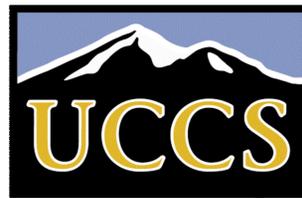




UCCS Diversity Strategic Plan 2007



UNIVERSITY OF COLORADO
AT COLORADO SPRINGS

UCCS Diversity Strategic Plan 2007

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Introduction

This plan lays out a framework of strategies, goals and priority actions for building diversity into the fabric of the University of Colorado at Colorado Springs. At the outset, it is important to clarify what we intend by the word diversity and why it is of such value to the mission of the university. We also will express core principles that informed the design of this planning process and our approach to sustained institutional action.

The University of Colorado at Colorado Springs is charged with providing opportunities for higher education to the general public and with offering the fruits of knowledge, research and cultural development for the betterment of the broader public good. To truly serve the public, the university must be inclusive of everyone, regardless of ethnicity, race, gender, age, social class, gender identity and expression, abilities, religious values, political viewpoints, national origin, military status, to name some of the social and cultural differences that can create barriers. Historically, certain social groups have been excluded and marginalized within public higher education, creating legacies of advantage and disadvantage. The principle of diversity advocates a university that is inclusive of all while overcoming the legacies of exclusion.

Promoting diversity and inclusion corrects shortcomings in the university's service to the public, but also contributes very directly to the quality of learning for all that participate in

university education. To put it simply, diversity does not just benefit groups that have historically been left out: diversity contributes excellence to the education of all UCCS students. To realize this potential requires more than reflecting diversity within the composition of our student body, staff, and faculty. The challenge is for members of the university community to engage fully across social and cultural differences, and to integrate lessons from distinct cultural perspectives into their development of knowledge, skills, and character.

Acquiring the cultural competence to work effectively with people of diverse backgrounds requires an informed understanding of others and, perhaps, most critically, an informed understanding of one's own social and cultural origins as a point of departure. A UCCS education must therefore be a journey of self-discovery, even while imparting training in scholarly traditions and methods of knowledge acquisition. Diversity within the student body, faculty, and staff are resources in this regard, but should be reinforced with conscious and reflective efforts to engender multicultural knowledge and understanding.

Demographic changes in the U.S. population and increased global interconnections have drawn broad attention to the need for diversity within institutions of higher education. But, we should not expect to foster diversity with generic solutions that do not address the particular context of UCCS. Diversity at

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UCCS should build on the particular characteristics of this institution, the public we serve, and the publics we can grow to serve—inclusiveness should engage students from historically underrepresented groups while integrating the experiences of commuters and campus residents, single parents, active duty military, seniors, first-generation students, gay people, conservatives, international students, Olympians, and honors students, among others.

Making UCCS more inclusive depends in critical ways on the relationships that are fostered and sustained outside the university. The connection with recruiting and retaining diverse students, staff-members and faculty is quite apparent, but such “pipelines” will not be established unless the university is actively engaged with diverse communities. Community engagement increases our value as public university: as a trusted resource, as an ally, as an engine of economic development and as an international partner. Such broad support is fundamental in the very competitive and challenging context of public higher education.

The diversity strategies proposed in this plan are not designed as peripheral activities. For diversity to create university excellence it must be central to university planning, decision-making, and development. This assumes that diversity is everybody’s business rather than the job of minority groups or of certain designated programs. With broad participation, diversity holds the promise, not only of expanding who the university serves, but transforming the way our work is done as teaching, scholarship, student support, and community engagement are adapted to multicultural and global contexts.

The actions recommended in this plan are ambitious, but are strategic for UCCS. Implementation will require resources and sustained attention, but in this planning process we found that the strategies that enhance diversity and inclusiveness are generally good for the future of UCCS.

Design of the Diversity Strategic Planning Process

The planning process for the Diversity Strategic Plan 2007 included broad participation of students, staff, faculty, and administrators from all of the colleges, as well as community representation. Rather than separating the concerns of different constituencies for separate discussions, we intentionally encouraged a diversity of perspectives in all of the working groups. At the same time, we took an expansive look at diversity based on previous campus efforts, the Blue Ribbon Commission on Diversity recommendations, and an assessment of current issues at UCCS. The strategic recommendations and goals for diversity were organized in the action areas of *diversity within*, *diversity without*, and *diversity in what we do*.

