

Diversity Strategic Plan 2020

DRAFT – January 31, 2014

Note: The term “underrepresented” will be used in this document to represent multiracial, African American, Asian American, Latino/a, and Native American (MALANA) people, International people, LGBT people, low socio-economic status students, first-generation students, people with disabilities and people from non-Christian faith backgrounds.

The Goal: To develop and sustain a dynamic inclusive campus community that actively and visibly supports and educates for social justice, diversity, and human rights; to continuously shape and support this diverse campus community of students, faculty, staff, and alumni through evaluation, recruitment, mentoring, and retention efforts.

Strategy A: Develop and Sustain a Commitment.

Lead a multi-faceted, cross-divisional, action-oriented 7-year plan to demonstrate commitment and resource allocation. The University Council on Diversity should be reconstituted so that it continues to represent all campus constituencies and includes the appropriate membership to meet the charge of developing and leading the strategies outlined in this strategic plan and other initiatives, as needed. Every Cabinet member will report on diversity contributions, initiatives, and progress annually in a report made available to the campus community and presented to the Board of Trustees Diversity Committee. Initiatives will be compiled to demonstrate commitment and growth.

- A1 - Initiative: Students, faculty, staff and the administration will embrace the expanded definition of diversity to include gender, race, ethnicity, country of origin, sexual orientation, gender identity, ability, socio-economic status, and religion. The University community will engage in discussions about the intersection of identities and the impact on the campus experience. (All)
- A2 - Initiative: The University will articulate a strong institutional statement of core values related to diversity that is consistent from the admissions and orientation process, speaker series, and all publications (print and web-based). These core values include (but are not limited to) multicultural awareness, appreciation, respect, dignity, individuality, and inclusivity.
 - Outcome: The visual image of the University through print, video and web publications will reflect campus diversity. (Communications/All)
 - Outcome: Campus speakers, panelists, and performers will reflect diversity such that the campus intellectual environment is inclusive of a variety of perspectives. (Speakers Committee, Presidents office, Student Affairs, Academic Affairs)
 - Outcome: Admissions, orientation, convocations, and other campus-wide events will incorporate message related to an inclusive, welcoming environment. (President’s office, Admissions, Communications, Academic Affairs, Student Affairs)
- A3 - Initiative: The University will develop and institutionalize a robust organizational structure (including faculty, staff and students) that supports diversity including appropriate charges, membership, and goals to be completed toward meeting diversity strategic planning initiatives. (See attached proposed structure.)
 - Outcome: The Office of Multicultural Student Affairs and International Programs (as the two specific offices that focus on underrepresented populations) will conduct an external assessment. Report recommendations will be considered and implemented, as appropriate (Student Affairs/Academic Affairs).
 - Outcome: Faculty will determine how best to ensure that diversity-related committee work is reflected in and shared in the time commitments of senior-level faculty. (CUPP, Mellon Center, Promotion and Tenure Committee, Academic Affairs, Academic Chairs and Directors)

- A4 – Initiative: The University will annually review strategic progress, campus research studies regarding climate, recruitment and retention, and will demonstrate responsiveness through action planning.

Strategy B: Educate for Diversity and Social Justice:

- B1 – Initiative: Students will engage in classroom and out-of-class discussion about diversity and social justice topics.
 - Outcome: The Center for Human Rights and Social Justice will be fully integrated into the life of the University as a signature program.
 - Outcome: The annual University-wide intellectual themes will demonstrate a commitment to diversity and social justice to enhance education for all students, faculty and staff and enhance a strong intellectually vibrant community.
 - Outcome: Undergraduate and faculty research that promote a better understanding of diversity, social justice, diverse constituencies, and/or climate will be encouraged, promoted, and funded.
 - Outcome: Course development grants will allow faculty to develop courses related to contemporary social justice and diversity.
 - Outcome: A speaker’s fund will be cultivated that funds speakers from diverse backgrounds and/or speakers addressing issues of diversity and social justice.
 - Outcome: Course clusters that emphasize social justice will be institutionalized.
- B2 – Initiative: The faculty will review the US Diversity flag and the Global Diversity flag for learning outcomes assessment and the ability to address contemporary diversity topics.
- B3 – Initiative: Students will understand their own privilege and oppression.
 - Outcome: Campus peer educators (resident advisors, multi-faith ambassadors, multi-cultural educators, peer tutors, writing tutors, etc) will feel confident in their ability to communicate with, mentor, and serve our diverse student body. Furthermore, they will have a strong understanding of their own identity in order to best facilitate dialogue with others.

