify as “spiritual but not religious,” atheist, or agnostic. Jewish students are the only non-Christian religious group that represents more than 1% of the Elon student population. As charged by Boldly Elon, we seek to “increase representation from underrepresented groups” and “expand and diversify admissions footprint and reputation internationally and across the United States, recruiting students from a wider range of ... religious backgrounds.” North Carolina demographics as well as existing resources at Elon and in the area suggest that recruitment of Muslim students be a top priority. **Within five years, we will triple the number of Muslim students and significantly increase the number of other underrepresented religious populations at Elon.** Recruiting for student religious diversity—and, additionally, recruiting for faculty and staff religious diversity—will enhance the Elon student experience, exposing students to a broader diversity of identity, thought, and practice. To achieve this goal Elon will:

1.1 Develop student recruitment priorities that can contribute to a religiously diverse campus

- Identify key factors that are of interest to religiously diverse students seeking the right university for themselves. (*Truitt Center for Religious and Spiritual Life, Office of Admissions*)
- Identify key regions and sites for the recruitment of a diverse student body. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society, Office of Admissions*)
- Expand professional development opportunities for the Office of Admissions. (*Office of Admissions, Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)

1.2 Develop recruitment and employment practices that contribute to a religiously diverse learning environment

- Ensure that job postings and related information reach a wide range of local, regional, and national audiences to support a staff that reflects Elon’s commitment to diversity. (*Human Resources, Division of Inclusive Excellence*)
- Partner with appropriate professional staff in Human Resources to ensure that Elon’s commitment to diversity, including multifaith, is fully embodied in the equity-minded hiring protocol and employee recruitment activities. (*Human Resources, Division of Inclusive Excellence*)

Goal 2: Make Elon a more equitable and inclusive campus and community

Boldly Elon's commitment to "strengthen support networks dedicated to the success of historically marginalized groups" requires us to take significant steps to ensure greater equity and inclusion of diverse religious, spiritual, and secular identities. Elon is a historically white institution with Christian roots, and according to campus survey data, Christian students at Elon generally experience belonging, welcome, inclusion, safety, and feeling understood in relation to their religious identities at higher levels than students from marginalized religious backgrounds. We will work to provide greater levels of support for students and employees of diverse religious, spiritual, and secular identities, ensuring that concerns for equity and inclusion are considered across all areas of campus. **Within five years, we expect that students will report that they experience belonging, welcome, inclusion, safety, and feeling understood at significantly higher levels than when initially surveyed.**

2.1 Ensure DEI initiatives are attentive to religious/spiritual/secular diversity, equity, and inclusion

- Examine institutional language around Inclusive Excellence to ensure inclusion of minoritized religious/spiritual/secular groups. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Ensure that DEI initiatives, assessments, and programming across campus are attentive to issues of religious/spiritual/secular diversity, equity, and inclusion. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Assess security needs and bias reporting mechanisms and enhance safety protocols that impact campus populations. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Campus Safety and Police*)
- Ensure that students from diverse communities, particularly historically excluded communities and traditions, have opportunities to build community with university leadership. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)

2.2 Attend to language, symbols, and spaces that anchor community life

- Reassess models for public reflection at Elon in settings such as athletic events, Convocation, Commencement, faculty, and student meetings, etc. (*Truitt Center for Religious and Spiritual Life*)
- Promote communications practices that reflect religious/spiritual/secular diversity and foster equity and inclusion. (*University Communications, Truitt Center for Religious and Spiritual Life*)
- Promote inclusive formats for major university traditions such as the Festival of Lights and Luminaries, Numen Lumen, and Numen Lumen: Senior Baccalaureate Reflection. (*Truitt Center for Religious and Spiritual Life*)
- Conduct an audit of current and proposed university spaces and make recommendations to ensure Elon community members have access to appropriate and inclusive spaces for religious and contemplative needs. (*Truitt Center for Religious and Spiritual Life, Residence Life, Integrated Wellness Center Vision Task Force*)

2.3 Explore revisions to university calendars and Religious Holidays Observance Policy to reflect Elon's diversity

- Formulate and implement guidelines for the inclusion of holidays on the Elon academic calendar. (*University Calendar Committee, Academic Council, Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Develop structures to ensure the consideration of religious holidays by the Calendar Committee. (*Academic Council, University Calendar Committee*)
- Strengthen policies and foster culture supportive of employee leave for religious observance. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Explore revisions to the Religious Holidays Observance Policy to ensure inclusion and equity. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence, Academic Council*)

2.4 Explore opportunities to support religious diversity, equity, and inclusion through philanthropy, scholarships, and awards

- Evaluate existing scholarships and awards to ensure inclusivity and consider the creation of new student scholarships and awards that emphasize multifaith diversity and leadership. (*University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Explore development of a formal information exchange among *University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies, and Center for the Study of Religion, Culture and Society* to advance philanthropy that supports multifaith initiatives.

2.5 Assess policies, training, and professional development for religious and spiritual life personnel

- Review and strengthen policies related to Affiliated Ministries (external organizations that serve Elon students) and provide ongoing DEI training for those groups. (*Truitt Center for Religious and Spiritual Life*)
- Develop DEI training and professional development program for Truitt Center staff. (*Truitt Center for Religious and Spiritual Life*)

2.6 Strengthen capacity of Elon Dining to accommodate diverse dietary needs

- Expand dining offerings to accommodate students with diverse religious and ethical commitments, including kosher, halal, and vegan diets. (*Elon Dining, Truitt Center for Religious and Spiritual Life*)

2.7 Support student-athletes of diverse religious, spiritual, and secular identities

- Assess the policies, structures, and procedures that affect the experiences of student-athletes of various faith traditions, worldviews, and other identities. (*Athletics, Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Examine and enhance Athletics' relationships with campus and external partners that provide spiritual support to student-athletes. (*Division of Inclusive Excellence, Department, Truitt Center for Religious and Spiritual Life, Athletics*)
- Ensure that issues of religious/spiritual/secular diversity, equity, and inclusion are linked to Athletics' diversity, equity, and inclusion goals. (*Athletics, Division of Inclusive Excellence*)
- Explore and leverage the role of existing entities including the faculty Athletics Committee in supporting diversity, equity, and inclusion in Athletics. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Athletics*)

Goal 3: Support opportunities for multifaith learning and engagement for all members of the Elon academic community

While the Truitt Center, the Center for the Study of Religion, Culture and Society, and the Religious Studies department have been nationally recognized for the opportunities they provide for learning and engagement, Boldly Elon's commitment to creating "structures and learning opportunities that engage all students, faculty, and staff in advancing their intercultural and multifaith learning and competencies" requires us to develop new opportunities for learning and engagement and advance established programs. **We will significantly increase the number of students, faculty and staff engaging with multifaith learning at Elon and, with our campus partners and those at foundations, colleges, and universities in the US and abroad, we will develop frameworks for greater depth of student engagement.** Expanded learning and engagement opportunities will also, in the words of Boldly Elon, "ensure that graduates are creative, culturally agile, ethically grounded, and well-prepared to address questions of societal importance."

