



# **Southwestern University**

## **Diversity Strategic Initiative ACTION PLAN**

**August 28, 2007**



## Opening Statement and Goals

Southwestern University continues to seek ways to provide students an educational experience that reflects the wide range of human diversity of our world including, without limitation, differences in race, ethnicity, gender, socioeconomic class, religion, national origin, disability, age, and sexuality, and other diverse characteristics with full respect for majority and minority peoples, positions and voices. This aspect of their education is essential to their understanding of both our own society and of global realities, and it is critical preparation for them to live well in the twenty-first century. Continued diversification of our institution requires attention to, or progress in, certain areas. It entails 1) continuing the development of an increasingly diverse community of students, faculty and staff; 2) enhancing the existing institutional climate so that it better embraces that diversity; and 3) offering opportunities for meaningful interaction and engaging learning experiences. The action plan that follows develops out of the strategic initiative adopted by the University in the fall of 2005. The goals of the initiative and the page number in which they are addressed in this document are listed below.

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## I. Institutional Culture

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
I. 1. Create an increasingly diverse community.	I. 1-1 Compare SU with institutions offering successful diversity models for best practices. (Refer to Sections III – V for specific recommendations.)	Diversity Enrichment Committee (DEC)	University Council	Staff and faculty time, potential travel costs of \$5,000	In process and ongoing
I. 2. Promote a culture in which all members of the community are affirmed and welcomed to engage in respectful dialogue and debate.	I. 2-1 Explore the possibility of creating and staffing a provisionally named Diversity Office, reporting directly to the president and with significant decision making capacity to provide campus wide support to faculty, staff and students. This office could take over some of the implementation and oversight responsibilities of the diversity action plan.	DEC	University Council	Staff and Faculty time	Begin exploration Spring 2007, complete by Fall 2008
	I. 2-2 Continue to maintain, but seek to find improved physical space for, a Multicultural Center that provides a gathering place and diversity resources (books, magazines, films) for the entire campus community.	Assistant Director of Diversity Education, Associate Vice President for Facilities and Campus Services	Vice President for Student Life, Vice President for Fiscal Affairs	TBD	The Center is currently housed in a temporary location in the McCombs Campus Center. Identify and secure space in the Center for Life Long Learning Building by December 2010
	I. 2-3 Seek to create a statement expressing Southwestern University's continued commitment to diversity. Post prominently on website and in other appropriate locations and materials.	DEC	University Council	Staff and Faculty Time	Begin Spring 2007
	I. 2-4 Explore the possibilities of providing neutral mediating services for disputes on campus (e.g. employee – employer, student-faculty, etc.) and developing a policy that ensures there are possibilities for neutrally developed resolutions of conflicts.	DEC	University Council	Staff and Faculty Time	Begin Fall 2007

## I. Institutional Culture

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	I. 2-5 Develop and implement an Issues Forum each semester that addresses current issues around diversity and allows for “Courageous Conversations” among faculty, staff and students. Explore combining this with annual events already in existence.	Provost, Vice-President for Student Life, DEC	Provost, Vice-President for Student Life	Staff and Faculty time	Begin discussion and planning in Spring 2007 and implementation beginning 2007-2008 academic year
	I. 2-6 Augment funding and provide support for diversity oriented conferences that occur regularly (e.g. Latino Heritage Symposium, Southwestern University Conference on Race and Ethnicity, the Peace conference, and others).	DEC	University Council	Add \$2000 to existing \$10,000 budget line item	In process and ongoing
	I. 2-7 Assess and make recommendations regarding current campus symbols and imagery for the ‘message’ they send to both visitors and members of our campus community (e.g. McCombs Center weapons display; artwork and portraits in various buildings, etc).	DEC	Senior Staff	TBD	Begin assessment Spring 2007
	I. 2-8 Seek to create an engaging diversity web site that serves as a clearinghouse for information and resources for internal and external constituents.	Associate Vice President for University Relations, DEC	Vice President for Institutional Advancement	Staff Time, Web Design Contractor or Intern. \$10K-35K	Begin Summer 2007 with short-term web design contractor or intern until Action Item 2-8 is achieved
	I. 2-9 Demonstrate a continuing broad commitment to diversity in publications produced throughout the University (Student Life, Enrollment Services, Academic Life, Religious Life, Institutional Advancement, Fiscal Affairs). <ul style="list-style-type: none"> <li>• Promote a diverse offering of students/faculty/staff stories/articles in all SU publications/web presence consistently</li> </ul> Ensure that Southwestern’s continuing commitment to diversity is made clear in communications beyond the campus.	Appropriate Directors in Each Area, Director of Communications	Senior Staff, Associate Vice President for University Relations	Staff Time	Ongoing and continuing

