

**Chancellor's Response to Blue Ribbon Commission on Diversity
University of Colorado at Colorado Springs
June 26, 2006**

The University of Colorado at Colorado Springs (UCCS) recognizes the importance of diversity in creating an academic environment that nourishes and challenges the entire University community—students, faculty, staff and administrators—to rise to their best levels and flourish in an open-minded, respectful, mutually beneficial and democratic community. In this regard, diversity includes both people *and* ideas, and is represented by (but not limited to) differences in ethnicity, race, gender, age, class, sexual orientation, disability, religious values, political viewpoints, veteran status and gender identity and expressions.

UCCS uses a framework for diversity that recognizes both historically underrepresented persons and groups as well as that diversity rooted in nationality, religion, socioeconomic status and personal experiences. This inclusive view is captured in the UCCS core values statement, developed in 2004 as part of the campus strategic plan, which states UCCS' intent to **“aggressively seek the development of a multicultural campus environment in which each person contributes unique talents to make the university a better place. In turn, each person will be fully valued and supported.”**

Diversity is critical to excellence in education, and education of our diverse population is a critical component to our excellence as a society. What is good for our minority populations is good for all; thus UCCS strives to create an environment that enriches the entire campus community by inviting and supporting people from diverse personal and experiential backgrounds and by valuing opposing perspectives that reflect the wide range of understanding and knowledge that is the hallmark of a vibrant democratic society. To accomplish this, we understand *all* our students must experience our support.

It is in this spirit of inclusiveness that UCCS responds to the Blue Ribbon Commission Recommendations on Diversity and endorses the intent in which they were offered.

In Fall 2006, UCCS is launching a major strategic planning effort for diversity that will be submitted to the Board of Regents by January, 2007. That effort will include the following recommendations and extend beyond the specifics of this response. We will share our efforts with Commissioners as our plan develops.

We thank the Commissioners for their time and energy spent on behalf of UCCS.

UCCS Response to Recommendations

Please Note: In the process of responding to these recommendations, we found that many of our ideas overlapped. In the interest of efficiency and focus, we have grouped certain recommendations together to allow for a comprehensive single response. Specifically, we have collapsed Recommendations 2, 4 and 7 and Recommendations 5 and 11.

Blue Ribbon Commission Recommendation 1:

In order to ensure increases in minority faculty, make the diversity of a department a primary criterion in awarding tenure and tenure-track positions.

Response to the BRC Recommendation:

In order to respond to the spirit of this recommendation more appropriately, this response is divided into two parts that distinguish between *faculty lines* and *individual positions*.

Faculty lines: The filling of new and open faculty lines will be tied to diversity considerations. UCCS departments and colleges will be held accountable for their efforts toward establishing and maintaining a diverse faculty and curriculum, and a department's *demonstrated* commitment to diversity will be given significant consideration in the awarding of tenure-track and instructor positions (i.e. faculty lines to be filled through a search committee), along with departmental need.

The "summary of search outcome" from departmental searches as well as the regularly offered curriculum of departments will be used as central components of this accountability evaluation. Thus, if a department has attempted *consistently* to diversify their faculty by bringing in diverse search pools, it will receive additional consideration when it requests a new faculty line. Likewise, if a department has developed new curricula which are culturally competent, and a new faculty line is needed to teach these courses, the department will receive additional consideration to encourage and advance this endeavor.

In their performance plans, Vice Chancellors will be evaluated on diversity initiatives. The Deans have Diversity of Faculty and Staff as one of their five target areas (along with Retention, Research & Creative Activity, Total Resource Development, and Community Engagement) that are included in the performance evaluations.

