

Report to Faculty Senate September 9, 2008

Action Plan for Diversity

The purpose of this Action Plan for Diversity is to give ECU a template to begin the Action steps for making the campus a more inclusive environment. This document includes challenges that have been identified by the climate survey as well as several years' worth of work and recommendations from consultants and various groups on campus.

The climate survey

The climate survey was administered in the spring of 2007. There were five major challenges that were identified for ECU in the survey; four of the challenges were diversity specific: 1. *Classism/privilege among employees, hostile/intimidating conduct around race or ethnicity (students)* 2. *Invisibility of many underserved communities on campus* 3. *Lack of welcoming climate.* 4. *The lack of recognition of efforts toward creating equity and community at ECU by members of the ECU community.* The Chancellor's Diversity Council has taken these four and included them into the Action Plan and addressed them with strategies for success.

ECU Tomorrow/UNC Tomorrow

The CDC undertook the revisions of this document with ECU Tomorrow/UNC Tomorrow in mind. We understand that the aforementioned documents are the strategic plans for the future for ECU. The Action Plan for Diversity further bolsters ECU's commitment to achieve the strategic goals outlined by ECU/UNC Tomorrow. ECU Tomorrow: Education for a New Century, The leadership university, Economic Prosperity in the East, Health Care and Medical Innovation, The Art Culture and the quality of life. UNC Tomorrow: 4.1 Our Global Readiness 4.2 Our Citizens and Their Future Access to Higher Education 4.3 Our Children and Their Future: Improving Public Education 4.4 our Communities and Their Economic Transformation 4.5 Our Health 4.6 Our Environment 4.7 Our Universities' Outreach and Engagement. In an effort to support the articulated goals we have developed 5 diversity goals that contain strategies for success and action steps that will aid ECU in achieving its' goals as they pertain to diversity: *Goal 1: Develop and sustain a shared, inclusive understanding of diversity on campus. Goal 2: Recruit, retain and graduate a more diverse student body, including more international students. Goal 3: Recruit, retain, promote and engage a more diverse university workforce at all levels. Goal 4: Develop a curriculum that encourages critical and systemic thinking through exposure and understanding of multiple cultural perspectives. Goal 5: Create a university culture that values and appreciates diversity.*

Each stated goal encompasses the ECU/UNC Tomorrow goals to further diversity, inclusiveness, positively impact environments for retention, and academically engages current/incoming students as well as acting as a community partner to the Greenville community.

Next steps

It is our hope that this document is adopted as the ECU campus Action Plan for Diversity. The action plan will then be used as a template/resource for each ECU College/School/Division as they begin to develop their action steps for diversity. The Action Plan includes strategies that can be incorporated by each College/School/Division as they determine what strategies work best for their individual environment. The Office of Institutional Diversity will be available to aid any College/School/Division in their endeavors to write an action plan that will be effective for them.

Goal 1: Develop and sustain a shared, inclusive understanding of diversity on campus.

Strategy for Success	Recommended Person or Unit to be Responsible	Resources Needed	Measurement of Success	Action Steps
Each college or unit will develop a 3-5 year plan for diversity objectives aligned with the University Diversity Action Plan.	Chancellor's Diversity Council (CDC) liaisons to each college/unit	Dean of each college and school at ECU, Chancellor to allocate funding for monetary incentives	Outcomes from the action plans will be reported as part of the unit's/college's annual report.	Establishment of a diversity committee in each college/unit that doesn't already have one. **Identify a diversity advocate in each college/unit.
Increase the campus-wide awareness and understanding of the university definition of diversity and activities that support diversity on campus.	CDC, Office of Institutional Diversity (OID)	ECU Website, marketing and presentation materials	Next climate survey will show an increase in awareness of ECU definition and initiatives - OID.	Chancellor's convocation speech should SAY the definition. Website posting. Catalog all activities/programs. Marketing plan.
Identify and develop comprehensive training programs for faculty, staff, and students to improve the university climate through a common language of diversity and inclusivity and increase cultural awareness and sensitivity, awareness of all aspects of human difference and basic level of cultural competence.	OID , Equal Opportunity and Equity (EOE), Human Resources (HR)	3-5 trainers, college/unit liaisons to CDC	Track and record training participants and survey participants annually regarding their level of utilization and/or benefits from the training program.	Hire trainers.

Goal 2: Recruit, retain and graduate a more diverse student body, including more international students.