## I. Institutional Culture

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	I. 2-10 Explore current collection of the A. Frank Smith, Jr. Library to identify and provide reasonably necessary funding to support the acquisition of additional books, periodicals and media materials that support issues of diversity and determine where those materials would be housed.	Dean of Library Services	Provost, DEC	Staff and Faculty Time	Begin Summer 2007
I. 3. Advance organizational structures and policies that foster diverse perspectives.	I. 3-1 Explore developing a group of diversity trainers at Southwestern through bringing a training institute to campus. As necessary, use these trainers to help us strengthen an institutional climate that embraces diversity.	DEC	University Council	Staff and Faculty Time	Begin Spring 2007
	I. 3-2 Continue the First Year Seminar (FYS) “One Community, Many Voices” educational module. Update media materials every three years.	Diversity Education	Vice President for Student Life, Provost	Staff and Faculty time, \$3000 (every three years)	Ongoing
	I. 3-3 Explore possibilities of instituting a diversity module similar to that used during the FYS for upper-class students, possibly implement through residence halls.	Diversity Education, Dean of Students	Vice President for Student Life		
	I. 3-4 Continue to support varied religious perspectives on campus. <ul style="list-style-type: none"> <li>• Seek to ensure that holy days can be celebrated</li> <li>• Seek to ensure that official Southwestern holiday celebrations recognize a range of religious traditions</li> <li>• Seek to ensure that official Southwestern events incorporate a variety of religious and spiritual traditions</li> </ul> Consider revising employment policy to allow staff and faculty two additional personal days that can be used for (but would not be limited to) religious observance.	Office of Religious Life, Office of Student Life Staff, Director of University Events, Human Resources	Chaplain, Vice President for Student Life, Associate Vice President for University Relations, Vice President for Fiscal Affairs	Staff time	Ongoing and continuing

## I. Institutional Culture

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	I. 3-5 Support efforts towards the All Faiths, Peace, and Reconciliation Initiative.	University Chaplain, Bishop-in-Residence	President, University Council	Proposal in process	Proposal in process
	I. 3-6 More prominently display the statement on religious diversity adopted by the faculty in 2003. Begin with putting on the Southwestern website in a prominent location.	DEC, University Council, Office of Religious Life	President	None	Fall 2007
	I. 3-7 Assess the role of existing campus student organizations in fostering inclusiveness and diversity. <ul style="list-style-type: none"> <li>Institute changes as necessary depending upon results of assessment.</li> </ul>	Office of Student Activities	Vice President for Student Life	Staff time	Begin Summer 2007
	I. 3-8 Seek to ensure that the campus facilities and services, including the physical plant are reasonably accessible to students, faculty, staff and campus invitees with disabilities (same as item V. 5-11).	Student Life Staff, Diversity Education, Associate Vice President for Facilities & Campus Services, Center for Academic Success	Vice President for Student Life, Vice President for Fiscal Affairs, Provost	TBD	Begin assessing Fall 2006, show progress by Spring 2007
	I. 3-9 Seek to ensure that issues of diversity are considered in university governance. For example, asking “How will this decision affect our ability to be an inclusive campus?”; “What messages are we sending by doing this?”	Senior Staff, DEC, University Council	President	None	Begin Fall 2006
	I. 3-10 Recognize senior administrators, faculty, other staff and students for working towards improving campus diversity and/or considering significant diversity issues in decision making processes.	DEC	President	TBD	Fall Spring 2007
	I. 3-11 Promote alumni commitment to inclusiveness and diversity at SU and involve alumni actively in creating a more inclusive and diverse campus.	Associate Vice President for Alumni Relations	Vice President for Institutional Advancement	Staff time	Begin Summer 2007

## I. Institutional Culture

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	I. 3-12 Assess increasing the numbers of individuals from underrepresented groups on the Board of Trustees, Board of Visitors, Alumni Council, Alumni Association, etc.	President, Associate Vice President for Alumni Relations	Board of Trustees, Vice President for Institutional Advancement	None	In process and ongoing
	I. 3-13 To the extent legal and practical, amend language and measurable goals, as appropriate and as needed, to all staff performance evaluations and the Staff Handbook that include consideration of efforts to promote a diverse community.	Staff Affairs Council, Human Resources Staff, DEC	Associate Vice President for Human Resources, Senior Staff	Staff time	Begin Summer 2007 for incorporation in 2008 evaluations
	I. 3-14 Add the following language to the Faculty Handbook in the “Contributions to the University Community” section (p. 27 of the 2006-07 Faculty Handbook): “Participating in activities related to improving the climate of diversity on the SU campus” to the list of examples of generally acceptable evidence of contributions to the University community.	Faculty Affairs Council, Provost, DEC	Provost	Staff time	In process and ongoing
I. 4. Evaluate the achievement of the preceding goals.	I. 4-1 Create evaluation tools.	DEC, Institutional Research Office	Senior Advisor to the President	Staff time	Commence Spring 2009
	I. 4-2 Complete evaluation form.	Provost and appropriate Vice-President	President	Staff and Faculty time	Begin evaluation process Fall 2009, annual review until 2012 or sooner if all goals achieved