Accountable Persons: Vice Chancellor for Academic Affairs, Chancellor

Individual positions: While UCCS cannot make a hiring decision based on an individual's "diversity," and, indeed, cannot even ask for this information (though it may be volunteered by a candidate), we do strive for a certain level of diversity in the pool of applicants, and we construct and conduct search committees that value diversity. To advance this goal, we will require that all search committees complete an on-line search committee training course that includes substantive information on methods to increase the diversity of the pools. Accountability will be tied to the search process and measured by assessing the completion of appropriate steps in the process. The Executive Director for Academic Diversity will lead these efforts.

As for tenure (or promotion), the Board of Regents has established tenure and promotion criteria, and individual campuses do not have the authority to modify regential law. The Board's rules do not establish "diversity" as a criterion for the awarding of tenure to an individual faculty member. An individual awarded a tenure-track position subsequently must earn tenure based on performance. This is likewise true for an individual seeking promotion. The criteria for the tenure decision are essentially whether the faculty member has been engaged in activities that support university goals; these can be (but are not necessarily) efforts that support diversity.

Faculty efforts supporting diversity take many forms that UCCS does recognize and reward. An individual faculty member's engagement with diversity issues and events on campus can be used as a measure to evaluate that person's "20% service" factor. Diversity can also be given consideration in measuring teaching (40%) and research (40%). For example, diversification of curricula and/or publications in diverse journals (not just mainstream journals) can be recognized and rewarded.

These types of faculty activities will be given significant weight in not only tenure but also promotion considerations at ALL levels of review, beginning with the departmental review and moving through the Dean's Review Committee and the Vice Chancellor's Review Committee.

In Fall 2006, the Vice Chancellor for Academic Affairs (VCAA) along with the Deans will examine departmental promotion and tenure guidelines to ensure that credit is given for diversity related activities. If these departmental guidelines do not reflect credit for diversity activities, they will be referred back to the departments for discussion and revision. A report of this activity will be prepared for review by the Chancellor by December, 2006.

These steps will help promote the development and support of a diverse faculty and curriculum, while remaining within legal and regential parameters.

Accountable Persons: All Academic Deans, Vice Chancellor for Academic Affairs, Chancellor

Blue Ribbon Commission Recommendations 2, 4 and 7:

Create compensation and resources for students who are ambassadors and recruiters for UCCS in minority communities and secondary schools.

Increase internships in academic classes to support tutoring, mentoring, and recruiting done by students.

Create opportunities for non-traditional students to be informal mentors and role models for traditional students.

Response to the BRC Recommendations:

UCCS enthusiastically supports the idea of students supporting students, and we have diverse resources, both academic and financial, that we will apply toward these recommendations.

Several UCCS College of Education programs have student mentors or interns placed in local schools serving diverse students. These include Americorps (a federal program supported through work study), through which students tutor minority students in school settings for a stipend; GEAR-UP, a statewide project that locally provides student tutors from the UCCS College of Education partnering with instructors from Pikes Peak Community College to teach math and reading at Colorado Springs' East Middle School, for which students receive credit; and the Respite program, offering field experiences for UCCS Special Education students, who provide parents of handicapped children a monthly break. The College of Education will continue to research, develop and support such mentoring and internship opportunities.

Accountable Persons: Dean of the College of Education, Vice Chancellor for Academic Affairs

Likewise, the Ethnic Studies and Women's Studies Programs at UCCS already offer highly successful service internships for their students, providing a model that other departments and programs can use to expand their offerings. By including community service and recruiting activities as part of class curricula, we both promote these service activities and enable students to receive academic credit for their efforts. UCCS will encourage, recognize and reward faculty for making such internships a part of their classes.

Accountable Persons: Dean of the College of Letters, Arts and Sciences, Vice Chancellor for Academic Affairs

The Vice Chancellor of Student Success (VCSS) has requested that additional units within Student Affairs generate ways to sponsor internships (outside of a specific class) that can similarly promote student service with the reward of academic credit. These new internships will begin Fall, 2006. Recently, we had a very successful Student Affairs in Higher Education intern working in the Office of Student Multicultural Affairs, who graduated and is now a University employee. Currently, we have students from the College of Letters Arts and Sciences who are providing research on diversity for the Colorado Springs Diversity

Forum, a city-wide group of business and educational leaders working on promoting respect and tolerance for diverse people in order to enrich and revitalize the local economy. Additional interns from other programs such as Graduate School of Public Affairs or Sociology could work on diversity issues as well. Such internships offer educational experiences integral to the students' area of study, while also providing innovative support to the University diversity efforts.