3.1 Support spiritual formation and the expression of religious, spiritual, and secular identities, values, and practices

- With partners including Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support, and in alignment with the Mentoring Design Initiative, study and implement best practices for supporting the intersectional identities and the developmental needs of our students. (*Truitt Center for Religious and Spiritual Life*)
- Analyze campus assessment data and national trends related to multifaith engagement and identity to develop action plans for aligning campus programming and staffing to the needs and identities of the student body. (*Truitt Center for Religious and Spiritual Life*)
- Support the evaluation of spaces and locations for students to engage in practices that support wellness and wellbeing. (*Truitt Center for Religious and Spiritual Life, Counseling Services, Residence Life*)

3.2 Support the academic examination of the historical, political, legal, economic, social, cultural, and artistic relevance of religious, spiritual, and secular frameworks.

- Assess and expand support for Elon's signature degree programs for multifaith education (e.g., Religious Studies, Interreligious Studies, Jewish Studies, Islamic Studies). (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)
- Develop courses and support collaboration across schools and departments to support student learning about diverse religious, spiritual, and secular traditions and identities. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- Explore new modes for student learning about religion and race, especially in connection with the Advancing Equity requirement. (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)

3.3 Support disciplinary and interdisciplinary research and scholarship on religion

- Develop new paths for supporting student research on religion among undergraduate and graduate students. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- Identify and support models of mentoring excellence for undergraduate research on religion, including the Multifaith Scholars Program, and promote them as national models. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- In partnership with the Committee on Elon History and Memory, support student research on the role of religious communities in Elon town and university history. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies, Committee on Elon History and Memory*)
- Assess support structures for faculty scholarship and enhance programs to meet faculty research needs. (*Center for the Study of Religion, Culture, and Society*)

3.4 Support the development of practical knowledge and skills for navigating local and global intercultural and multireligious contexts

- Develop new pathways for satisfying the Leadership ELR through multifaith learning and engagement. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Identify new cocurricular opportunities for training students in religious literacy and advancing multifaith education (e.g., Residential Campus, HealthEU initiative, orientation, student leaders, etc.). (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- Develop opportunities for employees, alumni, adult, and professional learners to develop religious literacy competencies. (*Professional and Continuing Studies, Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)

3.5 Develop pathways for experiential and engaged multifaith learning through increased collaboration with community partners

- Support the development of new short-term Study Abroad/Study USA courses and the revision of existing courses to support engagement with global religious communities. (*Global Education Center, Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Develop new multifaith internship opportunities through partnerships that include Campus Alamance, the Global Education Center, the Center for the Study of Religion, Culture and Society, the Truitt Center, and Religious Studies. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Promote best practices around course-embedded and other site visits. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Build structures that connect students to community leaders and organizations beyond Elon and support the development of robust mentoring constellations. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life*)
- Partner with the Kernodle Center for Civic Life and other campus units in developing community-based engaged and experiential student learning opportunities. (*Truitt Center for Religious and Spiritual Life, Kernodle Center for Civic Life*)

Goal 4: Articulate the value and importance of multifaith learning as well as multifaith diversity, equity, and inclusion for all constituents

The data-gathering phase of the Multifaith Strategic Planning Committee's work revealed that excellent work is happening in many quarters of campus but that no comprehensive strategy for communicating it to internal and external audiences, including prospective students and families, was in place. We recommend new practices to ensure robust information flows between stakeholders and University Communications to highlight the multifaith learning that happens all around Elon.

4.1 Develop a comprehensive multifaith communication and marketing strategy

- Provide consistent updates to various stakeholders and units about the implementation process and recommendation outcomes of the multifaith plan. (*Multifaith Strategic Plan Implementation Team*)
- Identify and create opportunities for showcasing the role of multifaith learning in student experiences. (*University Communications, Center for the Study of Religion, Culture, and Society, Office of Admissions*)
- Assess the profile of Elon's multifaith work on its website and devise a comprehensive website strategy for highlighting and promoting this work. (*University Communications*)

MULTIFAITH STRATEGIC PLAN IMPLEMENTATION TEAM LEADERS

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APPENDICES

Appendix A: Significant Findings of the Preliminary Report, January 2022

The Multifaith Strategic Planning Committee conducted a campus survey in Fall 2021, opened by 452 students and 276 employees. Our survey data on questions of identity and connections indicated that:

- Elon's population is overwhelmingly Christian, with sizable populations who identify as Spiritual but not Religious, Agnostic, Atheist, Secular, and Jewish.
- More than half (55%) of students report that their religious, spiritual, secular identities are moderately to extremely important to them.
- Among student and employee survey respondents, off-campus spaces were the most cited source of religious/spiritual/secular connections; a fair number of respondents see no particular spaces or programs that provide sources of connection.

Our survey data on questions of climate, bias, and suggestions for improvement indicated that:

- When asked about bias witnessed at Elon in relation to religious/spiritual/secular identities, survey respondents overwhelmingly pointed to antisemitic acts.
- Anti-Muslim bias and ignorance of Islam were also areas of concern, but these were reported twice as frequently by faculty and staff as students.
- Experiences of religious/spiritual/secular bias are most likely to occur either online or outside of class rather than in the classroom.
- There are strong differences of opinion among employees as to whether Elon's climate is characterized more by Christian privilege or anti-Christian bias; by contrast, few students see any anti-Christian bias on campus.
- Christian students report especially high levels of belonging, welcome, inclusion, safety, and feeling understood in relation to their religious identities.
- The students who feel the least welcome, included, understood, and safe (in relation to their religious/spiritual/secular identities) include a disproportionate number of students from minoritized religious groups.
- According to qualitative survey data, there is widespread support across campus for improving the experiences of minoritized religious populations at Elon.
- Survey respondents among students and employees indicate interest in more opportunities (or requirements) to learn about religion.