## II. Curricular Enhancement

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
<p>II. 1. Encourage the faculty to continue to increase the range of academic courses that address issues of diversity and disparities associated with it, and increase experiential learning opportunities for students that help them to understand these issues.</p>	<p>II. 1-1 Create a General Education requirement category entitled “Perspectives on Diversity” which will encompass the Intercultural Perspectives requirement (the language for which is in development within a sub-committee of the Academic Affairs Council (AAC) and a Social Justice Curricular Requirement. [See Appendix 1, p. # 30 for a draft of that requirement.]</p>	<p>Curricular Committee of DEC, AAC, Intercultural Perspectives Committee</p>	<p>Provost, AAC</p>	<p>Faculty and Staff time</p>	<p>Begin work Fall 2006, ideally adopted and in catalog for Fall 2007</p>
	<p>II. 1-2 Seek to create a Race and Ethnic Studies Minor.</p>	<p>Curricular Committee of DEC, AAC, and faculty</p>	<p>Provost, AAC</p>	<p>Faculty and Staff time</p>	<p>Begin work Spring 2007, in catalog for Fall 08</p>
	<p>II. 1-3 Work with the Office of Intercultural Learning to encourage students’ intercultural learning experiences to include critical reflection on cultural differences.</p>	<p>Director of Intercultural Learning, DEC</p>	<p>Provost</p>	<p>Staff Time</p>	<p>Begin Fall 2007</p>
	<p>II. 1-4 Seek to increase the availability of intercultural learning experiences by developing permitted mechanisms to allow students to use their SU aid packages to pay for intercultural learning programs and, to the extent reasonably practical, by increasing the funding opportunities for students to participate in such programs.</p>	<p>Director of Intercultural Learning, DEC, Director of Financial Aid</p>	<p>Provost, Vice President for Enrollment Services</p>	<p>TBD</p>	<p>Begin Summer 2007</p>

## II. Curricular Enhancement

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	II. 1-5 Work with Community Based Learning program to promote the inclusion of critical reflection on diversity and social justice in students' community-based learning experiences.	Coordinator of Civic Engagement, DEC	Provost	Staff and Faculty Time	Begin Fall 2007
	II. 1-6 Work with Internship Coordinator to promote the inclusion of critical reflection on diversity and social justice in students' academic internships.	Career Services Internship Coordinator	Director of Career Services	Staff and Faculty Time	Begin Fall 2007
	II. 1-7 Catalog and increase, as feasible, the number of classes that incorporate community-based, experiential and/or activist learning.	Coordinator of Civic Engagement, DEC	Provost	Faculty time	Begin planning Spring 2008
	II. 1-8 Promote the inclusion of issues and questions of diversity and climate into our three new curricular initiatives: Paideia, Living-Learning Communities and Community Based Learning.	Administrators of each Program	Provost, Fine Arts Dean	Staff and Faculty time \$500 for refreshments	Spring & Summer 2008 or 9 to develop
	II. 1-9 Incorporate into each department's annual report an assessment of their success in appropriately addressing diversity issues. (e.g. a list of course offerings that address diversity, variety of pedagogical styles, how welcoming department is to both student and faculty members of traditionally underrepresented groups, composition of faculty, # of majors and minors from traditionally under-represented groups*).  *Student identity may not be self-evident, or easy to categorize	Department Chairs, DEC Curriculum Committee helps to develop wording and guidelines	Provost, Fine Arts Dean, AAC	Faculty time	To be included in Provost's call for Dept. Annual Reports in Spring 2007??

## II. Curricular Enhancement

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	<p>II. 1-10 Review the faculty handbook to make sure that a detailed analysis of departments' addressing of diversity is included in 5 and 10 year reviews. This analysis should include a list of course offerings that address diversity issues, and discussion of varieties of pedagogical styles, how welcoming department is to both student and faculty members of traditionally under-represented groups, composition of faculty, # of majors and minors from traditionally underrepresented groups*).</p> <p>*Student identity may not be self-evident, or easy to categorize</p>	Department Chairs, DEC Curriculum Committee helps to develop wording and guidelines	Provost, Fine Arts Dean, AAC	Faculty time	To be included in Faculty Handbook 07-08
	<p>II. 1-11 Consistently hold events related to questions of diversity and the curriculum. Two examples: 1] Faculty forum (perhaps held annually) to discuss issues of curricular and pedagogical diversity. 2] Annual Wine and Cheese Social for faculty who teach courses that address difference and inequality (whose courses might satisfy social justice requirement) to develop a sense of community, talk about common interest, and expand number of faculty who use this kind of approach in their classes.</p>	DEC	Provost, Fine Arts Dean	Faculty and staff time  \$500 for wine and cheese	Begin Fall 2008
	<p>II. 1-12 Maintain a set of web links to curriculum ideas and tools for diversity on some part of a web page available to faculty. This should link with Southwestern diversity web site.</p>	Provost's Office	Provost, Fine Arts Dean	Staff time	Begin Summer 2008
	<p>II. 1-13 Periodically review curricular offerings, and overall structure of curriculum for the ways in which it addresses questions of diversity, both in terms of content and pedagogy. Compare Southwestern with other institutions on this point.</p>	DEC to develop framework	Provost, Fine Arts Dean	Staff and Faculty time	Begin Fall 2008