In Phase I of the DSP, the leadership team split into three working groups to develop a comprehensive set of strategic recommendations and goals. These were communicated to the campus community, revised and adopted as an action framework for the DSP in February 2007. During the second phase of planning, action committees (*Including Diversity*, *Bringing Diversity*, and *Diversity Innovations*) developed priority actions for 2007-2008 within this framework. The action committees consulted with responsible agents to devise implementation plans for each priority action. These have been summarized in the DSP action matrix and are included in detail

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in the Appendix. A separate group, the *Building Inclusiveness Group* (B.I.G.) was convened by invitation of the Chancellor to make recommendations for universal diversity training that are incorporated into the DSP. A final action committee, *Diversity Foundations*, met to consolidate resource and infrastructure issues that had emerged from the other action committees to be highlighted in the strategic plan. This group will continue next year as an oversight group.

The DSP establishes a broad set of strategic recommendations and goals for the next five years and details implementation for the first year. Strategic implementation requires an annual assessment of the progress that has been made and definition of priority actions for the coming year. This will involve people

who have already been engaged the strategic planning process as well as the variety of actors that play a role in implementation. The next step in some areas will be to generate supported conversations and planning within the established organizational structures of the university, i.e. the divisions, colleges, offices and departments. The university-wide planning process we have completed should not determine the specific next steps for every unit, but helps define where and how they can best contribute to overall campus diversity and inclusiveness strategies. The campus administrative officer who oversees diversity implementation will marshal support for these localized activities, track progress, and share best practices.

Planning Process for the UCCS Diversity Strategic Plan 2007

- Jul. 20, 2006 Chancellor Shockley-Zalabak meets with the Faculty Minority Affairs Committee to discuss needed follow-up for CU Blue Ribbon Commission on Diversity and the diversity component of the campus strategic plan. The Chancellor agrees to appoint a Director of Diversity Strategic Planning (DSP) and a Diversity Strategic Planning Task Force including staff and faculty.
- Aug. 2006 The Director of DSP (Kee Warner) and the DSP Task Force (Christina Jimenez, Anthony Cordova, Adelina Gomez, Marguerite Cantu, and Eric Nissen) begin weekly meetings to design a planning process, to clarify definitions and planning principles, and to identify faculty, staff, students, administrators, and community representatives for the DSP Leadership Team.
- Sep. 2006 DSP Task Force presents proposed planning process to the Chancellor and the Campus Leadership Team. The Chancellor invites nominees from faculty, staff, student body and community to participate in the DSP Leadership Team.
- Oct. 3, 2006 Inaugural meeting for the DSP Leadership Team and formation of working groups to address the topics of *Diversity Within*, *Diversity Without*, and *Diversity in What We Do*.
- Oct. 17-Nov. 30 Working Group Meetings. Each working group holds a series four meetings to draft comprehensive strategic recommendations and goals, as follows:
- Round One Discussion of five year visions for diversity and inclusiveness, initial strategies within action areas defined by the CU Blue Ribbon Commission
 - Round Two Review of CU Faculty Senate report on diversity strategic planning (1987), prior campus diversity plan (1999), CU Vision 2010 Diversity Task Force Report (2002) and Blue Ribbon Commission on Diversity recommendations (2006). Identification of gaps in diversity policy and practice.
 - Round Three Draft strategic recommendations, list strategic goals, consider past progress and its reinforcement. Share work with other working groups for comments.
 - Round Four Finalize strategic recommendations and goals.
- Dec. 5, 2006 DSP Leadership meets for presentation of work from the three working groups.