UCCS will create new internship opportunities to offer an effective and rewarding means for students—traditional and non-traditional—to get involved in service learning and share the benefits of their growth with others.

Campus work-study also will be made available to outreach and recruiting programs, thereby providing additional financial support for those financial aid students interested and qualified to serve as student ambassadors and recruiters. In Spring 2006, students were compensated through work study arrangements in the offices of Disability Services, Student Multicultural Affairs, and Student Recruitment.

In order to increase the number of students employed through work study and the number of hours supported for each student, UCCS is establishing a new base funded pool of institutional work study funds of \$100,000 beginning AY 2006-2007.

The Office of Financial Aid will work with those offices that directly support diversity efforts to assist them in hiring work study students to enhance the recruitment of a diverse student body and provide support to our current student body. Having students serve in recruiting as hourly workers is also possible and could be productive.

A new Student Success position titled General Professional I-Minority Student Recruitment and Retention has been funded effective Fall 2006. This position will have the responsibility to establish supportive relationships with minority students during the recruitment process that will continue when they are enrolled at UCCS. The position will be shared by the Office of Student Multicultural Affairs and the Office of Student Recruitment.

Accountable Persons: Vice Chancellor for Student Success, Chancellor

Blue Ribbon Commission Recommendation 3:

Create compensation and resources for faculty who participate on faculty recruiting committees and in mentoring programs.

Response to the BRC Recommendation:

UCCS will recognize and support both the formal and informal activities of faculty who support diversity—in a variety of ways—on campus.

A significant portion of faculty compensation occurs through the granting of tenure and promotion, which is awarded, in part, through evaluation of service. In addition, faculty are also compensated through a merit review process. Beginning in Fall 2006, we will establish a campus-wide process of defining diversity efforts, including faculty and student

mentoring, as an explicit service component for faculty review. This will be a specifically articulated component of evaluation for the 20% service required of all tenure-track faculty that contributes to both review and merit.

UCCS will provide greater resources to faculty who serve on search committees by giving them training to assist them in understanding how to increase the diversity of the applicant pool and how to successfully recruit qualified underrepresented individuals.

UCCS will initiate two new campus Diversity Service awards beginning AY 2006-2007 that recognize an outstanding faculty member and an outstanding staff member for demonstrated commitment to diversity, to increase the visibility of this work and make a symbolic statement of its value.

The CU President recognizes faculty, staff and students each year with the President's Diversity Awards. These include the President's Fund for the Support of Diversity Programming, the President's Diverse Faculty Recruitment and Retention Grants, the President's Diversity and Excellence Awards, and the Elizabeth Gee Memorial Lectureship Award.

Accountable Persons: Executive Directory of Academic Diversity, Vice Chancellor for Academic Affairs, Chancellor

Blue Ribbon Commission Recommendation 4:

Increase internships in academic classes to support tutoring, mentoring, and recruiting done by students.

Response to the BRC Recommendation:

For Recommendation 4, please reference response to Recommendation 2.

Blue Ribbon Commission Recommendations 5 and 11:

Implement measures to make the campus more commuter-friendly, i.e. student space, commuter-oriented websites, extended operational hours of facilities and services.

Create a visible location (student space) for the UCCS Multicultural Affairs Office in the University Center as soon as possible.

Response to the BRC Recommendations:

UCCS recognizes that our non-traditional commuter students represent an important diverse population that warrants our attention and support. We will work closely with our commuter students, who are a central and unique element of our student population, and improve our

support to them with increased physical facilities, technological outreach, and accessible student services. Ultimately, this benefits all students.