## II. Curricular Enhancement

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	II. 1-14 Institute a special category for Cullen Teaching Development awards to address diversifying course content and/or pedagogical styles.	Provost and Curricular Committee of DEC	Provost, Fine Arts Dean	\$2000/year	Fall 2008
	II. 1-15 Explicitly link with the DEC faculty recruitment sub-committee on questions of departmental curricular development, recognizing that shape of curriculum could attract or discourage potential candidates from under-represented groups. Ensure that the job ad language emphasizes to all candidates that encouraging diversity in the classroom is an essential part of teaching at Southwestern. (See III. 1-2; III. 2-1).	Department Chairs, DEC, AAC, Provost	Provost, Fine Arts Dean	Faculty and Staff time	Coordinates with Faculty Recruitment Plan, begin Summer 2007
	II. 1-16 Institute regular communication between DEC and both the AAC and Faculty Affairs Council (FAC) to ensure that these councils include in their work a focus on the issues of curriculum and diversity, campus climate and pedagogy.	AAC, FAC, DEC	DEC	Faculty and Staff time	Fall 2007
	II. 1-17 Routinely include a special focus on diversity as part of the fall faculty conference. This could vary between focusing on pedagogy or curriculum.	Provost and DEC	Provost, Fine Arts Dean	Staff planning time	Plan Summer 2007 for inclusion in Fall 2007 Faculty Conference
	II. 1-18 Explore instituting a special outreach to attract and support traditionally underrepresented groups in the sciences. This could be done through Academic Services and would ideally include a peer mentoring/tutoring program.	Center for Academic Success, Provost's Office	Provost	Staff Time	Fall 2008
	II. 1-19 Work with and offer financial support various annual lecture series/lecture coordinators to encourage them to include a focus on questions of power, difference and underrepresented groups as a choice for lecture themes. Emphasize this dimension of the event in publicity and in gathering students. Draft a letter from the DEC to lecture coordinators.	DEC, Various lecture coordinators	Provost	\$1500	Spring 2008

## II. Curricular Enhancement

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	II 1-20 Increase staffing in Intercultural Studies Office to facilitate increased student involvement in intercultural studies and to augment value of experience.	Provost Office	Provost	\$60K annually	
II. 2. Evaluate the achievement of the preceding goals.	II. 2-1 Create evaluation tools.	Diversity Enrichment Committee/ Institutional Research Office	Senior Advisor to the President	No financial cost	Summer 2007
	II. 2-2 Complete evaluation form.	Provost and appropriate Vice-President	President	No financial cost	Fall 2009

### III. Faculty Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
III. 1. Where needed, augment traditional recruitment methods with creative strategies designed to increase members of underrepresented groups among our faculty.	III. 1-1 Conduct an examination of the faculty search process, including the role of the diversity advocates. Use results for III. 1-2.	Summer faculty working group with administrative support from the Provost's Office, Human Resources	Provost	\$5000 for stipends and supply/refreshment expenses	Summer 2008
	III. 1-2 Seek to create a new guide for all faculty searches which includes the University's commitment to diversity.	Summer faculty working group with administrative support from the Provost's Office, Human Resources	Provost	See III. 1-1, publication costs tbd	Summer 2008
	III. 1-3 Develop opportunities to introduce the faculty search guide to department chairs.	Summer faculty working group with administrative support from the Provost's Office, Human Resources	Provost	See III.1-1	Summer 2008
	III. 1-4 Explore the potential benefits and implications of specifying the recruitment of international faculty as a priority of the University.	Provost's Office, DEC, Human Resources, faculty representatives	Provost	Staff and faculty time	Academic year 2007-08
	III. 1-5 Develop a guide for prospective international faculty that includes information about resources available from the University, requirements for immigration paperwork, etc.	Provost's Office, Human Resources	Provost	Staff time	Academic year 2007-08

### III. Faculty Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	III. 1-6 Assess the utility of the SU-based National Minority Faculty Identification Program (NMFIP) and explore ways it could be enhanced and promoted to on- and off-campus audiences.	Provost's Office, Human Resources department	Provost, Vice President for Fiscal Affairs	Staff and faculty time, possibly other costs depending on changes (e.g. travel & conference costs)	Academic year 2007-08
	III. 1-7 Explore the possibility of creating a relationship between NMFIP and the Consortium for Faculty Diversity (CFD) of which Southwestern is a member.	Provost's Office, Human Resources department	Provost, Vice President for Fiscal Affairs	Staff and faculty time, travel costs	Academic year 2007-08
	III. 1-8 Conduct an assessment of SU's involvement in the CFD program and explore ways in which the CFD program can possibly be integrated into the faculty hiring process, keeping in mind the importance of conducting a national search.	Provost's Office Staff	Provost	\$2000 for possible conference, travel, publication costs tbd	Academic year 2007-08
	III. 1-9 Identify and catalog, by academic discipline, graduate programs that excel in producing graduates from diverse backgrounds and cultures so that the possibility of creating a relationship with these programs can be explored.	Academic department chairs, Faculty, Provost's Office Staff	Provost	Depends on how relationships are developed	Academic year 2007-2008 and through the 2008 summer

### III. Faculty Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	<p>III. 1-10 Explore options and resource demands for creative faculty hiring programs -- i.e. spousal/ partner hires, including local employer networking, cluster hiring*, and opportunity hiring while keeping in mind the importance of national searches.</p> <p>*Cluster hiring refers to the hiring of faculty members who can meet the needs of multiple departments within one position.</p>	Summer faculty working group with administrative support from the Provost's Office, AVP for Human Resources serves as a resource	Provost, Vice-President for Fiscal Affairs	Significant budget impact if programs are implemented, possible funding source may be the diversity enrichment initiative of the Thinking Ahead Campaign	Summer 2008
	III. 1-11 In accordance with the SU equal opportunity in employment principles, seek to recruit and add additional diverse faculty members to the SU faculty.	Provost, academic department chairs, faculty search committees	Provost	Dependent on recruiting strategies, possible funding source may be the diversity enrichment initiative of the Thinking Ahead Campaign	On-going with goal reached by 2010
	III. 1-12 Develop ways to indicate institutional commitment to diversity for faculty candidates on campus for interviews (and develop ways faculty candidates can express their interest in/commitment to diversity issues).	Provost's Office, faculty search chairs, Diversity Enrichment Committee	Provost	See III. 1-1	Academic year 2007-08