The committee also engaged in a scan of campus and benchmarking exercises, which revealed that:

- Many areas of campus do not reflect a consideration of religious/spiritual/secular identity when attending to issues of diversity, equity, and inclusion.
- Elon's co-curricular programs parallel those of leading schools with a couple of gaps (for example, programming around race and religion, Black religion, and harms caused by religion).
- While Elon has excellent academic programs for the study of religion, there are significant areas for potential growth, including within the Religious Studies department (whose dependence on part-time faculty and need for full-time faculty in Religion and Race is noteworthy) and within professional schools.
- One significant area where Elon does not lead is in the examination of the intersections of race, religion, identity, and spirituality.
- Elon is less religiously diverse than many other institutions at which we looked for benchmarking purposes.

The committee's complete preliminary report is available online at <https://www.elon.edu/u/academics/csrgs/multifaith-strategic-plan>.

Appendix B: Recommendations by Units Responsible for Implementation

The Truitt Center for Religious and Spiritual Life

- Identify key factors that are of interest to religiously diverse students seeking the right university for themselves. (*Truitt Center for Religious and Spiritual Life, Office of Admissions*)
- Identify key regions and sites for the recruitment of a diverse student body. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society, Office of Admissions*)
- Expand professional development opportunities for the Office of Admissions. (*Office of Admissions, Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Assess and update marketing efforts with an eye toward religious diversity. (*Office of Admissions, Truitt Center for Religious and Spiritual Life*)
- Examine institutional language around Inclusive Excellence to ensure inclusion of minoritized religious/spiritual/secular groups. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Ensure that DEI initiatives, assessments, and programming across campus are attentive to issues of religious/spiritual/secular diversity, equity, and inclusion. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Assess security needs and bias reporting mechanisms and enhance safety protocols that impact campus populations. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Campus Safety and Police*)
- Ensure that students from diverse communities, particularly historically excluded communities and traditions, have opportunities to build community with university leadership. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Reassess models for public reflection at Elon in settings such as athletic events, Convocation, Commencement, faculty and student meetings, etc. (*Truitt Center for Religious and Spiritual Life*)
- Promote communications practices that reflect religious/spiritual/secular diversity and foster equity and inclusion. (*University Communications, Truitt Center for Religious and Spiritual Life*)
- Promote inclusive formats for major university traditions such as the Festival of Lights and Luminaries, Numen Lumen, and Numen Lumen: Senior Baccalaureate Reflection. (*Truitt Center for Religious and Spiritual Life*)

- Conduct an audit of current and proposed university spaces and make recommendations to ensure Elon community members have access to appropriate and inclusive spaces for religious and contemplative needs. (*Truitt Center for Religious and Spiritual Life, Residence Life, Integrated Wellness Center Vision Task Force*)
- Formulate and implement guidelines for the inclusion of holidays on the Elon academic calendar. (*University Calendar Committee, Academic Council, Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Strengthen policies and foster culture supportive of employee leave for religious observance. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Explore revisions to the Religious Holidays Observance Policy to ensure inclusion and equity. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence, Academic Council*)
- Evaluate existing scholarships and awards to ensure inclusivity and consider the creation of new student scholarships and awards that emphasize multifaith diversity and leadership. (*University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Explore development of a formal information exchange among *University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies, and Center for the Study of Religion, Culture and Society* to advance philanthropy that supports multifaith initiatives.
- Review and strengthen policies related to Affiliated Ministries (external organizations that serve Elon students) and provide ongoing DEI training for those groups. (*Truitt Center for Religious and Spiritual Life*)
- Develop DEI training and professional development program for Truitt Center staff. (*Truitt Center for Religious and Spiritual Life*)
- Expand dining offerings to accommodate students with diverse religious and ethical commitments, including kosher, halal, and vegan diets. (*Elon Dining, Truitt Center for Religious and Spiritual Life*)
- Assess the policies, structures, and procedures that affect the experiences of student-athletes of various faith traditions, worldviews, and other identities. (*Athletics, Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Examine and enhance Athletics' relationships with campus and external partners that provide spiritual support to student-athletes. (*Division of Inclusive Excellence, Department, Truitt Center for Religious and Spiritual Life, Athletics*)
- Explore and leverage the role of existing entities including the faculty Athletics Committee in supporting diversity, equity, and inclusion in Athletics. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Athletics*)

- With partners including Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support, and in alignment with the Mentoring Design Initiative, study and implement best practices for supporting the intersectional identities and the developmental needs of our students. (*Truitt Center for Religious and Spiritual Life*)
- Analyze campus assessment data and national trends related to multifaith engagement and identity to develop action plans for aligning campus programming and staffing to the needs and identities of the student body. (*Truitt Center for Religious and Spiritual Life*)
- Support the evaluation of spaces and locations for students to engage in practices that support wellness and wellbeing. (*Truitt Center for Religious and Spiritual Life, Counseling Services, Residence Life*)
- Develop new pathways for satisfying the Leadership ELR through multifaith learning and engagement. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Identify new cocurricular opportunities for training students in religious literacy and advancing multifaith education (e.g., Residential Campus, HealthEU initiative, orientation, student leaders, etc.). (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Develop opportunities for employees, alumni, adult, and professional learners to develop religious literacy competencies. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Support the development of new short-term Study Abroad/Study USA courses and the revision of existing courses to support engagement with global religious communities. (*Global Education Center, Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Develop new multifaith internship opportunities through partnerships that include Campus Alamance, the Global Education Center, the Center for the Study of Religion, Culture and Society, the Truitt Center, and Religious Studies. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Promote best practices around course-embedded and other site visits. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Build structures that connect students to community leaders and organizations beyond Elon and support the development of robust mentoring constellations. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life*)
- Partner with the Kernodle Center for Civic Life and other campus units in developing community-based engaged and experiential student learning opportunities. (*Truitt Center for Religious and Spiritual Life, Kernodle Center for Civic Life*)

Elon Center for the Study of Religion, Culture, and Society

- Identify key regions and sites for the recruitment of a diverse student body. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society, Office of Admissions*)
- Expand professional development opportunities for the Office of Admissions. (*Office of Admissions, Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Explore development of a formal information exchange among *University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies, and Center for the Study of Religion, Culture and Society* to advance philanthropy that supports multifaith initiatives.
- Assess and expand support for Elon's signature degree programs for multifaith education (e.g., *Religious Studies, Interreligious Studies, Jewish Studies, Islamic Studies*). (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)
- Develop courses and support collaboration across schools and departments to support student learning about diverse religious, spiritual, and secular traditions and identities. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- Explore new modes for student learning about religion and race, especially in connection with the Advancing Equity requirement. (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)
- Develop new paths for supporting student research on religion among undergraduate and graduate students. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- Identify and support models of mentoring excellence for undergraduate research on religion, including the Multifaith Scholars Program, and promote them as national models. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- In partnership with the Committee on Elon History and Memory, support student research on the role of religious communities in Elon town and university history. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies, Committee on Elon History and Memory*)
- Assess support structures for faculty scholarship and enhance programs to meet faculty research needs. (*Center for the Study of Religion, Culture, and Society*)
- Develop new pathways for satisfying the Leadership ELR through multifaith learning and engagement. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Identify new cocurricular opportunities for training students in religious literacy and advancing multifaith education (e.g., *Residential Campus, HealthEU initiative, orientation, student leaders, etc.*). (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)

- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies. (Center for the Study of Religion, Culture, and Society, Department of Religious Studies)
- Develop opportunities for employees, alumni, adult, and professional learners to develop religious literacy competencies. (Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society)
- Support the development of new short-term Study Abroad/Study USA courses and the revision of existing courses to support engagement with global religious communities. (Global Education Center, Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies)
- Develop new multifaith internship opportunities through partnerships that include Campus Alamance, the Global Education Center, the Center for the Study of Religion, Culture and Society, the Truitt Center, and Religious Studies. (Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies)
- Promote best practices around course-embedded and other site visits. (Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies)
- Build structures that connect students to community leaders and organizations beyond Elon and support the development of robust mentoring constellations. (Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life)
- Identify and create opportunities for showcasing the role of multifaith learning in student experiences. (University Communications, Center for the Study of Religion, Culture, and Society, Office of Admissions)

Department of Religious Studies

- Evaluate existing scholarships and awards to ensure inclusivity and consider the creation of new student scholarships and awards that emphasize multifaith diversity and leadership. (*University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Explore development of a formal information exchange among *University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies, and Center for the Study of Religion, Culture and Society* to advance philanthropy that supports multifaith initiatives.
- Assess and expand support for Elon's signature degree programs for multifaith education (e.g., Religious Studies, Interreligious Studies, Jewish Studies, Islamic Studies). (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)
- Develop courses and support collaboration across schools and departments to support student learning about diverse religious, spiritual, and secular traditions and identities. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- Explore new modes for student learning about religion and race, especially in connection with the Advancing Equity requirement. (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)
- Develop new paths for supporting student research on religion among undergraduate and graduate students. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- Identify and support models of mentoring excellence for undergraduate research on religion, including the Multifaith Scholars Program, and promote them as national models. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)
- In partnership with the Committee on Elon History and Memory, support student research on the role of religious communities in Elon town and university history. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies, Committee on Elon History and Memory*)
- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)

- Support the development of new short-term Study Abroad/Study USA courses and the revision of existing courses to support engagement with global religious communities. (*Global Education Center, Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Develop new multifaith internship opportunities through partnerships that include Campus Alamance, the Global Education Center, the Center for the Study of Religion, Culture and Society, the Truitt Center, and Religious Studies. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Promote best practices around course-embedded and other site visits. (*Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)

Division of Inclusive Excellence

- Ensure that job postings and related information reach a wide range of local, regional, and national audiences to support a staff that reflects Elon's commitment to diversity. (*Human Resources, Division of Inclusive Excellence*)
- Partner with appropriate professional staff in Human Resources to ensure that Elon's commitment to diversity, including multifaith, is fully embodied in the equity-minded hiring protocol and employee recruitment activities. (*Human Resources, Division of Inclusive Excellence*)
- Examine institutional language around Inclusive Excellence to ensure inclusion of minoritized religious/spiritual/secular groups. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Ensure that DEI initiatives, assessments, and programming across campus are attentive to issues of religious/spiritual/secular diversity, equity, and inclusion. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Assess security needs and bias reporting mechanisms and enhance safety protocols that impact campus populations. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Campus Safety and Police*)
- Ensure that students from diverse communities, particularly historically excluded communities and traditions, have opportunities to build community with university leadership. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Formulate and implement guidelines for the inclusion of holidays on the Elon academic calendar. (*University Calendar Committee, Academic Council, Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Strengthen policies and foster culture supportive of employee leave for religious observance. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Explore revisions to the Religious Holidays Observance Policy to ensure inclusion and equity. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence, Academic Council*)
- Assess the policies, structures, and procedures that affect the experiences of student-athletes of various faith traditions, worldviews, and other identities. (*Athletics, Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)
- Examine and enhance Athletics' relationships with campus and external partners that provide spiritual support to student-athletes. (*Division of Inclusive Excellence, Department, Truitt Center for Religious and Spiritual Life, Athletics*)
- Ensure that issues of religious/spiritual/secular diversity, equity, and inclusion are linked to Athletics' diversity, equity, and inclusion goals. (*Athletics, Division of Inclusive Excellence*)
- Explore and leverage the role of existing entities including the faculty Athletics Committee in supporting diversity, equity, and inclusion in Athletics. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Athletics*)

Academic Council

- Formulate and implement guidelines for the inclusion of holidays on the Elon academic calendar. (*University Calendar Committee, Academic Council, Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Develop structures to ensure the consideration of religious holidays by the Calendar Committee. (*Academic Council, University Calendar Committee*)
- Explore revisions to the Religious Holidays Observance Policy to ensure inclusion and equity. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence, Academic Council*)

Advisory Board for Black Student Spiritual Support

- With partners including Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support, and in alignment with the Mentoring Design Initiative, study and implement best practices for supporting the intersectional identities and the developmental needs of our students. (*Truitt Center for Religious and Spiritual Life*)

Athletics

- Assess the policies, structures, and procedures that affect the experiences of student-athletes of various faith traditions, worldviews, and other identities. (*Athletics, Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life*)

- Examine and enhance Athletics' relationships with campus and external partners that provide spiritual support to student-athletes. (*Division of Inclusive Excellence, Department, Truitt Center for Religious and Spiritual Life, Athletics*)
- Ensure that issues of religious/spiritual/secular diversity, equity, and inclusion are linked to Athletics' diversity, equity, and inclusion goals. (*Athletics, Division of Inclusive Excellence*)
- Explore revisions to the Religious Holidays Observance Policy to ensure inclusion and equity. (*Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence, Academic Council*)

Athletics Committee

- Explore and leverage the role of existing entities including the faculty Athletics Committee in supporting diversity, equity, and inclusion in Athletics. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Athletics*)