UCCS currently has two *ad hoc* committees, one of faculty and one of students, gathering information on forums. We have a commuter website. In the University Center we will create additional space for commuter students, have extended hours at Jazzman's Café, and provide places in Columbine (and will in Dwire Hall upon renovation completion) for students to obtain coffee and snacks. WI FI is available in the University Center, and will be soon in the library, the multicultural center, and commuter lounge. These efforts are ongoing.

Plans are underway to move the Student Multicultural Affairs Office to the University Center. Two proposals for the location of the Office of Student Multicultural Affairs will be presented to a group of students this summer for their comments and suggestions. A new space will be constructed after the finalization of plans, and the move will take place in Fall 2006.

Accountable Persons: Vice Chancellor for Student Success and Chancellor

Blue Ribbon Commission Recommendation 6:

Increase the capacity of the University system to support all students through better leveraging of technology.

Response to the BRC Recommendation:

UCCS uses technology extensively to advance student learning, deepen their educational experiences, enhance communication, and facilitate student activities. Since the Blue Ribbon Commission on Diversity Conference, UCCS students have approved a Student Technology Fee alteration that allows for more strategic deployment of technology resources to advance student learning. Beginning on July 1, 2006, UCCS will provide additional personnel resources to the IT department.

In Fall 2005, IT resources were allocated to the formation of a new Web Services Department, providing increased support for web development. In addition to its other duties, the Web Services Department is working on the creation of student portals. Student portals will provide a single electronic common place where students can go to obtain all the information necessary for their classes, activities, procedures, requirements and opportunities relevant to their university experience. We hope to have portals for current students in operation by Fall 2006. The Web Services Department also employs a visually impaired student who helps them understand ways to refine pages to best assist differently-abled users.

The Web Services Department will work with CU-Denver to learn more about their web-based Course Scheduling Planner, a new electronic tool for student planning, with the intent of applying this resource to the UCCS website, rather than spending additional resources to re-create it.

The Women's Studies and Ethnic Studies Programs have envisioned their Matrix Center website as a Diversity clearinghouse site for UCCS, including a diversity calendar for the entire campus. UCCS will provide the necessary assistance to ensure that the Matrix website as envisioned is re-designed to this effect. The site will be used to feature exciting diversity programming and events on campus, to be used by students, faculty, staff and the community.

Accountable Persons: Information Technology Director, Chancellor

Blue Ribbon Commission Recommendation 7:

Create opportunities for non-traditional students to be informal mentors and role models for traditional students.

Response to the BRC Recommendation:

For Recommendation 7, please reference response to Recommendation 2.

Blue Ribbon Commission Recommendation 8:

Establish measurable goals for diversity (e.g. based on ethnicity, sexual orientation, and faith-based associations) within the Chancellor's Leadership Class; work towards these goals by collaborating with programs (i.e. Pre-Collegiate and community programs such as the Pikes Peak Educational Foundation).

Response to the BRC Recommendation:

UCCS strongly supports the principle of maintaining student diversity in leadership programs. While we cannot establish numerical goals for diversity in a specific class or program, UCCS does work diligently and consistently to ensure we have a diverse pool of applicants for our academic programs, and we select our students and evaluate our teaching based on our appreciation of and value for diversity, among other considerations.

Our track record reflects our values and accomplishments: scholarship recipients of Reach Your Peak, the Chancellor's Leadership Class, the Daniels Fund, the Kane Scholarship, and the Karen Possell Fund are diverse and successful. We reach out to schools with notably diverse student populations and, while we cannot always ascertain whether students represent a specific "diversity" (i.e. faith-based, sexual orientation), we do ask if students are first generation college students, and we work to increase support to ensure their success. We will annually evaluate student programs for those diversity factors for which we can collect data.