Strategy for Success	Recommended Person or Unit to be Responsible	Resources Needed	Measurement of Success	Action Steps
Recruit, retain and graduate a more diverse student body.	Director of Enrollment Management, Vice Chancellor Academic Affairs (VCAA), Vice Chancellor Health Sciences (VCHS), Vice Chancellor Research and Graduate Studies, Admissions, Academic Advising, Intercultural Student Affairs/Ledonia Wright Cultural Center (ISA/LWCC)	Enrollment Mgmt. Team, Academic Advisors, LWCC Staff, International Affairs, IAA – Brody School of Medicine (BSOM) Staff	Increase number of enrolled, retained and graduate underrepresented populations year after year.	Develop “Best Practices” for recruitment of minority students. Special Open Houses and targeted marketing.
Provide diversity awareness programming for all entering freshman and transfer students. This includes review of possible online delivery.	The First Year Center, VCHS, VCAA, Vice Chancellor Student Affairs (VCSA), Orientation, Advising	Diversity Trainer	Document number of participants in the first year that exemplify greater academic performance and multicultural awareness and understanding.	Website development. OID/CDC serves as clearinghouse <u>for all campus events and programs.</u>
Develop and enhance campus activities that encourage minority and majority students to interact and collaborate.	VCSA, VCAA, VCHS, OID, ISA/LWCC, LWCC Director, Student Union Director, Cultural Awareness Committee, International Affairs Director	LWCC Director, Student Union Director, Cultural Awareness Committee, International Affairs Director	Establish at least one strategic alliance between Student Life and Academic Affairs.	Build upon current activities. <u>Need to coordinate calendars and support LWCC effort to research all calendars and try to join them.</u>
Establish programs to recruit graduate and professional students from HBCUs (historically black colleges and universities), HSIs (Hispanic serving institutions) and NSIs (Native American serving institutions).	Graduate School, Division of Health Sciences, OID	Graduate School, Recruiting Staff, Marketing Staff, support from Alumni Office, funding	Addition of at least one or two programs that are between the University and HBCUs within the NC system.	Develop a formal recruitment plan with Graduate School & BSOM.
Develop support networks and other strategies to retain and graduate students.	VCAA, VCSA, VCHS, Academic Advising, Deans, ISA/ LWCC	Enrollment Mgmt. Team, Academic Advisors, LWCC Staff, International Affairs, IAA – BSOM Staff	Establishment of at least one strategy for retention per unit.	Survey populations on their current specific needs. Retain minority students by developing new mentoring programs or the enhancement of existing programs.

Strategy for Success	Recommended Person or Unit to be Responsible	Resources Needed	Measurement of Success	Action Steps
Design and develop programs and activities that support the academic needs of minority students.	OID, VCSA, VCAA, VCHS, ISA/LWCC	OID, ISA/LWCC Staff, Cultural Awareness Committee, Ethnic Studies Committee, IAA – BSOM Staff	Establishment of academic support programs.	<u>Gather information from LWCC on past, present and future.</u>
Develop policies, procedures, programs and activities that support financial needs of minority students, including targeted scholarships.	Vice Chancellor University Advancement (VCUA), Enrollment Management, Financial Aid, Alumni Office	Enrollment Mgmt. Team, Scholarship Committee, Financial Aid	Increase scholarships and work to fund targeted scholarships via alumni involvement.	
Design and develop programs and activities that support the cultural needs of minority students.	OID, VCSA, VCAA, VCHS, ISA/LWCC	OID, ISA/LWCC Staff, Cultural Awareness Committee, Ethnic Studies, IAA-BSOM Staff	Work to increase culturally focused and awareness programming.	
Develop and implement "Entrance"/"Exit" survey to determine what brought the student to ECU and why he/she may be leaving.	Student Affairs , Academic Advising			

Goal 3: Recruit, retain, promote and engage a more diverse university workforce at all levels.

Strategy for Success	Recommended Person or Unit to be Responsible	Resources Needed	Measurement of Success	Action Steps
Review ECU policies, procedures and publications to strategically address issues related to classism.	CDC , Policies and Procedures Task Force	Subcommittee of the CDC		
Identify and develop comprehensive training programs for faculty, staff and students to value the contributions of each university community member, specifically in the area of institutional classism.	OID , HR, EOE, Executive Council, Academic Deans and Directors, Faculty Senate, Staff Senate, Division of Student Affairs, Provost	Trainers (3), Liaisons (trainees), funding		
Develop retention programs, support networks and other strategies to retain faculty of color.	EOE, Academic Affairs , Health Sciences and OID	EOE, OID, institutional and financial support	Documentation reflecting the development of retention programs and the development and functioning of support networks.	
Develop university-wide strategies to recruit faculty of color.	EOE, Academic Affairs , Health Sciences, OID	VCAA, VCHS	Recruit towards a critical mass of a diverse population.	
Develop and implement "Entrance"/"Exit" survey to determine what brought the person to ECU and why he/she may be leaving.	EOE, HR , Academic Affairs	EOE, HR, IPRE	(What made it attractive and what needs to happen to retain them?)	Gather data from HR & EOE.
Include cultural awareness training and information on available resources in all orientations.	EOE, HR, OID	Diversity Trainer	Documented numbers of new faculty trained per semester.	OID, EOE and HR are designing university wide training to include diversity information being provided at new faculty/staff orientations.
Facilitate the recruitment and retention of a more diverse workforce.	EOE, Divisional Representatives, HR, OID	VCs, EOE, Divisional Representatives, OID, HR	Comparative analysis of faculty/staff recruited and retained.	
Take an active role in recruiting, and retaining underrepresented minority (URM) faculty and preparing URM and women in administrative leadership roles.	EOE, Executive Council, all Divisions, OID	Chancellor, VCs, OID, funding	Analyze annually the number of diverse faculty recruited, and retained.	
Provide opportunities for professional development and advancement for a more diverse workforce.	EOE, OID, all Divisions, HR	Chancellor, additional staff development specialists, HR, funding, training resources including		