Strategy C: Develop and Sustain an Inclusive Campus Climate

- C1 - Initiative: Faculty and staff will feel confident in their ability to teach, advise, mentor, serve, and communicate with our diverse student body. They will demonstrate multicultural awareness, appreciation and understanding of the experiences of underrepresented groups and work to ensure a high quality Wesleyan experience for all students. (Faculty/staff committee)
 - Outcome: The Multicultural Fluency Committee will sponsor regular professional development opportunities for faculty, staff and administrators.
- C2 - Initiative: Underrepresented students will experience a positive campus climate.
 - Outcome: International students will have the necessary supports to transition to the United States, to Illinois, and to IWU and to thrive on campus. (International programs office)
 - Outcome: First generation students will experience support as they transition to Illinois Wesleyan and throughout their collegiate career. (Academic Advising/Dean of Students)
 - Outcome: Recommendations from the LGBT campus climate study will be considered and prioritized for implementation.
- C3 - Initiative: The University will be responsive to acts of intolerance by establishing visible reporting processes, thorough investigation procedures, education and accountability.
 - Outcome: The NSSE and the College Senior Survey will be used to study the experiences of students from different economic, social and racial/ethnic backgrounds. Data to be considered include items that review climate (encouraging climate of integration, faculty expressing stereotypes in the classroom,

meaningful and honest communication about race, ability to discuss and negotiate controversial issues, cooperative work, attendance at a racial/cultural awareness workshop, encouragement to pursue graduate/professional school, research experience, support/encouragement).

- The UCLA Racial/ethnic climate study will be conducted in 2014-15 to develop a baseline for understanding our campus climate. Ideally, the study would be conducted again in 2020 to measure the impact of efforts during this strategic plan. By Fall, 2014, a clear strategy for studying campus climate from a variety of perspectives will be developed that maps our assessment plan for this strategic plan.

Strategy D: Recruit and Retain a Diverse Student Body

- D1 - Initiative: Enrollment Management will develop appropriate benchmarks (ex: state demographics, other liberal arts colleges, etc) for evaluating our student recruitment efforts, especially in light of potentially new enrollment strategies. (Enrollment Management & UCD)
 - Outcome: Enrollment levels of underrepresented students will be maintained or exceed current enrollments.
 - Outcome: Approximately 20% of our students will come from low SES families (as determined by Pell eligibility) and will be appropriately supported.
 - Outcome: The annual report that is provided regarding diversity progress will demonstrate progress relative to these benchmarks.
- D2 - Initiative: Underrepresented students (SES, MALANA by race, LGBT, International, etc) will experience a positive campus climate, including appropriate support services, policies, and genuine commitment to their success.
 - Outcome: Enrollment Management will study international student recruitment and retention so we can best support this growing population on campus. (Enrollment Management and International Programs). International students will retain at equal or better levels than domestic students. An action plan will be created from this study.
 - Outcome: In comparison to US domestic students (disaggregated by race), International students will demonstrate equal or better levels of engagement, mentoring and satisfaction on the NSSE and Senior Surveys conducted by Institutional Research. This data will be made available in the annual diversity report.
 - Outcome: Enrollment management will conduct a thorough study of student attrition, with specific attention to underrepresented students (race/ethnicity, socio-economic status, first generation, specifically, but not limited). (Enrollment Management, Student Affairs, Academic Affairs). Underrepresented students will retain at equal or better levels than majority students.
 - Outcome: In comparison to majority students, underrepresented students will demonstrate equal or better levels of engagement, mentoring and satisfaction on the NSSE and Senior Surveys conducted by Institutional Research.
 - Outcome: Essential University services (specifically Counseling and Consultation Services, the Writing Center, Arnold Health Services, Hart Career Center and others) will demonstrate accessibility by reporting demographic usage by students.
 - Outcome: The University will continue to address student socio-economic concerns through financial aid support, an increase in endowed scholarships, and the new Promise scholarships.
 - Outcome: The University will continue to increase diversity of faculty and staff, as a critical component of retaining underrepresented students.