### III. Faculty Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
III. 2. Foster the expectation that faculty searches will yield candidates from underrepresented groups.	III. 2-1 Continue to request faculty search committees to submit diversity search plans to the Provost prior to the commencement of each search as well as assessments at the conclusion of each search based on these search plans.	Summer faculty working group with administrative support from the Provost's Office	Provost	See III. 1-1	Summer 2008
	III. 2-2 To the extent permitted by law, document, gather data from the diversity search plans and assessments and include this data in the Provost's annual assessment plan.	Provost, Human Resources, faculty search chairs	Provost	No cost	Spring 2008, following 2007-08 searches
	III. 2-3 To the extent permitted by law, document faculty hiring and retention data on an annual basis and report the information to FAC and DEC.	Provost, faculty search chairs	Provost	No cost	Summer 2007
III. 3. Maintain a welcoming and supportive environment, through training and education opportunities, that encourages faculty and staff from underrepresented groups to remain with the University.	III. 3-1 Continue to develop a forward thinking mindset in which the recruitment, hiring, and retention of faculty from underrepresented groups is evident, and in which the added value of these faculty is clearly understood campus-wide.	Provost, Human Resources	Provost, President	No financial cost	Currently ongoing
	III. 3-2 Explore opportunities for additional faculty development programs that focus on issues of diversity.	Provost's Office	Provost	Programming funds tbd	Academic year 2007-08
	III. 3-3 Conduct a search of best practices in diversity training and education opportunities at other institutions.	Provost's Office, Associate Vice President for Human Resources	Provost, Vice-President for Fiscal Affairs	Programming funds tbd	Academic year 2007-08

### III. Faculty Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	III. 3-4 Support all faculty in attending conferences that focus on issues of diversity while exploring possibilities for faculty to share the information with the SU community.	Provost's Office	Provost	\$10,000, possibly from Thinking Ahead Campaign	2008-09 academic year or sooner
	III. 3-5 Invite new underrepresented faculty to the DEC reception during Orientation Week and host a social gathering afterwards.	DEC	DEC	\$250	Fall 2007
	III. 3-6 Provide new faculty the opportunity to specify what is important to them in their mentor assignment.	Provost's Office	Provost	No financial cost	Accomplished in fall 2006
III. 4. Support new and returning faculty from underrepresented groups throughout their SU careers.	III. 4-1 Examine current programs in place at institutions across the country (i.e. Michigan State University, partnership with Huston-Tillotson, etc.).	Provost's Office	Provost	Programming funds tbd	Academic year 2007-08
	<p>III. 4-2 Review the University's procedures for the evaluation of faculty, both pre-and post-tenure. (Faculty Handbook, pg. 27-35)</p> <ul style="list-style-type: none"> <li>• To the extent allowed by law, document the demographics of those persons who have been tenured and promoted to full professor.</li> <li>• Ensure that the tenure and promotion process is always transparent to all faculty and that it provides equal opportunities for every person to achieve success.</li> </ul> <p>Consider ways to reasonably address the possible added burden that faculty of color, and other faculty from underrepresented groups may face (service to students, to institution as representatives of their group).</p>	Provost's Office, FAC, Department Chairs	Provost	Staff time	Academic Year 2007-08

### III. Faculty Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
III. 5. Evaluate the achievement of the preceding goals.	III. 5-1 Create evaluation tools.	Diversity Enrichment Committee, Institutional Research Office	Senior Advisor to the President	No financial cost	Spring 2009
	III. 5-2 Complete evaluation form.	Provost and appropriate Vice-President	President	No financial cost	Fall 2009

## IV. Staff Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
IV. 1. Where appropriate, augment traditional recruitment methods with creative strategies designed to increase members of underrepresented groups among our staff.	IV. 1-1 In accordance with existing equal employment opportunity policies, continue to encourage diversity to be considered a central factor in hiring and appointment of all University administrative positions, paying special attention to the applicant's commitment to educational excellence through diversity and experience in putting that commitment into operation.	President, Vice Presidents	President	Staff time and advertising	Fall 2006
	IV 1-2 Add to HR's "Request to Fill A Position" form a section requiring the hiring department to describe its plan for specifically encouraging applications from groups traditionally under-represented in academia.	Associate Vice President for Human Resources	Vice President for Fiscal Affairs	Staff time	Summer 2007
	IV 1-3 In accordance with existing equal employment opportunity policies, annually review the diversity and pay equity of staff at all levels from hourly-paid staff through senior administrative positions and submit this review to Senior Staff for corrective action if necessary.	Associate Vice President for Human Resources	Senior Staff	Staff time	Academic year 2007-08
	IV. 1-4 To the extent needed, conduct annual review of staff search processes.	Associate Vice President for Human Resources	Vice President for Fiscal Affairs	Staff time	Beginning academic year 2007-08
	IV. 1-5 Seek to create a new guide for all staff hiring, which includes a consideration of the University's commitment to diversity.	Associate Vice President for Human Resources	Vice President for Fiscal Affairs	Staff time, Printing	Academic year 2007-08
	IV. 1-6 Seek to expand the performance review form to evaluate diversity-related progress in such activities as recruitment, hiring, and retention, as well as efforts to improve campus climate and involvement in diversity activities. Provide additional supervisor training as needed.	Associate Vice President for Human Resources	Vice President for Fiscal Affairs	Staff time	Academic year 2007-08