UCCS recognizes the need to strive to recruit a more diverse student population. Currently, 19% of our undergraduate population is made up of students of color, and we will continue

to work with the GED Program in El Paso County, the Pre-Collegiate Program, and other programs such as Smart Girls to increase this percentage.

The Pre-Collegiate Director is working closely with the UCCS Dean of Students to collaborate on the development of retention support for those Pre-Collegiate Students attending UCCS. Over 650 students are participating this summer in the Pre-Collegiate Program (over half of whom have been committed to the program since middle school) and many of these Pueblo and Colorado Springs students have expressed a desire to attend UCCS. UCCS will increase efforts to retain these students once they arrive on campus by working through the Multi-Cultural Affairs Office and the CU-OP program, in collaboration with Pre-Collegiate.

We will annually review the retention data from these programs for program improvements and adjustments.

Accountable Persons: Vice Chancellor for Student Success, Chancellor

Blue Ribbon Commission Recommendation 9:

Expand ways of publicizing student events, especially diversity events, across the student body and faculty/staff.

Response to the BRC Recommendation:

The new Student Portals under development in Information Technology (see Recommendation 6) will be particularly helpful in publicizing events of interest to students, as will the new web-based student radio; faculty portals are currently in use. Developing the central Matrix Diversity website also will help us achieve this. Ethnic Studies and Women's Studies also are working on a student diversity email list, at the request of students, which will send out announcements about diversity events on campus.

We will continue to use traditional publicity tools such as web announcements, posters, faculty announcements, television screens in the University Center, flyers, and the Scribe, the student newspaper.

We will annually review numbers of student participants in events, and especially diversity events. We will set a target of a 10% annual participation increase.

Accountable Persons: Vice Chancellor for Student Success, Chancellor

Blue Ribbon Commission Recommendation 10:

Publicize throughout Southern Colorado diversity successes at UCCS.

Response to the BRC Recommendation:

UCCS student ambassadors (as discussed in Recommendation 2) offer one of the best ways to make inroads in southern Colorado, particularly when they work with their hometown communities. We will work diligently to advance this program. We will expand the “Take UCCS Home for the Holidays” program, through which the Recruitment and Admissions Counseling Office arranges for students to return to their high school during winter break to meet with students to discuss college life and the transition to UCCS. This year the student ambassadors also will be inviting prospective students to UCCS for tours and to participate with them in campus events. This will include inviting prospective students to meetings of diverse student clubs and organizations to establish peer support links on campus. These community building initiatives will empower prospective students to become comfortable with the campus and take ownership in it before officially becoming a UCCS student.

We work to maintain several avenues of information to our communities. Particularly during Commencement, University Relations highlights several individual student successes with local media, as does the Chancellor in her Commencement address. The Chancellor also makes presentations to the Hispanic Chamber of Commerce and other groups, which highlights UCCS’ diversity successes. The campus will also continue to participate in and sponsor diversity community events such as the El Cinco de Mayo celebration in Colorado Springs, The Ebony Ball in Denver and the Pueblo Hispanic Educational Foundation Annual Dinner and Awards Ceremony.

The new Matrix website and accompanying newsletter also will convey our accomplishments and activities around diversity.

Accountable Persons: Vice Chancellor for Student Success, Chancellor

Blue Ribbon Commission Recommendation 11:

Create a visible location (student space) for the UCCS Multicultural Affairs Office in the University Center as soon as possible.

Response to the BRC Recommendation:

For Recommendation 11, please reference response to Recommendation 5.

Blue Ribbon Commission Recommendation 12:

Strategically target industries and professions that align well with UCCS' programs to gain funding for scholarships for under-represented students and involve those businesses in other aspects of the UCCS campus.

Response to the BRC Recommendation:

UCCS will build on the current collaboration with local businesses such as Intel, Memorial Hospital, Penrose and Agilent, which has given funding to assist in our efforts to recruit more women and minority students into engineering, on multiple levels. We will continue to work closely with local businesses to advance our goal of reaching out to first generation college students, students who demonstrate financial need, and other students with diverse backgrounds and experiences.