Goal 4: Develop a curriculum that encourages critical and systemic thinking through exposure and understanding of multiple cultural perspectives.

Strategy for Success	Recommended Person or Unit to be Responsible	Resources Needed	Measurement of Success	Action Steps
Review the criteria for the diversity course requirement. Review current courses that may incorporate the diversity perspective to determine if additional components are needed to meet the criteria.	Faculty Senate Academic Standards and Curriculum Committees , representative from Ethnic Studies, African American Studies, International Studies, Women's Studies, etc., College Deans	Faculty Senate, VCAA, VCHS		
Encourage professional development to enhance the curriculum.	Center for Faculty Excellence (CFE), VCAA, VCHS, VCRGS, Deans, Chairs, OID	Funding	Number of events and participation. Recommendations/suggestions for curriculum enhancement.	
Host institutes/seminars in each college, on a rotating basis, to discuss learning through diverse perspectives around social interactions in relevant areas. Some examples are health disparities, ethnic literature and humanism in the arts and sciences.	OID, CFE, VCAA, VCHS, Deans, Chairs, Faculty Senate	OID, VCAA, VCHS, Faculty Senate, funding	Seminars/Institutes hosted and number of participants.	

Goal 5: Create a university culture that values and appreciates diversity.

Strategy for Success	Recommended Person or Unit to be Responsible	Resources Needed	Measurement of Success	Action Steps
Clarify scope, interpretation and expectations of diversity definitions and attitudes/perceptions.	OID, EOE	Trainers, Program Specialists	3 year climate survey results. Visible publications of diversity definition across campus.	Include diversity definition in the student catalog.
Evaluate comprehensive strategic and integrated plan for students, faculty, staff and community that incorporates cultural identity and related research.	CDC		3 year climate survey results.	
Identify current diversity initiatives on campus and their status.	OID		Report of initiatives on campus.	
Promote the effective integration of diversity into the organizational structure and culture of the university.	OID, Executive Council, Academic Deans and Directors	Policies/Leadership Standards, funding, center location, staff	Recruitment/Retention data. 3 year climate survey results.	Create a Resource Center on campus for underserved communities. Performance management standards integrated in evaluations standards.
Develop internal/external collaborations/partnerships to build and extend diversity and multicultural education and research.	OID, LWCC and other groups around campus	Grants and stipends		Support for research and teaching that acknowledges and addresses diversity and climate issues.
Develop, design and implement activities/programs that encourage dialogue focused on the appreciation of human difference.	LWCC, OID and other groups around campus, Provost, Graduate Research Office	Program funding, facilitators, trainers, guest speakers		
Develop a set of diversity benchmark standards into a public scorecard.	OID, Executive Council	IPRE	Development of document and assessment reports.	Conduct annual assessment.
Develop and distribute an annual campus diversity report highlighting successful programs and aspects of campus life needing further improvement.	OID	University Publications, University Printing & Graphics, funding	Dissemination of strategic planning progress reports and other data.	
Incorporate environmental auditing and ethnographic/anthropological work assessing university climate into climate survey.	OID, Chief of Staff			

Recognize outstanding diversity participation through scholarship or innovative programs across the University and at all levels within ECU.	CFE, Servire Society	Award program, funding	New award category incorporation into Centennial/Chancellor Awards Programs. Deliverance of award.	Draft award proposal. Get approval of Executive Council. Incorporate into existing awards programs as a category.
Recognize service obligations including differential service.	Promotion & Tenure Committee, Deans, VCHS, VCAA	<i>Merit pay</i>	<i>Faculty annual evaluations.</i>	<i>Include in department P&T guidelines.</i>
Support research and teaching that acknowledges and addresses diversity and climate issues.	Promotion & Tenure Committee, Deans, VCHS, VCAA	<i>Funding</i>	<i>Unit annual reports.</i>	<i>Incorporate into college, division recommendations.</i>
Designate a representative from each unit/department to serve as diversity liaison to the ECU Campus Diversity Collaboration Group.	OID , VCAA, VCHS, Deans, Chairs	Faculty Senate, OID , VCAA, VCHS	Number of liaisons, active and knowledgeable.	