## IV. Staff Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	IV. 1 Encourage all separating employees to request an exit interview and use the findings to evaluate attrition rates among underrepresented groups in particular staff categories.	Associate Vice President for Human Resources	Vice President for Fiscal Affairs	Staff time	Summer 2007
IV. 2. Maintain a welcoming and supportive environment, through training and education opportunities, that encourages staff from underrepresented groups to remain with the University.	IV. 2-1 Maintain peer-peer networks to provide incoming and current staff, especially from underrepresented groups, support and information during the early years of SU employment.	Staff Affairs Council	Associate Vice President for Human Resources	Staff time, materials, and food	Currently ongoing
	IV. 2-2 Include diversity education in supervisor training programs, similar to that of the NCAA program in the Athletic Department.	Associate Vice President for Human Resources	Vice President for Fiscal Affairs	Staff time and materials	Academic year 2007-08
	IV. 2-3 Provide opportunities for staff from underrepresented groups to experience informal social interaction at least once each semester.	DEC	Diversity Enrichment Committee	Time, \$500 for food	Academic year 2007-08
IV. 3. Evaluate the achievement of the preceding goals.	IV. 3-1 Create evaluation tools.	DEC, Institutional Research Office	Senior Advisor to the President	No financial cost	Spring 2009
	IV. 3-2 Complete evaluation form.	Provost and appropriate Vice-President	President	No financial cost	Fall 2009

## V. Student Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
V. 1. Aggressively recruit and enroll students from underrepresented groups.	V. 1-1 Explore partnership options with organizations such as The Posse Foundation, QuestBridge, or similar, to help identify and recruit, bright, talented, motivated students of color and students from under-represented groups.	Enrollment Services Staff, DEC, Senior Staff	Vice President for Enrollment Services, Senior Staff	The Posse program would cost approximately \$1,100,000, for a 4-year period, program costs vary	Explore and identify which program(s) to fund, or which strategies to follow by Summer 2007
	V. 1-2 Seek to obtain monies for in-house scholarships and the recruitment of underrepresented students.	Enrollment Services Staff, DEC, Senior Staff	Vice President for Enrollment Services, Senior Staff	See above	See above
	V. 1-3 Continue to establish articulation agreements with 2-year junior colleges and community colleges with underrepresented populations. Also see VI. 1-2.	Enrollment Services Staff, Provost's Office, Registrar	Vice President for Enrollment Services, Provost	Staff time	In process and on-going
	V. 1-4 Foster ties with and explore opportunities for recent graduates to help recruit students of color through a formalized alumni network.	Alumni Relations and Enrollment Management Staff	Vice President for Enrollment Services, Vice President for Institutional Advancement	Staff time	Begin recruiting alumni during Homecoming Fall 2007
	V. 1-5 Establish a liaison relationship between SHARP and members of the Multicultural Coordinating Council (MCC), which is made up of leaders of a variety of campus student organizations.	Enrollment Services Staff, Sharp Advisor and MCC Advisor	Vice President for Enrollment Services, Vice President for Student Life	None	Spring 2007

## V. Student Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	V. 1-6 Seek to create a system to notify appropriate groups when students from underrepresented groups are visiting campus.  Note: Identities will not always be clear from admissions materials	Enrollment Services Staff, Asst. Director of Diversity Education	Vice President for Enrollment Services, Vice President for Student Life	Staff time	Begin Spring 2007 with visiting high school Juniors
	V. 1-7 Create a Diverse Student Welcome Committee to assist with IV. 2-2.	Asst. Director of Diversity Education	Vice President for Student Life	Staff and student time	Spring 2007
	V. 1-8 Assess the advantages and disadvantages of matching recruits of color with current students of color when on campus (and also matching other diversities). Use results to develop plan.	Enrollment Services Staff, Multicultural Coordinating Council	Vice President for Enrollment Services, Vice President for Student Life	Staff and student time	Spring 2007
	V. 1-9 Explore the possibilities and logistics of organizing an overnight program targeting underrepresented groups.	Enrollment Services Staff, Associate Vice President for Student Life	Vice President for Enrollment Services	Staff time, \$5000	Fall 2007 or Spring 2008
	V. 1-10 Maintain diversity programming element to Brown/Dixon weekend.	Enrollment Services Staff, Multicultural Coordinating Council	Vice President for Enrollment Services, Dean of Students, Vice President for Student Life	Staff and student time	Ongoing
	V. 1-11 Start and sustain an organized phone and letter recruitment campaign targeted towards students from underrepresented groups with interested groups on campus.	Enrollment Services Staff and the MCC	Vice President for Enrollment Services, Assistant Directory of Diversity Education	Staff & student time, cost of long distance phone charges, postage: \$1000	Spring 2007