UCCS will create scholarships for students with verification of enrollment in a state or federally recognized tribe or nation. President Brown has instituted a program to raise \$10 million for scholarships for students who participate in the Pre-Collegiate Development Program.

Accountable Persons: Vice Chancellor for Student Success, Chancellor

Blue Ribbon Commission Recommendation 13:

Leverage best practices and lessons learned from the partnership between UCCS and Pikes Peak Community College to other community colleges in Southern Colorado.

Response to the BRC Recommendation:

UCCS works with *every* community and junior college in Colorado through the University Connection Program. Through this program, students communicate with University Connection advisors at UCCS throughout their community college enrollment to ensure a smooth transition from their community college to the university. In return, students in this program who complete an associate's degree and maintain a 3.0 GPA receive a scholarship for their first semester at UCCS.

UCCS was given a Daniels Opportunity Fund grant in 2004 with a focus on supporting graduates from community and junior colleges. UCCS offered Daniels Opportunity Scholarships for selected students graduating from Pikes Peak Community College, Pueblo Community College, Trinidad State Junior College, Lamar Community College, and Otero Junior College. We will target a 2% increase per year in University Connection enrollments.

Accountable Person: Vice Chancellor for Student Success

Blue Ribbon Commission Recommendation 14:

Mandate diversity training for students, faculty, and staff.

Response to the BRC Recommendation:

A culturally competent university environment is critical to achieving the inherent benefits of a diverse and vibrant academic community. UCCS will participate in the system-wide required diversity training for all employees, and in Fall 2006, the Chancellor will appoint a committee to identify the types of training we will present in addition to what is currently available. We will explore ways to make the training flexible, with various options and ongoing dialogues. The committee will present findings and recommendations to the Chancellor for implementation in Spring 2007.

Currently, students in LAS need to fill a core requirement for ethnic/ cultural diversity through a choice of coursework. Faculty and staff will be given significant incentives (such as recognition in their yearly merit evaluations, see Recommendation 1) to participate in “Diversity Awareness” or “Diversity Competency” dialogues and workshops on campus. The overall goal will be to integrate diversity competency into the professional development and educational process for all staff, faculty, and students.

To learn from past experiences how we can further improve the campus environment, UCCS will immediately establish a pipeline of communication in the form of “Exit” interviews for faculty and staff to ascertain why people are deciding to move on from UCCS and how the campus environment can better support the needs of our community.

Accountable Persons: Leadership Team (Chancellor, Vice Chancellor for Academic Affairs, Vice Chancellor for Administration and Finance, Vice Chancellor for Student Success, Chief Operating Officer for Advancement)

Blue Ribbon Commission Recommendation 15:

Incorporate the topic of diversity in the curriculum in all schools.

Response to the BRC Recommendation:

UCCS recognizes the importance of diversifying the curriculum as much as we value the importance of diversifying faculty. Creating incentives for faculty to develop diverse curriculum is key to this effort; giving significant weight to these efforts in faculty service and teaching requirements (see Recommendation 1) will help advance this goal.

Currently, our Knapsack Institute (KI) offers faculty a three-day intensive summer workshop opportunity to develop innovative ways to integrate issues of diversity into their new or existing curricula, and has a demonstrated record of success. The KI provides educators with a framework for teaching about privilege and oppression, as well as a forum for sharing ideas and strategies. The KI focuses on the foundational works on curriculum transformation, as well as recent work in the areas of gender, race, class and sexuality

studies. It emphasizes pedagogical approaches to teaching diversity, and includes hands-on activities for the classroom. In Summer 2006, the KI enrolled national participants as well as UCCS faculty.

UCCS will continue to support the KI, which will now be offered every two years, alternating with a bi-annual White Privilege Conference (WPC). During the White Privilege Conference, a “mini KI” will be featured. The first White Privilege Conference will be at UCCS on April 18-21, 2007.