Campus Safety and Police

- Assess security needs and bias reporting mechanisms and enhance safety protocols that impact campus populations. (*Division of Inclusive Excellence, Truitt Center for Religious and Spiritual Life, Campus Safety and Police*)

Committee on Elon History and Memory

- In partnership with the Committee on Elon History and Memory, support student research on the role of religious communities in Elon town and university history. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies, Committee on Elon History and Memory*)

Counseling Services

- With partners including Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support, and in alignment with the Mentoring Design Initiative, study and implement best practices for supporting the intersectional identities and the developmental needs of our students. (*Truitt Center for Religious and Spiritual Life*)

Dr. Jo Watts Williams School of Education

- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the *Schools of Business, Communications, Education, Health Sciences, and Law*) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)

Elon College, the College of Arts & Sciences

- Assess and expand support for Elon's signature degree programs for multifaith education (e.g., *Religious Studies, Interreligious Studies, Jewish Studies, Islamic Studies*). (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)
- Explore new modes for student learning about religion and race, especially in connection with the Advancing Equity requirement. (*College of Arts and Sciences, Department of Religious Studies, Center for the Study of Religion, Culture, and Society*)

Elon Core Curriculum

- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the *Schools of Business, Communications, Education, Health Sciences, and Law*) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)

Elon Dining

- Expand dining offerings to accommodate students with diverse religious and ethical commitments, including kosher, halal, and vegan diets. (*Elon Dining, Truitt Center for Religious and Spiritual Life*)

Gender and LGBTQIA Center

- With partners including *Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support*, and in alignment with the *Mentoring Design Initiative*, study and implement best practices for supporting the intersectional identities and the developmental needs of our students. (*Truitt Center for Religious and Spiritual Life*)

Global Education Center

- Support the development of new short-term Study Abroad/Study USA courses and the revision of existing courses to support engagement with global religious communities. (*Global Education Center, Center for the Study of Religion, Culture and Society, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)

Human Resources

- Ensure that job postings and related information reach a wide range of local, regional, and national audiences to support a staff that reflects Elon's commitment to diversity. (*Human Resources, Division of Inclusive Excellence*)
- Partner with appropriate professional staff in Human Resources to ensure that Elon's commitment to diversity, including multifaith, is fully embodied in the equity-minded hiring protocol and employee recruitment activities. (*Human Resources, Division of Inclusive Excellence*)

Integrated Wellness Center Vision

Task Force

- Conduct an audit of current and proposed university spaces and make recommendations to ensure Elon community members have access to appropriate and inclusive spaces for religious and contemplative needs. (*Truitt Center for Religious and Spiritual Life, Residence Life, Integrated Wellness Center Vision Task Force*)

Kernodle Center for Civic Life

- Partner with the Kernodle Center for Civic Life and other campus units in developing community-based engaged and experiential student learning opportunities. (*Truitt Center for Religious and Spiritual Life, Kernodle Center for Civic Life*)

Martha & Spencer Love School of Business

- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the *Schools of Business, Communications, Education, Health Sciences, and Law*) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)

Office of Admissions

- Identify key factors that are of interest to religiously diverse students seeking the right university for themselves. (*Truitt Center for Religious and Spiritual Life, Office of Admissions*)

- Identify key regions and sites for the recruitment of a diverse student body. (*Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society, Office of Admissions*)
- Expand professional development opportunities for the Office of Admissions. (*Office of Admissions, Truitt Center for Religious and Spiritual Life, Center for the Study of Religion, Culture, and Society*)
- Assess and update marketing efforts with an eye toward religious diversity. (*Office of Admissions, Truitt Center for Religious and Spiritual Life*)
- Identify and create opportunities for showcasing the role of multifaith learning in student experiences. (*University Communications, Center for the Study of Religion, Culture, and Society, Office of Admissions*)
- With partners including Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support, and in alignment with the Mentoring Design Initiative, study and implement best practices for supporting the intersectional identities and the developmental needs of our students. (*Truitt Center for Religious and Spiritual Life*)

School of Communication

- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)

Residence Life

- Conduct an audit of current and proposed university spaces and make recommendations to ensure Elon community members have access to appropriate and inclusive spaces for religious and contemplative needs. (*Truitt Center for Religious and Spiritual Life, Residence Life, Integrated Wellness Center Vision Task Force*)
- Support the evaluation of spaces and locations for students to engage in practices that support wellness and wellbeing. (*Truitt Center for Religious and Spiritual Life, Counseling Services, Residence Life*)

School of Health Sciences

- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)

School of Law

- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies. (*Center for the Study of Religion, Culture, and Society, Department of Religious Studies*)

University Advancement

- Evaluate existing scholarships and awards to ensure inclusivity and consider the creation of new student scholarships and awards that emphasize multifaith diversity and leadership. (*University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies*)
- Explore development of a formal information exchange among University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies, and Center for the Study of Religion, Culture and Society to advance philanthropy that supports multifaith initiatives.

University Calendar Committee

- Formulate and implement guidelines for the inclusion of holidays on the Elon academic calendar. (*University Calendar Committee, Academic Council, Truitt Center for Religious and Spiritual Life, Division of Inclusive Excellence*)
- Develop structures to ensure the consideration of religious holidays by the Calendar Committee. (*Academic Council, University Calendar Committee*)

University Communications

- Promote communications practices that reflect religious/spiritual/secular diversity and foster equity and inclusion. (*University Communications, Truitt Center for Religious and Spiritual Life*)
- Identify and create opportunities for showcasing the role of multifaith learning in student experiences. (*University Communications, Center for the Study of Religion, Culture, and Society, Office of Admissions*)
- Assess the profile of Elon's multifaith work on its website and devise a comprehensive website strategy for highlighting and promoting this work. (*University Communications*)

Appendix C: Recommendations by Year of Initiation

Many items in this plan represent work that will continue in an ongoing fashion following initiation. The implementation team will monitor and assess ongoing work; items are not repeated in years subsequent to initiation.