## V. Student Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	V. 1-12 Staff SU information booth at the Texas, North Texas, and Central Texas UMC annual conferences with a SU employee, recent alumni and/or current student.	Enrollment Services Staff	Vice President for Enrollment Services and Senior Advisor to the President for Strategic Planning and Assessment	Staff time, \$650 for booth and travel	Summer 2007
	V. 1-13 Continue to invite minority clergy to the SU breakfast at the Texas annual conference.	Senior Advisor to the President for Strategic Planning and Assessment	President	Staff time, \$500 for 25 clergy, \$20 for invitations, stamps	Summer 2007
	V. 1-14 Have a SU representative attend the Black Methodist Church Renewal (BMCR) luncheon at the Texas annual conference.	Senior Advisor to the President for Strategic Planning and Assessment	President	Staff time, cost of lunch \$25.	Summer 2007
	V. 1-15 Seek to fund new supplemental marketing strategies focused on diversity to make the University more competitive in recruiting.	Enrollment Services Staff	Vice President for Enrollment Services	Staff time, \$20,000 for new brochures.	Fall 2008
	V. 1-16 Assess diversity implications of application materials and of the admissions process. Consider Francie Kendall's questioning of what languages materials are printed in, of whether or not parents are requested to write a letter of recommendation for their children. Use results to make materials more inviting and accessible to students from traditionally underrepresented groups.	Enrollment Services Staff, Admissions Committee, DEC	Vice President for Enrollment Services	Staff time, potential cost of printing new applications/ brochures	Begin Summer 2007

## V. Student Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	V. 1-17 Seek to create a new position in the admission office that would manage current marketing efforts and create and manage new initiatives focused at underrepresented groups.	Enrollment Services Staff, Budget Committee	Vice President for Enrollment Services	No cost (already happened)	Scott Sandoval promoted to this position in Fall 2006
	V. 1-18 Fully fund the Dixon Scholars program to make SU affordable for underrepresented students and find new ways to effectively leverage available funding.	Institutional Advancement Staff	Vice President for Institutional Advancement, Senior Staff	\$4,000,000 as specified in Thinking Ahead Campaign	In process and ongoing
	V. 1-19 Fund need-based financial aid initiatives targeted at under represented populations.	Enrollment Services Staff, Director of Financial Aid	Vice President for Enrollment Services	\$500,000, Staff time	TBD
	V. 1-20 Explore devoting at least .5 FTE to recruiting African American students.	Enrollment Services Staff	Vice President for Enrollment Services	Staff Time	Spring 2007
V. 2. Strengthen our participation in pre-college programs that increase awareness of Southwestern University among students from underrepresented groups.	V. 2-1 Continue our partnership with groups such as the National Hispanic Institute and Upward Bound.	Provost's Office	Provost	TBD	In process and ongoing

## V. Student Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	V. 2-2 Invite other pre-college programs targeted towards underrepresented students to come to Southwestern. Support joint proposal from Economics and Business Department and Career Services' proposal to bring the Accounting Career Awareness Program (sponsored by The National Association of Black Accountants) to Southwestern.	Provost's Office, Career Services	Provost, Director of Career Services	TBD	Spring 2007
V. 3. Work to maintain a supportive campus life that promotes the completion of a successful educational experience for all students at Southwestern University.	V. 3-1 Facilitate joint programming with Huston-Tillotson through our partnership agreement.	Student Life Staff and Diversity Education	Vice-President for Student Life.	Staff time, programming costs	In Process
	V. 3-2 Support the establishment of historically African-American fraternities and sororities at Southwestern. <ul style="list-style-type: none"> <li>• Fully fund start up costs and find physical space for the Alpha Kappa Alpha sorority that is poised to be established</li> </ul>	Office of Diversity Education and Dean of Students	Vice President for Student Life.	\$2100 start-up costs, space	In process
	V. 3-3 Explore the possibilities of providing Southwestern students ways to be involved with historically African American, Hispanic or other fraternities and sororities when these cannot be established on the Southwestern campus.	Office of Diversity Education and Dean of Students	Vice President for Student Life.	Staff time	In process

## V. Student Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	V. 3-4 Continue to have UPC include entertainment by culturally diverse performers in its Friday Night Live programming.	Student Life Staff	Vice President for Student Life.	Staff time, allocating existing funds from the UPC budget	In process
	V. 3-5 Enhance Diversity Drive offerings to off-campus events.	Office of Diversity Education	Assistant Director of Diversity Education.	Staff time, increase budget line item from \$1200 to \$2200	In process
	V. 3-6 Provide financial support for the Multicultural Coordinating Council (MCC) to sponsor cultural events for the campus community.	Assistant Director of Diversity Education, Associate Dean of Students	Vice President of Student Life	Staff time, \$1,500 for programming	Fall 2007
	V. 3-7 Provide Resident Advisors with additional diversity awareness training.	Office of Dean of Students and Assistant Director of Diversity Education	Dean of Students	Staff time, training materials	Fall 2007
	V. 3-8 Continue to encourage returning students of color, and other students from underrepresented groups, to come to campus during first-year orientation to welcome diverse incoming first-year students and their families and also to attend the DEC reception.	Office of Dean of Students and Assistant Director of Diversity Education	Dean of Students	Staff time	Began Summer 2006
	V. 3-9 Produce a “How to Thrive at SU” video featuring students from diverse positionalities (race, socio-economic class, sexuality, religious tradition, disabilities) and mainstream cultures.	Diversity Education, Multicultural Coordinating Council	Assistant Director of Diversity Education	Staff time, \$1,000 production costs	Summer 2007