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- Dec. 5-Feb. 1 DSP Strategic recommendations and goals are distributed in multiple ways to the broader community for review and comment: via faculty, staff and student organization e-mail lists; through Faculty Representative Assembly, Student Government Association, and Staff Council; and to local community leaders.
- Feb. 1 DSP Leadership Team ratifies strategic recommendations and goals and conveys these to the Chancellor as a progress report for the CU Board of Regents. Formation of action committees to complete Phase II implementation plans. Action committees generally follow working group topics (Diversity Within: *Including Diversity*; Diversity Without: *Bringing Diversity*; Diversity in What We Do: *Diversity Innovations*).
- Feb. 14-Apr. 5 Action Committee meetings. Each action committee holds a set of four meetings to designate priority actions for 2007-2008 and develop action plans to define implementation steps, responsible agents, and targets as follows:
- Round One Draft priority actions for each strategic recommendation. Consider the appropriate level of action.
 - Round Two Identify responsible agents and resources. Describe accountability process
 - Round Three Incorporate feedback from responsible agents. Refine assessment of resource requirements.
 - Round Four Refine and finalize action plans. Consider highest priorities.
- Feb. 14-Apr. 5 Building Inclusiveness Group (B.I.G.) is convened by the Chancellor under the direction of Sherry Morreale and Mark Hoffman and including faculty, staff and students. In collaboration with the Director of the DSP, this group researches alternatives for providing universal and ongoing education on diversity, inclusiveness and cultural competency and provides recommendations to incorporate into the DSP.
- Mar. 22-Apr. 11 Diversity Foundations Committee is formed from the leadership of action committees, the Diversity Task Force, the B.I.G., and also including the Interim VCAA and the Director of Resource Management. This group compiles critical resource and organizational issues to highlight in the DSP and link to the budget process.
- Apr. 25 DSP Leadership Team conveys the DSP action plans to the Chancellor and the Campus Leadership Team to complete UCCS Diversity Strategic Plan 2007.

Definitions

Diversity—Diversity of people and ideas represents, among other things, differences in ethnicity, race, gender, age, class, sexual orientation, abilities, religious and spiritual values, political viewpoints, veteran status and gender identity and expression. Historically, certain social groups have been excluded and marginalized within public higher education, creating legacies of advantage and disadvantage. The principle of diversity advocates a university that is inclusive of all, while overcoming the legacies of exclusion and marginalization to create equity within the university experience.

Inclusiveness—Inclusiveness is the commitment to create an environment that supports, represents and embraces members of diverse social groups and diverse social identities. Inclusiveness enriches the campus community for students, faculty, staff, administrators and members of the broader community by engaging people from diverse personal and experiential backgrounds, by cultivating a campus culture

where all members feel that they belong, and by fostering engagement with divergent perspectives that reflect the wide range of understanding and knowledge necessary for a vibrant democratic society.

Cultural competency—Cultural competency is a set of congruent individual and institutional behaviors, attitudes, practices, and policies that creates an inclusive environment and experience for members of diverse communities and social identities. Cultural competency is based on integrating the awareness, knowledge-base, and learned skills needed to effectively and sensitively educate, work with, and serve people from diverse backgrounds and social identities. Becoming culturally competent in our everyday interactions and institutional practices will enable the university to best serve its diverse constituencies, including social groups that have been historically marginalized or excluded from higher education.

Layout of the Diversity Strategic Plan

- Section II includes the action framework for diversity and inclusiveness in the form of strategic recommendations and goals for the next five years and priority actions for 2007-2008.
- Section III includes the Action Matrix for 2007-2008 summarizes lead agents and targets for each 2007-08 priority action.
- Section IV includes the Critical Resources Summary for 2007-2008 detailing specific organizational needs and funding approaches.
- Section V describes the planning process for the UCCS Diversity Strategic Plan 2007.
- Appendix I includes the complete priority action plans and report from the Building Inclusiveness Group

This section compiles strategic recommendations and goals adopted for the UCCS Diversity Strategic Plan during the 2007-2008 planning process. Implementation plans for each priority action are included in the Appendix and summarized in the 2007-2008 Diversity Action Matrix.

I. ACTION AREA: INCLUDING DIVERSITY

- A. **Strategic Recommendation: Student Retention**
UCCS faculty, staff, and students will take shared responsibility for enhancing diversity by integrating student retention into all aspects of university life.

Strategic Goals

UCCS will...

- provide students, faculty, and staff with a range of opportunities and incentives to be involved in supporting student retention
- evaluate retention of diverse students by college and department to identify specific challenges and strategies
- establish better on-campus marketing strategies
- engage faculty and staff in both better communicating to students the availability of support resources and encouraging students to use them
- support social activities on campus that address the range of diverse student interests
- enhance student mentoring programs
- develop academic programs and broaden existing programs (e.g. VAPA) to retain students who

transfer away to pursue academic interests not available at UCCS

- encourage faculty to engage diverse students in professional activities within their discipline
 - provide full-time staff support and programming funds for international students at UCCS
 - identify and improve institutional practices that work against student retention and diversity
 - provide adequate support to commuter students, including gathering places and public facilities (e.g. photocopiers) in all classroom buildings
1. **Priority Action 2007-08**— Evaluate the retention of diverse students by college and department to identify specific challenges and strategies (**I-A-1**)
 2. **Priority Action 2007-08**— Create continuing connection with students from underrepresented populations—for example, bridge support for students from such programs as Pre-collegiate and Smartgirls who choose UCCS, support in first year, student employment, and relationship building with faculty, staff and peers throughout college career (**I-A-2**)