2022–2023

- Identify key factors that are of interest to religiously diverse students seeking the right university for themselves.
- Identify key regions and sites for the recruitment of a diverse student body.
- Assess and update marketing efforts with an eye toward religious diversity.
- Ensure that job postings and related information reach diverse local, regional, and national audiences to support a staff that reflects Elon’s commitments to diversity.
- Partner with appropriate professional staff in Human Resources to ensure that Elon’s commitment to diversity, including multifaith, is fully embodied in the equity-minded hiring protocol and employee recruitment activities.
- Examine institutional language around Inclusive Excellence to ensure inclusion of minoritized religious/spiritual/secular groups.
- Ensure that DEI initiatives, assessments, and programming across campus are attentive to issues of religious/spiritual/secular diversity, equity, and inclusion.
- Assess security needs and bias reporting mechanisms and enhance safety protocols that impact campus populations.
- Ensure that students from diverse communities, particularly historically excluded communities and traditions, have opportunities to build community with university leadership.
- Reassess models for public reflection at Elon in settings such as athletic events, Convocation, Commencement, faculty and student meetings, etc.
- Promote inclusive formats for major university traditions such as the Festival of Lights and Luminaries, Numen Lumen, and Numen Lumen: Senior Baccalaureate Reflection.
- Ensure Elon community members have access to appropriate and inclusive spaces for religious and contemplative needs.
- Formulate and implement guidelines for the inclusion of holidays on the Elon academic calendar.
- Develop structures to ensure the consideration of religious holidays by the Calendar Committee.
- Explore revisions to the Religious Holidays Observance Policy to ensure inclusion and equity.
- Expand dining offerings to accommodate students with diverse religious and ethical commitments, including kosher, halal, and vegan diets.

- Assess the policies, structures, and procedures that affect the experiences of student-athletes of various faith traditions, worldviews, and other identities.
- Examine and enhance Athletics' relationships with campus and external partners that provide spiritual support to student-athletes.
- Ensure that issues of religious/spiritual/secular diversity, equity, and inclusion are linked to Athletics' diversity, equity, and inclusion goals. Explore and leverage the role of existing entities including the Faculty Athletics Committee in supporting diversity, equity, and inclusion in Athletics.

2023–2024

- Analyze campus assessment data and national trends related to multifaith engagement and identity to develop action plans for aligning campus programming and staffing to the needs and identities of the student body.
- Explore new modes for student learning about religion and race, especially in connection with the Advancing Equity requirement.
- Develop new paths for supporting student research on religion among undergraduate and graduate students.
- Develop opportunities for employees, alumni, adult, and professional learners to develop religious literacy competencies.
- Partner with the Kernodle Center for Civic Life and other campus units in developing community-based engaged and experiential student learning opportunities.

2024–2025

- Develop DEI training and professional development program for Truitt Center staff.
- With partners including Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support, and in alignment with the Mentoring Design Initiative, study and implement best practices for supporting the intersectional identities and the developmental needs of our students.
- Support the evaluation of spaces and locations for students to engage in practices that support wellness and wellbeing.
- Assess and expand support for Elon's signature degree programs for multifaith education (e.g., Religious Studies, Interreligious Studies, Jewish Studies, Islamic Studies).
- Identify and support models of mentoring excellence for undergraduate research on religion, including the Multifaith Scholars Program, and promote them as national models.
- In partnership with the Committee on Elon History and Memory, support student research on the role of religious communities in Elon town and university history.
- Develop new pathways for satisfying the Leadership ELR through multifaith learning and engagement.

- Identify new cocurricular opportunities for training students in religious literacy and advancing multifaith education (e.g., Residential Campus, HealthEU initiative, orientation, student leaders, etc.).
- Explore new opportunities in Elon’s Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies.
- Develop new multifaith internship opportunities through partnerships that include Campus Alamance, the Global Education Center, the Center for the Study of Religion, Culture and Society, the Truitt Center, and Religious Studies.
- Build structures that connect students to community leaders and organizations beyond Elon and support the development of robust mentoring constellations.

2025–2026

- Develop courses and support collaboration across schools and departments to support student learning about diverse religious, spiritual, and secular traditions and identities.
- Assess support structures for faculty scholarship and enhance programs to meet faculty research needs.
- Support the development of new short-term Study Abroad/Study USA courses and the revision of existing courses to support engagement with global religious communities.
- Promote best practices around course-embedded and other site visits.

2026–2027

- Conduct interim assessment of the strategic plan and issue report and recommendations.
- Plot 2027–2030 timeline for completion of the plan, including items to be addressed and implementation of new objectives deemed necessary per recommendations.

2027–2030

- Completion of plan objectives.

Appendix D: Additional Specific Action Items to Consider

During the committee's deliberations and consultations, many specific initiatives were proposed that were not included in the strategic plan. The list that follows records those specific proposals, in connection with the recommendations above, for future consideration by the implementation team.

Goal 1: Make Elon a more religiously diverse campus and community

1.1 Develop student recruitment priorities that can contribute to a religiously diverse campus

- Identify key factors that are of interest to religiously diverse students seeking the right university for themselves.
 - » Explore the creation of cohorts of student recruits who would contribute to multifaith work on campus.
 - » Consider the creation of Living Learning Communities of interest to religiously diverse students.
- Identify key regions and sites for the recruitment of a diverse student body.
 - » Identify and develop relationships with target high schools and other communities with, for example, high proportions of Muslim, Hindu, Sikh, or Orthodox Jewish students.
 - » Develop a knowledge base that would facilitate recruitment of high school students engaged in multifaith work.
 - » Partner with organizations that serve refugees in the US to build relationships and establish pathways for prospective students.
 - » Continue to prioritize the recruitment of ALANAM students as one pathway towards enhanced religious/spiritual diversity.
- Expand professional development opportunities for the Office of Admissions.
- Assess and update marketing efforts with an eye toward religious diversity.

1.2 Develop recruitment and employment practices that contribute to a religiously diverse learning environment

- Ensure that job postings and related information reach a wide range of local, regional, and national audiences to support a staff that reflects Elon's commitment to diversity.
- Partner with appropriate professional staff in Human Resources to ensure that Elon's commitment to diversity, including multifaith, is fully embodied in the equity-minded hiring protocol and employee recruitment activities.

Goal 2: Make Elon a more equitable and inclusive campus and community

2.1 Ensure DEI initiatives are attentive to religious/spiritual/secular diversity, equity, and inclusion

- Examine institutional language around Inclusive Excellence to ensure inclusion of minoritized religious/spiritual/secular groups.
- Ensure that DEI initiatives, assessments, and programming across campus are attentive to issues of religious/spiritual/secular diversity, equity, and inclusion.
 - » Ensure assessments of campus climate are attentive to these forms of religious/spiritual/secular diversity.
- Assess security needs and bias reporting mechanisms and enhance safety protocols that impact campus populations.
 - » Promote awareness of bias reporting systems and include discussion of bias against religious/spiritual/secular groups in bias reporting information.
 - » Review and update institutional definitions of forms of bias where appropriate.
- Ensure that students from diverse communities, particularly historically excluded communities and traditions, have opportunities to build community with university leadership.