## V. Student Recruitment and Retention

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	V. 3-10 Explore ways to decrease feelings of isolation amongst students of color in residence halls through room assignment. Use findings to develop recommendations	Office of Residence Life and Office of Diversity Education	Dean of Students	Staff time	Summer 2007
	V. 3-11 Continue to maintain, but seek to find improved physical space for a Multicultural Center that provides a gathering place and diversity resources (books, magazines, films) for the entire campus community. (Same as I. 2-2)	Assistant Director of Diversity Education, Associate Vice President for Facilities and Campus Services	Vice President for Student Life, Vice President for Fiscal Affairs	TBD	The Center is currently housed in a temporary location in the McCombs Campus Center. Identify and secure space in the Center for Life Long Learning Building by December 2010
	V. 3-12 Seek to ensure that the campus facilities and services, including the physical plant are reasonably accessible to students, faculty, staff and campus invitees with disabilities (same as item I. 3-8).	Student Life Staff, Diversity Education, Associate Vice President for Facilities & Campus Services, Academic Services	Vice President for Student Life, Vice President for Fiscal Affairs, Provost	TBD	Begin assessing Fall 2006, show progress by Spring 2007
V. 4. Evaluate the achievement of the preceding goals.	V. 4-1 Create evaluation tools.	DEC, Institutional Research Office	Senior Advisor to the President	Staff time	Begin Spring 2009
	V. 4-2 Complete evaluation form.	Provost, Vice-President for Student Life and Vice President for Enrollment Management	President	Staff time	Fall 2009

## VI. Institutional Partnerships

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
VI. 1. Encourage participation in programs that actualize the University's commitment to diversify the faculty, staff, and student body.	VI. 1-1 Inventory current programs that we might participate in more fully. (See Appendix 2: Inventory of Institutional Partnerships).	DEC and Senior Advisor to the President	University Council, President	None	Fall 2006
	VI. 1-2 Continue to establish articulation agreements with 2-year junior colleges and community colleges with underrepresented populations after new curriculum is implemented (See V. 1-3).	Enrollment Services, Provost, Registrar	Vice President for Enrollment Services, Provost	Staff Time	In process and on-going
	VI.1-2a. Strengthen orientation programs for transfer students including peer mentoring programs.	Student Life	Vice President for Student Life	Staff Time, \$500 for events	In progress
	VI. 1-3 Continue to promote staff attendance at conferences with strong diversity components.	DEC	University Council, President	\$3000	Fall 2007
	VI. 1-4 Encourage faculty participation in diversity sessions at their professional meetings, with partial travel funding administered through Abercrombie.	Academic Departments	Provost	\$3000	2008-2009
	VI. 1-5 Encourage student participation in diversity activities beyond our campus.	DEC, Student Life Staff	University Council, Vice President for Student Life	\$3500 (5 students @ \$700 each)	Fall 2006
	VI. 1-6 Share information with the DEC and the campus community by holding presentations from persons who attend professional meetings focusing on diversity. (See also III. 3-4)	DEC, Senior Advisor to the President, other attendees	University Council, President	Refreshments \$500	Fall 2006

## VI. Institutional Partnerships

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
	VI. 1-7 Maintain Upward Bound (UB) and Operation Achievement (OA) links with the public schools.	UB and OA staff, DEC	Provost	Staff Time, currently supported in budget	Ongoing
	VI. 1-8 Seek additional funding for this plan, The Southwestern University Diversity Strategic Initiative Action Plan.	Office of Foundation Relations	Office of Development	Staff time	
VI. 2. Develop faculty and student exchange programs with colleges and universities that primarily serve underrepresented groups.	VI. 2-1 Explore using disciplinary state and national organizations for faculty to make connections with colleagues and organizations at Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs).	Academic Departments	Provost	Staff time, potential travel	Fall 2006
	VI. 2-2 Explore the National Science Foundation's "Research Experiences for Undergraduates" (REU) program and other opportunities for increased exchanges based on diversity.	DEC, Office of Foundation Relations, Individual Faculty Members	University Council, President	Faculty time, potential travel	Fall 2007
	VI. 2-3 Attempt to create and secure funding for long-term and short-term faculty exchanges/ partnerships/ collaborations/ alliances/ with HBCUs, HSIs, and tribal colleges.	Provost's Office, Senior Advisor to the President for Strategic Planning & Assessment, Director of Foundation Relations	Provost, Senior Advisor to the President for Strategic Planning & Assessment	\$150,000 for 3 years, funded by Mellon Foundation, proposal pending	In process and on-going
	VI. 2-4 Publicize existing opportunities more broadly – i.e. Mellon grant and ACS Diversity Grants.	Senior Advisor to the President and DEC	University Council and Provost	Staff time	In process and on-going

## VI. Institutional Partnerships

Goals	Action Steps	Implementation Responsibility	Oversight Responsibility	Cost	Timeline
VI. 3. Organize conferences and other professional activities that communicate to those beyond our campus the benefits of diversity in American higher education.	VI. 3-1 Support campus efforts through DEC – funds, assistance with publicity and fundraising. (See also I. 2-6)	DEC, Assistant Director of Diversity Education, Faculty, Students	Provost, Vice President for Student Life	Conference support, staff time	Fall 2007
VI. 4. Evaluate the achievement of the preceding goals.	VI. 4-1 Create evaluation tools.	DEC, Institutional Research Office	Senior Advisor to the President for Strategic Planning & Assessment	Staff time	Begin Spring 2009
	VI. 4-2 Complete evaluation form.	Provost, Vice-President for Student Life and Vice President for Enrollment Management	President	Staff time	Fall 2009