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3. **Priority Action 2007-08**— Develop a menu of diverse opportunities for faculty and staff to engage with students as a part of their work **(I-A-3)**
4. **Priority Action 2007-08**— Communicate the experience of diverse students at UCCS to reinforce the unique identity of our campus **(I-A-4)**

B. Strategic Recommendation: Faculty Retention

Commit resources to initiatives that focus on retention of diverse faculty.

Strategic Goals

UCCS will...

- provide support, guidance and resources for faculty development including those who are not tenure-track
- increase faculty diversity through successful retention efforts to reflect demographic trends in the state
- value contributions to UCCS diversity strategies throughout the review process for promotion and merit reviews consistent with departmental criteria and regental standards
- encourage departments to recognize diversity contributions within departmental criteria for the evaluation of research, teaching, and service as appropriate to each academic discipline

- address family concerns of faculty by further institutionalizing support programs such as child care
- establish exit interview process for faculty to better understand why faculty leave UCCS

1. **Priority Action 2007-08**— Evaluate faculty retention by department to identify patterns and challenges **(I-B-1)**

2. **Priority Action 2007-08**— Conduct exit interviews of faculty members from underrepresented groups that leave UCCS **(I-B-2)**

3. **Priority Action 2007-08**— Establish guidelines for departments to value diversity within the process of merit and promotion consistent with departmental criteria and regental standards **(I-B-3)**

C. Strategic Recommendation: Staff Retention

Commit resources to initiatives that focus on retention of diverse staff in state-classified and professional-exempt positions.

Strategic Goals

UCCS will...

- increase staff diversity through successful retention efforts to reflect demographic trends in the state

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- reward contributions to diversity strategies in the merit and promotion process within state classified and professional exempt systems.
- Build inclusive programs for professional development and advancement for staff
- establish exit interview process to better understand why staff leave UCCS
- address family concerns of staff by further institutionalizing support programs such as child care

1. Priority Action 2007-08— Evaluate staff retention by job types—including entrance and exit interviews (**I-C-1**).

2. Priority Action 2007-08— Establish guidelines for valuing diversity in the merit and promotion process within state classified and professional exempt systems (**I-C-2**)

3. Priority Action 2007-08— Build inclusive programs for professional development and advancement for staff (**I-C-3**)

D. Strategic Recommendation: Campus Climate
UCCS will have a campus climate that is inclusive of everyone and provides an environment of mutual respect.

Strategic Goals

UCCS will...

- develop methods to identify groups among students, staff and faculty that feel marginalized or excluded
- provide diversity education to all students, faculty and staff
- support campus programming that encourages dialogue between diverse elements of the campus community
- provide educational opportunities in university programming and campus event planning to enhance the understanding of and appreciation for diversity
- uphold an atmosphere of open discussion where all feel safe addressing diversity issues
- improve the quality of customer service that UCCS provides to diverse populations
- include international students in campus activities and student life

1. Priority Action 2007-08— Introduce program for universal orientation and ongoing educational activities to develop awareness, knowledge, and skills about diversity, inclusiveness and cultural competency for all UCCS constituencies as recommended by the Building Inclusiveness Group in Appendix II (**I-D-1**).

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E. Strategic Recommendation: Resolving Conflict and Addressing Discrimination

The campus will vigorously and consciously address any discrimination and/or conflict related issues.

Strategic Goals

UCCS will...

- establish and publicize an “ombuds” process for conflict resolution
- ensure that students, staff and faculty have access to a user-friendly processes for addressing diversity-related concerns across campus
- publicize campus policies and response mechanisms regarding hate speech

II. ACTION AREA: Bringing Diversity

A.. Strategic Recommendation: Student Recruitment and Outreach

All members of the university community will take active roles in UCCS outreach and recruitment efforts to enhance student diversity to reflect the diversity of Colorado.

Strategic Goals

UCCS will...