Strategy E: Recruit and Retain a Diverse Faculty and Staff

- E1 - Initiative: Human Resources, Staff Council and Academic Affairs will develop clear benchmarks to measure our successes for recruiting and retaining a diverse faculty and staff.
 - Outcome: The annual report that is provided regarding diversity progress will demonstrate progress relative to these benchmarks.
 - Outcome: Data will be provided that demonstrate success in both diversifying the pool of applicants for positions, the success of candidates in receiving interviews, and ultimately hiring decisions.
 - Outcome: Diversity of staff at various levels of responsibility will be reviewed to ensure that campus leadership reflects diversity.
- E2 - Initiative: Campus hiring authorities will understand the value of hiring for diversity and will feel confident in their ability to recruit and retain a diverse staff.
 - Outcome: Human Resources and Academic Affairs will develop clear hiring guidelines for faculty and staff that communicate a strong desire to hire for diversity. Guidelines will be distributed to all hiring authorities every time positions are approved.
 - Outcome: Human Resources and Academic Affairs will develop professional development for hiring authorities regarding recruiting for diversity.
 - Outcome: All new staff and faculty will receive educational information about the campus commitment to diversity and how they contribute to an inclusive environment.
- E3 - Initiative: Faculty, staff, and administrators from underrepresented groups (women, international and MALANA BY RACE, LGBTQ) will experience quality mentoring and support throughout their careers. (All)
 - Outcome: In comparison to majority faculty (white and/or male), underrepresented faculty will demonstrate equal or better levels of satisfaction with their employment experience. (HERI Faculty survey)
 - Outcome: HERI faculty survey results will demonstrate a comparable work load experience (research,/writing, creative performance, and administrative work) across faculty. HERI faculty survey results will demonstrate minimal (less than 5%) of underrepresented faculty will report subtle discrimination as a source of stress.
 - Outcome: Women, International, and MALANA faculty by race are proportionally represented in the ranks of the faculty, in promotion and tenure decisions, in grant application and award support, and in nomination and selection for endowed professorships.
 - Outcome: A comparable survey to the HERI faculty survey will be identified (or developed) and conducted by Institutional Research and Human Resources to best assess the employment experience of underrepresented staff.
 - Outcome: Underrepresented employees are proportionally represented in internal promotions or position advancements.
 - Outcome: Underrepresented staff will experience mentoring support through newly development mentoring programs and teams.

Strategy F: Involving Constituencies that Represent Diverse Groups

- F1 - Initiative: All alumni from underrepresented groups (African American Students, Latino students, International, LGBT, women etc) will continue a strong affinity with IWU through alumni office activities, the Alumni Board, and specialized alumni affinity groups.
 - Outcome: The Minority Alumni Network will determine how to be inclusive of a variety of ethnicities in their programming.
 - Outcome: The Pride Alumni Network will establish a collaborative Pride Summit for students, faculty and staff.

- Outcome: The Women's Council will continue to develop into a support and advocacy group for women alumni, students, faculty and staff.
- F2 - Initiative: Students from underrepresented groups and registered student organizations with advocacy missions will develop strong partnerships with successful alumni for education, awareness, networking, and support.