UCCS will initiate new “curriculum diversity” training workshops through the 2006-2007 academic year, drawing on the expertise of the KI faculty as well as those working in the Teaching and Learning Center. The “Freedom’s Song” approach (initiated by the School of Education faculty) may offer a good model for such curriculum design.

Accountable Persons: All Academic Deans, Vice Chancellor for Academic Affairs

Blue Ribbon Commission Recommendation 16:

UCCS should approach their diversity plan based on their projected campus growth.

Response to the BRC Recommendation:

This is an excellent recommendation. UCCS plans to do this. We are in the process of doing an entire Strategic Plan for all colleges within UCCS that will tie to our Seven Year Plan, in which a fully articulated plan for diversity will be closely linked with projected campus growth and other important considerations.

Accountable Persons: All Academic Deans, Leadership Team, Chancellor

Blue Ribbon Commission Recommendation 17:

Leverage the Industry-University model and extend to make it a University-High School model. Establish relationships with high schools in this region.

Response to the BRC Recommendation:

Continuing to build strong relationships with local high schools is critical for UCCS’ success. UCCS works to partner with local high schools to help them reach their educational goals as well as prepare students to succeed in meeting our University expectations. We have significantly strengthened connections with our high schools through the Pre-Collegiate Program, Project Lead the Way, and Smart Girl—an academic leadership training course for middle school girls, who can then serve as interns with the program. By providing UCCS credit, the Smart Girl program helps UCCS recruit these girls to attend UCCS, and gives them a head start. This is not unlike the internships that UCCS often establishes with local corporations to fill mutual needs and benefit our students.

Other UCCS/high school programs include the Teacher Cadet Alliance (funded by the

Daniels Fund grant) that brings high school students in Teacher Cadet classes (many of whom are minority students) to the University for UCCS days, provides current education students and public school teachers as mentors for them, and provides a freshman seminar ("Head of the Class" for those considering teaching) program for those who enroll at UCCS. UCCS also supports the Alignment Project, a program through which we meet and confer with high school counselors, all of us benefiting from the mutual advising that results.

We will continue to advance these efforts with our local high schools.

Accountable Person: Vice Chancellor for Student Success

Blue Ribbon Commission Recommendation 18:

As we examine the full system, think about how UCCS falls into the system. Leverage successful programs from across campuses to work on individual campuses. Get some consolidation of efforts across campuses. At the same time, look at what still needs to be done at UCCS. We've heard success stories, but not much time has been spent on failures or shortcomings. Need to look at what we are not doing well.

Response to the BRC Recommendation:

UCCS will continue to work closely within the CU System, and the upcoming system-wide Strategic Plan will reflect our intentions to collaborate at multiple levels to the benefit of each campus' unique needs in terms of diversity, success, growth and excellence.

The Diversity Alliance Committee (DAC) proposed and received funds from the President's Fund for the Support of Diversity Programming in 2006 for a collaborative Diversity Retreat that involved the three CU campuses--Boulder, Denver Health Sciences, and Colorado Springs. The retreat was initially planned for Spring 2006; however, due to the time and energy devoted to the Blue Ribbon Commission on Diversity efforts, the retreat has been rescheduled for Fall 2006. The retreat, in a collaborative effort, will help both CU staff and students learn how to best champion diversity efforts on their respective campuses.

In our initial 100+ page Preliminary Report to the Blue Ribbon Commission, we identified, described and discussed those areas that need work, as well as those in which we have experienced some success. During the April 7, 2006 conference, UCCS asked the Blue Ribbon Commissioners on Diversity specifically to consider those questions that we felt addressed the most significant problem areas our campus faces. We are gratified, but not satisfied, with our success to date in advancing campus-wide diversity, and we will continue to stay focused on those areas that we know need work.

Accountable Persons: Leadership Team, Chancellor

We thank the Commissioners for their time and energy spent on behalf of UCCS.