- form an outreach team consisting of students, staff and faculty, charged with enhancing student diversity through recruitment
- provide support and encouragement to families of underrepresented students

- create mechanisms for anonymous feedback regarding diversity issues
- create a process of awareness and response involving diversity issues

1. **Priority Action 2007-08**— Establish Ombuds office as an independent clearing house for issues that arise among students, staff, and faculty, mediating conflicts and providing independent and confidential advice on the proper course of action. This office would also identify groups that feel marginalized within the campus community **(I-E-1)**

- expect all colleges to engage in recruitment and outreach efforts to enhance the diversity of their students
- coordinate recruitment efforts for student diversity across the campus

1. **Priority Action 2007-08**— Create campus oversight team for diversity recruitment representing all colleges and student success. The team will inventory and analyze current recruitment practices, gather data to determine student priorities, and coordinate recruitment activities. **(II-A-1)**

B. Strategic Recommendation: Community

Engagement

UCCS will create a welcoming environment for individuals and groups from outside the campus community and actively engage with diverse local, national and international communities.

Strategic Goals

UCCS will...

- provide support, information, and connections for new students and their families
- regularly host outreach events and activities for high school students from underrepresented populations
- make the campus more accessible
- make parking more affordable and user-friendly
- actively expand recruiting networks to draw in more underrepresented students
- provide support-staff and financial resources for outreach activities
- define faculty and staff responsibilities for providing a welcoming campus environment for all students, especially diverse students, and provide adequate financial resources for those objectives
- institutionalize and provide stable support to successful initiatives
- create and encourage service internship and service learning opportunities for students to be implemented across the curriculum
- create and encourage outreach programs and projects among faculty and students

- develop a list of local, regional, and national organizations for student internships and outreach opportunities
- encourage colleges, units and departments to engage with local diversity organizations
- establish a speakers bureau for UCCS faculty and staff to give presentations to community groups
- identify community service projects that could be adopted by the campus in order to make UCCS more visible in other communities, especially diverse communities, around town
- partner with the K-12 community to promote and collaborate on diversity issues, especially within the UCCS service area
- provide programs to welcome international students into the campus community and to support their academic success

1. **Priority Action 2007-08**— Develop a comprehensive publicity effort to promote, advertise, and coordinate community and campus activities throughout the calendar year. This action will allow every UCCS community the ability to promote itself to the internal and external communities in a fair, equitable, comprehensive and professional manner. **(II-B-1)**
2. **Priority Action 2007-08**— Create contact information list of diverse community groups and organizations to invite to campus to events and/or as

resources, and for outreach by members of the university community. **(II-B-2)**

3. **Priority Action 2007-08**— Create “how to put on a public event” packet and identify the “go to” person/office for questions related to how to successfully host an event on campus, including how to publicize the events both on campus and in the community. **(II-B-3)**
4. **Priority Action 2007-08**— Create university speakers bureau and publicize to diverse communities **(II-B-4)**
5. **Priority Action 2007-08**— Coordinate UCCS representation at diverse community banquets and events throughout the year –budget resources and identify administrators, faculty and staff to represent the campus **(II-B-5)**
6. **Priority Action 2007-08**— Encourage community members to visit the campus and assist prospective students by installing and staffing a visitor’s center booth near one of our entrances on Austin Bluffs for drive-up information about the campus and parking. **(II-B-6)**
7. **Priority Action 2007-08**— Continue to create a more user-friendly UCCS website to provide diverse audiences with easy access to the entire

campus website including information on colleges, campus life and admissions processes **(II-B-7)**

C. **Strategic Recommendation: Recruitment of Diverse Faculty**

UCCS will increase representation of underrepresented populations throughout the university’s faculty to reflect the diversity of the state.

Strategic Goals

UCCS will...

- actively recruit applicants from underrepresented populations
- provide support and training to search committees on best practices in diversity recruitment
- develop financial resources to assist departments in diversifying faculty
- broaden recruitment efforts to attract and provide appropriate transitional support to candidates from outside academia and among students completing graduate training
- emphasize UCCS’s core commitment to diversity in recruitment materials

1. **Priority Action 2007-2008**— Institutionalize funding for the “Policy to Promote Faculty Diversity” to assist departments in the recruitment of diverse faculty **(II-C-1)**
2. **Priority Action 2007-2008**— Provide training and support to faculty search committees to effectively

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diversify search pools and thus faculty hires (**II-C-2**)

D. Strategic Recommendation: Recruitment of Diverse Staff

UCCS will increase representation of underrepresented populations throughout the university's staff to reflect the diversity of Colorado.