2.2 Attend to language, symbols, and spaces that anchor community life

- Reassess models for public reflection at Elon in settings such as athletic events, Convocation, Commencement, faculty and student meetings, etc.
- Promote communications practices that reflect religious/spiritual/secular diversity and foster equity and inclusion.
 - » Assess guidelines for inclusion of diverse traditions in university social media.
- Promote inclusive formats for major university traditions such as the Festival of Lights and Luminaries, Numen Lumen, and Numen Lumen: Senior Baccalaureate Reflection.
- Conduct an audit of current and proposed university spaces and make recommendations to ensure Elon community members have access to appropriate and inclusive spaces for religious and contemplative needs.
- Ensure Elon community members have access to appropriate and inclusive spaces for religious and contemplative needs.
 - » Consider the development of contemplative multifaith spaces in residential neighborhoods.

2.3 Explore revisions to university calendars and Religious Holidays Observance Policy to reflect Elon's diversity

- Formulate and implement guidelines for the inclusion of holidays on the Elon academic calendar.
 - » Include Yom Kippur, and potentially other holidays, on the Elon academic calendar.
- Develop structures to ensure the consideration of religious holidays by the Calendar Committee.
 - » Add the University Chaplain to the Calendar Committee.
- Strengthen policies and foster culture supportive of employee leave for religious observance.
 - » Promote awareness that some weekend events (Family Weekend, New Student Convocation, etc.) expect employee participation in ways that may conflict with religious observance.
- Explore revisions to the Religious Holidays Observance Policy to ensure inclusion and equity.
 - » Develop campus messaging for faculty that underscores the letter and spirit of the policy.
 - » Develop best practices to guide faculty on exams/quizzes/tests on recognized holidays.
 - » Review policies for holiday observance during final exam periods.
 - » Develop resources to improve faculty awareness of holidays that students might observe.

2.4 Explore opportunities to support religious diversity, equity, and inclusion through philanthropy, scholarships, and awards

- Evaluate existing scholarships and awards to ensure inclusivity and consider the creation of new student scholarships and awards that emphasize multifaith diversity and leadership.
 - » Consider revisions to scholarships and awards that specifically privilege Christianity or Christian students.
 - » Consider the creation of new scholarships and awards for students from underrepresented religious traditions or backgrounds.
- Explore development of a formal information exchange among University Advancement, Truitt Center for Religious and Spiritual Life, Department of Religious Studies, and Center for the Study of Religion, Culture and Society to advance philanthropy that supports multifaith initiatives.

2.5 Assess policies, training, and professional development for religious and spiritual life personnel

- Review and strengthen policies related to Affiliated Ministries and provide ongoing DEI training for those groups.
 - » Review policies related to non-inclusive practices in affiliate ministries that balance fostering an inclusive and welcoming community and liberty of conscience.
 - » Review and revise as appropriate policies on coercive practices and proselytizing.
- Develop DEI training and professional development program for Truitt Center staff.

2.6 Strengthen capacity of Elon Dining to accommodate diverse dietary needs

- Expand dining offerings to accommodate students with diverse religious and ethical commitments, including kosher, halal, and vegan diets.
 - » Establish new dining areas to accommodate community members with diverse dietary needs.
 - » Explore year-round and seasonal all-access options (e.g., frozen meals) for students with specific dietary needs.
 - » Develop strategies and practices to support the dining needs of Muslim students during Ramadan.

2.7 Support student-athletes of diverse religious, spiritual, and secular identities

- Assess the policies, structures, and procedures that affect the experiences of student-athletes of various faith traditions, worldviews, and other identities.
- Examine and enhance Athletics' relationships with campus and external partners that provide spiritual support to student-athletes.
- Ensure that issues of religious/spiritual/secular diversity, equity, and inclusion are linked to Athletics' diversity, equity, and inclusion goals.
- Explore and leverage the role of existing entities including the Faculty Athletics Committee in supporting diversity, equity, and inclusion in Athletics.

Goal 3: Support opportunities for multifaith learning and engagement for all members of the Elon academic community

3.1 Support spiritual formation and the expression of religious, spiritual, and secular identities, values, and practices

- With partners including Residence Life, Counseling Services, Gender and LGBTQIA Center, the Center for Race, Ethnicity, and Diversity Education, and the Advisory Board for Black Student Spiritual Support, and in alignment with the Mentoring Design Initiative, study and implement best practices for supporting the intersectional identities and the developmental needs of our students.
 - » Develop programming that furthers spiritual and ethical formation and the expression of religious, spiritual, and secular identities.
 - » Develop mentoring models for supporting students' spiritual/identity formation
 - » Develop programming that addresses damaging, traumatic, or negative experiences of religion.
 - » Develop new ways for students to explore bigger life questions (“Ask Big Questions”).
 - » Develop programming for audiences who do not identify as religious or spiritual that focuses on core values, meaning making and purpose.
 - » Develop the mission and purpose of the Religious and Spiritual Life Committee so that it can better support spiritual formation and expression.
 - » Develop new opportunities for engagement with graduate and professional students.
- Analyze campus assessment data and national trends related to multifaith engagement and identity to develop action plans for aligning campus programming and staffing to the needs and identities of the student body.
 - » Explore the possibility of university support for secular/humanist staff position in the Truitt Center.
- Support the evaluation of spaces and locations for students to engage in practices that support wellness and wellbeing.
 - » Consider the development of contemplative multifaith spaces in residential areas.
 - » Develop connections between chaplains and residential neighborhoods.
 - » Assess and consider revisions to Thursday Numen Lumen programming.

3.2 Support the academic examination of the historical, political, legal, economic, social, cultural, and artistic relevance of religious, spiritual, and secular frameworks.

- Assess and expand support for Elon's signature degree programs for multifaith education (e.g., Religious Studies, Interreligious Studies, Jewish Studies, Islamic Studies).
 - » Explore the development of new endowed professorships to support the study of diverse religious/spiritual/secular identities
- Develop courses and support collaboration across schools and departments to support student learning about diverse religious, spiritual, and secular traditions and identities.
 - » Enhance resources for faculty teaching in COR 1100 and elsewhere in the core curriculum.
 - » Develop new team-taught courses that engage multiple traditions and disciplines (especially utilizing the Replogle Endowment for team teaching).
 - » Develop collaborations in the College of Arts and Sciences with departments including Art, English, Environmental Studies, History & Geography, Human Service Studies, Music, Performing Arts, Philosophy, Political Science & Policy Studies, Psychology, Public Health Studies, Religious Studies, Sociology & Anthropology, and World Languages & Cultures.
 - » Consider the development of new courses that would especially engage students in professional schools and STEM fields.
 - » Develop collaborations within and across professional schools to promote education about ethics, pluralism, and religious, spiritual, and secular frameworks.
- Explore new modes for student learning about religion and race, especially in connection with the Advancing Equity requirement.
 - » Explore means for hiring faculty with expertise on religion and race.
 - » Develop courses that engage the intersections of religion and race.
 - » Develop courses that fulfill the Advancing Equity requirement and attend to issues of religion and spirituality.

