

Minorities and Strategic Planning at

the University of Colorado,

August, 1987

submitted by

C.U. Faculty Senate's Minority Affairs Committee

Ruben Martínez, Chair

Inés Dolz-Blackburn

Adelina Gomez

Philip Hernandez

William Wei

Louis Wilson

Kumiko Takahara, Ex Officio

Sponsored by

The Office of the Associate Vice President for Human Resources, University of Colorado

Executive Summary

With this document the Minority Affairs Committee seeks to enlist the support of the entire university community in improving the University's relations with minorities. Our intent is to have its recommendations become integral components of the University's strategic planning process and initiatives. The recommendations apply differentially to the different segments and groups that comprise the University. Some require action by the faculty, others by administration, and still others by the Board of Regents and the Colorado Commission on Higher Education. Significant positive change cannot be brought about by one or two groups, it requires a concerted effort by all of us.

The following recommendations are offered as a summary of the contents of this report.

Minority Faculty

That the University of Colorado:

1. Increase the number of minority faculty in tenure-track positions at each of its campuses so that they reflect their proportion of the population in the State by 1995.

- 1A. Centralize the allocation of faculty positions in the Office of the Chancellor at each campus and annually set aside a certain number for minorities until they are more evenly distributed across academic units.
 - 1B. Define faculty positions broadly so that there will be a larger pool of applicants.
 - 1C. Disseminate a list of ethnic publications and ethnic studies programs through which faculty positions can be advertised.
 - 1D. Increase the number of minority graduate students in order to increase the regional and national pool of qualified scholars.
 - 1E. Contact minority graduate students and interest them in a future position at one of its campuses.
 - 1F. Search out minorities who have demonstrated success in the private and public sectors but who are looking for a career change.
 - 1G. Recruit minorities with nearly complete academic credentials and provide them with the opportunity and support to complete them while they teach at C.U.
2. Improve the retention, promotion, and tenure rates of minority faculty.
 - 2A. Acknowledge the value of scholarship published in ethnic studies journals as equal to that in mainstream journals for purposes of merit and promotion.
 - 2B. Reward minority faculty for their contribution toward the transformation of the university into a multicultural institution by their service and teaching.
 - 2C. Reward departments that have successfully hired and retained minority faculty.
 - 2D. Provide greater resources for professional development.
 - 2E. Establish a special minority faculty resource group composed of sensitive and well-qualified persons who can serve as mentors and respond to the concerns of minority faculty.

Staff

3. Increase the number of minorities so that they are more evenly distributed across occupational categories at each campus.

- 3A. Implement programs that provide minorities the opportunity to acquire the requisite skills or credentials for higher positions.
- 3B. Provide educational workshops on Equal Employment Opportunity/Affirmative Action for supervisory staff.

Students

- 4. Increase the enrollment and retention of minority students at undergraduate and graduate levels in accordance with specific goals and objectives.
 - 4A. Review current admission standards that emphasize standard achievement test scores and high school grades and place greater emphasis on a broader range of information about the students.
 - 4B. Accept greater numbers of so-called "high risk" students as part of its responsibility as a State institution.
 - 4C. Provide increased financial assistance to minority students from the lower socioeconomic strata of society.
 - 4D. Implement new and/or strengthen existing academic support programs designed to provide services to minority and other disadvantaged students.
 - 4E. Establish faculty-student and student-student mentorship programs on the four campuses.
 - 4F. Encourage student governments to sponsor an annual university-wide retreat for minority students to increase contact between them and to develop feelings of solidarity.
 - 4G. Add a section to university publications disseminated to the public affirming the University's commitment to cultural pluralism and ethnic diversity.
- 5. Establish an Office of the Dean of Minority Affairs at each campus to ensure the delivery of services to minority students.

Curriculum

- 6. Revise the core curriculum at each campus to include courses on ethnicity and race in America and establish ethnic studies programs.

Administration

7. Establish an Office of the Vice-President for Minority Affairs at C.U.

Communication and Interaction

8. Establish interaction among administration, communication channels that will foster minority faculty and between them and
 - 8A. Sponsor a minority faculty/staff retreat as an annual event.
 - 8B. Provide support for a university-wide publication that serves as a clearinghouse of information for minority faculty and staff.
 - 8C. Establish campus-level minority affairs coordinating committees composed of minority faculty, staff, and student representatives, including representatives from existing committees, who meet regularly with the chancellor of their respective campus. The chairs of campus committees should sit as the university minority affairs coordinating committee and meet regularly with the President.
 - 8D. Establish at each campus library a special archives for the collection of documents and reports concerning minorities at C.U..
 - 8E. Publish a university-wide directory of minority faculty and staff on an annual basis.

Accountability

9. Ensure that individuals in positions of authority and decision-making are held responsible for meeting Affirmative Action goals and implementing specific recommendations for improving the status of minorities.
 - 9A. Develop specific criteria to measure accomplishments and distribute an annual report describing the state of minority affairs.
 - 9B. Include affirmative action outcomes as part of the evaluation of administrators (including department chairs) so that this aspect is clearly linked to the reward structure.
 - 9C. Establish specific goals regarding the recruitment of minority students and the hiring of minority faculty and staff for each college and school.
 - 9D. Ensure that minority advisory and standing committees are regularly consulted to make specific recommendations for enhancing the retention

of minority students.

- 9E. Monitor new faculty and staff hires at every administrative level to ensure that minorities are fairly represented among the new appointments.
- 9F. Ensure that individuals associated with the University are aware that incidents or displays of overt and covert racism will not be tolerated.
- 9G. Orient minority students, faculty, and staff as to the procedures for filing complaints about their campus environments.