Strategic Goals

UCCS will...

- work with the state personnel system to increase opportunities for underrepresented groups in hiring and promotion
- emphasize UCCS's core commitment to diversity in recruitment materials
- work with the state personnel system to increase opportunities for underrepresented groups in hiring and promotion
- create proactive programs of staff recruitment to enhance diversity
- emphasize UCCS's core commitment to diversity in recruitment materials

- 1. Priority Action 2007-2008**—Increase the recruitment and retention of diverse classified staff through the development of training programs designed to increase awareness among appointing authorities of the opportunities available through job description development, interviewing and performance management (**II-D-1**)

- 2. Priority Action 2007-2008**—Develop support and mentoring program for underrepresented classified and professional exempt staff and their supervisors (**II-D-2**)

E. Strategic Recommendation: Diversity Leadership

UCCS will play a leadership role in coordinating, promoting, hosting, and supporting diversity in Colorado Springs and Southern Colorado.

Strategic Goals

UCCS will...

- communicate the university's commitment to the core value of diversity to all communities
- partner with industry, non-profits and local government to support and coordinate diversity efforts at UCCS and in the community
- act as a diversity resource for the local community
- develop lasting partnerships within the CU System that enhance community outreach and diversity efforts
- develop partnerships with institutions of higher education and professional academic organizations to promote diversity

- 1. Priority Action 2007-2008**—Consistently communicate the university's commitment to the core values of diversity and inclusiveness (**II-E-1**)

III. ACTION AREA: DIVERSITY INNOVATIONS

A. **Strategic Recommendation: Cultural Competence**

Members of UCCS community shall demonstrate the awareness and the ability to effectively interact with people of diverse backgrounds.

Strategic Goals

UCCS will...

- widely promulgate a working definition of ‘cultural competency’
- create opportunities for the campus community at large to become educated about cultural competency
- create opportunities for early adopters, e.g. for culturally competent individuals, to serve as guides/mentors
- provide faculty and students opportunities to cultivate and integrate cultural competency in their learning, teaching, research, and campus activities

1. **Priority Action 2007-08**— Adopt and disseminate definition of cultural competency across campus to faculty, staff and students in multiple and varied formats (**III-A-1**).

B. **Strategic Recommendation: Curriculum and Instruction**

UCCS curriculum and instruction as a whole shall encompass the experience and knowledge base of social groups that have been excluded or marginalized within American society or institutions of higher learning.

Strategic Goals

UCCS will...

- institutionalize and provide stable support to successful initiatives
- examine potential for diverse curricula and instruction in all academic departments
- incorporate diversity in core curricula of all colleges
- consider contributions to diversity of curricula as one factor in allocating resources for faculty lines
- create a toolbox of strategies to incorporate diversity for units and disciplines that are not inherently cultural or social in orientation
- enhance study-abroad and travel course opportunities
- enhance service-learning opportunities

1. **Priority Action 2007-08**— Create instructional template to inventory current diversity instruction across all UCCS academic units (**III-B-1**)

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- 2. Priority Action 2007-08**—Consolidate support mechanisms for diversifying the curriculum and evaluate best practices, such as the Teaching Learning Center Partnership Grants (to be reinstated), the Matrix Center, Women’s and Ethnic Studies, and the Knapsack Institute (**III-B-2**)

C. Strategic Recommendation: Diversity Outcome Skills

Graduates of UCCS shall demonstrate critical problem solving skills that incorporate the experience and knowledge base of social groups that have been excluded or marginalized within U.S. society or institutions of higher education.

Strategic Goals

UCCS will...

- expect graduates to be able to use diverse data gathering, interpretive and analytic methods to generate knowledge
- provide faculty and students opportunities to cultivate and integrate cultural competency and diversity in their learning, teaching, research, and campus activities

- 1. Priority Action 2007-08**—Determine current diversity assessment mechanisms and how they can be further developed (**III-C-1**)

- D. Strategic Recommendation: Research on Diversity**
Research programs at UCCS will establish a broad representation of projects relating to diversity issues.

Strategic Goals

UCCS will...