3.3 Support disciplinary and interdisciplinary research and scholarship on religion

- Develop new paths for supporting student research on religion among undergraduate and graduate students.
 - » Develop collaborations among and across graduate programs to ensure robust support for graduate student research opportunities.
 - » Develop opportunities for student public scholarship on religion
- Identify and support models of mentoring excellence for undergraduate research on religion, including the Multifaith Scholars Program, and promote them as national models.
 - » Conduct a comprehensive audit of undergraduate research and fellows programs to ensure robust support for undergraduate research through the advancement of existing programs, the development of new structures, and deliberate alignment among them.
 - » Build communities of mutual interest and support through reading groups, communities of practice, etc.
- In partnership with the Committee on Elon History and Memory, support student research on the role of religious communities in Elon town and university history.
 - » Explore undergraduate research or internship opportunities to support the ongoing study of Elon's founding and history
- Assess support structures for faculty scholarship and enhance programs to meet faculty research needs.
 - » Develop collaborations and programs that support scholarship among graduate faculty at the Law, Education, and Health Sciences schools.

3.4 Support the development of the practical knowledge and skills for navigating local and global intercultural and multireligious contexts

- Develop new pathways for satisfying the Leadership ELR through multifaith learning and engagement.
- Identify new cocurricular opportunities for training students in religious literacy and advancing multifaith education (e.g., Residential Campus, HealthEU initiative, orientation, student leaders, etc.).
 - » Organize programming that promotes understanding of religious diversity for the entire campus and community.
 - » Encourage education across university about holidays that might affect students, faculty, and staff.
 - » Explore means for infusing religious and ethical diversity in Elon 1010 to support that course's diversity, equity, and inclusion objectives.
 - » Support training on religious diversity for student staff, student leaders, and live-in faculty.
 - » Support peer mentoring for students across lines of religious difference.
 - » Develop opportunities for multireligious programming in the Residential Campus
 - » Support education and training on specific forms of bias, including Islamophobia and antisemitism.
 - » Partner with HealthEU to identify areas of ongoing collaboration
- Explore new opportunities in Elon's Core Curriculum and graduate and professional programs (including in the Schools of Business, Communications, Education, Health Sciences, and Law) for the infusion of intercultural and interreligious competencies.
 - » Develop curricular supports for promoting interreligious and intercultural literacy for Nursing students.
 - » Develop cross-professional training to promote interreligious and intercultural literacy for the School of Health Sciences.
 - » Explore issues of religious diversity in the School of Education's diversity certificate.
 - » Explore partnerships that will promote education and training in religious law and liberty.
- Develop opportunities for employees, alumni, adult, and professional learners to develop religious literacy competencies.
 - » Support the development of learning opportunities through ElonNEXT.

3.5 Develop pathways for experiential and engaged multifaith learning through increased collaboration with community partners

- Support the development of new short-term Study Abroad/Study USA courses and the revision of existing courses to support engagement with global religious communities.
- Develop new multifaith internship opportunities through partnerships that include Campus Alamance, the Global Education Center, the Center for the Study of Religion, Culture and Society, the Truitt Center, and Religious Studies
 - » Explore internship and other engaged learning opportunities through interdisciplinary programs including Poverty and Social Justice, Peace and Conflict Studies, and Leadership Studies.
- Promote best practices around course-embedded and other site visits.
- Build structures that connect students to community leaders and organizations beyond Elon and support the development of robust mentoring constellations.
- Partner with the Kernodle Center for Civic Life and other campus units in developing community-based engaged and experiential student learning opportunities.

Goal 4: Articulate the value and importance of multifaith learning as well as multifaith diversity, equity, and inclusion for all constituents

4.1 Develop a comprehensive multifaith communication and marketing strategy

- Provide consistent updates to various stakeholders and units about the implementation process and recommendation outcomes of the multifaith plan.
 - » Engage Senior Staff in discussions on the multifaith plan and encourage members to consider recommendations in the drafting of unit annual priorities.
 - » Raise visibility of the plan with Academic Affairs and deans, highlighting any recommendations related to faculty, teaching, curriculum, or other academic centric topics.
 - » Ensure that members of the President’s Advisory Council on Inclusive Excellence are aware of the plan and feel empowered to discuss it with their respective units.
 - » Engage Elon’s Student Government Association in discussion of this plan.
 - » Organize an opportunity to host leaders/members of faith-based student organizations to discuss and raise awareness of the plan.
 - » Communicate campus updates through *Today at Elon* stories.
- Identify and create opportunities for showcasing the role of multifaith learning in student experiences.
 - » Explore opportunities for coverage by *Elon News Network*.
- Assess the profile of Elon’s multifaith work on its website and devise a comprehensive website strategy for highlighting and promoting this work.
 - » Evaluate the use of the term “multifaith” and consider more inclusive language for discussing religious, spiritual, and secular identities.

Appendix E: Budget Projections

Recurring New Annual Costs

Staffing	
Admissions	\$80,000
Truitt Center	\$160,000
Faculty	\$150,000
Student Support	
Scholarship Awards	\$50,000
Undergraduate Student Research	
<i>Research Support</i>	\$5,000
<i>Faculty Mentors</i>	\$5,000
Student Leadership Training	\$5,000
Student Internships	\$25,000
Graduate Student Research	\$30,000
Professional Development	
Staff	
<i>Admissions</i>	\$2,500
<i>Human Resources</i>	\$2,500
<i>Staff</i>	\$10,000
Faculty	
<i>Course Development</i>	\$10,000
<i>Disciplinary Research</i>	\$10,000
<i>New Mentoring Support</i>	\$10,000
<i>Grad/Professional/Fac Dept</i>	\$10,000
<i>Study Abroad/USA Dept</i>	\$5,000
Total Recurring New Annual Costs:	\$490,000

One-Time Costs

Physical Spaces	
Residence Halls	\$200,000
Wellness Center	\$100,000
Total One-Time Costs:	\$300,000