- provide grants and stipends for faculty and students to engage in diversity issues in their research
- establish awards that recognize research in diversity issues
- create opportunities and dialogue among faculty and students about research possibilities around diversity issues in their fields
- enhance the visibility of research completed on campus on diversity issues
- recognize the cultural and social impact of faculty research and scholarly activity in addition to its academic contribution
- explore ways for local organizations to sponsor specific student diversity awards/projects

- 1. Priority Action 2007-08**—Create research template to inventory current diversity research underway across all UCCS academic units (**III-D-1**).
- 2. Priority Action 2007-08**—Initiate departmental conversation on diversity-based research (**III-D-2**)
- 3. Priority Action 2007-08**—Tailor existing grants and stipends to support diversity research by faculty (**III-D-3**)

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4. **Priority Action 2007-08**—Tailor existing grants and stipends to support student diversity research (III-D-4)

5. **Priority Action 2007-08**—Increase visibility of research on diversity and diversity scholarship in teaching and research (III-D-5)

6. **Priority Action 2007-08**—Establish award for diversity research (III-D-6)

E. **Strategic Recommendation: Diverse Researchers**
UCCS will actively engage faculty and students of historically underrepresented groups in research.

Strategic Goals

UCCS will...

- encourage students from underrepresented populations to engage in undergraduate and graduate research
- elevate the visibility of faculty and students from diverse backgrounds engaged in research and recognize their academic contributions

1. **Priority Action 2007-08**—Create toolbox for supporting research and creative works, including promulgating information about funding opportunities (III-E-1)

2. **Priority Action 2007-08**—Encourage underrepresented students to attend conferences (III-E-2)

F. **Strategic Recommendation: Campus Planning**
UCCS will integrate diversity into the physical development of the campus as it grows and changes.

Strategic Goals

UCCS will...

- increase the focus on diversity in campus design and planning by directly addressing the perspectives and experiences of diverse groups within the UCCS and surrounding community
- be accessible to diverse members of the campus and non-campus community
- represent diversity in campus art and architecture

1. **Priority Action 2007-08**—Create more inclusive processes for the physical planning and development of the UCCS campus (III-F-1)

2. **Priority Action 2007-08**— Create inclusive process for diversifying permanent art installations on campus (III-F-2)

G. **Strategic Recommendation: Budget and Business Practices**

UCCS will integrate diversity strategies into the planning, implementation and utilization of human and

financial resources through business and budgeting practices.

Strategic Goals

UCCS will...

- encourage contract relationships with diverse vendors
- work with business associations and other community networks to publicize business opportunities and increase accessibility to a diverse range of contractors
- identify new sources of diversity funding
- allocate base resources to support diversity strategies and goals

- 1. Priority Action 2007-08**— Assess the inclusiveness of the campus contracting processes and develop strategies for diversifying business relationships **(III-G-1)**

UCCS Diversity Strategic Plan 2007

I. DIVERSITY WITHIN: Including Diversity

I-A Strategic Recommendation: Student Retention

UCCS faculty, staff, and students will take shared responsibility for enhancing diversity by integrating student retention into all aspects of university life.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
I-A-1	Evaluate the retention of diverse students by college and department to identify specific challenges and strategies	<ul style="list-style-type: none"> • Institutional Research • Student Retention • Deans and Chairs 	Methodology for tracking retention College retention strategies Identify at-risk groups
I-A-2	Create continuing connection with students from underrepresented populations: bridge with pre-collegiate programs, support in first year, student employment, and relationship building with faculty, staff and peers throughout college career	<ul style="list-style-type: none"> • Student Multicultural Affairs • Pre-collegiate • Student Retention 	Improve participation and retention for underrepresented students Link pre-collegiate students with continuing support
I-A-3	Develop menu of diverse opportunities for faculty and staff to engage with students as a part of their work	<ul style="list-style-type: none"> • Student Success • Student Multicultural Affairs • Student Life 	Increase faculty and staff participation in support programs Increase faculty contact outside class
I-A-4	Communicate the experience of diverse students at UCCS to reinforce the unique identity of our campus	<ul style="list-style-type: none"> • Campus Activities • Student Life 	Introduce program to highlight the diversity of our students

I-B Strategic Recommendation: Faculty Retention

Commit resources to initiatives that focus on retention of diverse faculty.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
I-B-1	Evaluate faculty retention by department to identify patterns and challenges	<ul style="list-style-type: none"> • Institutional Research • Human Resources • Vice Provost for Diversity Provost and Deans	Assemble ten-year database Design method for capturing reasons Conduct analysis & follow-up

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I-B-2	Conduct exit interviews of faculty members from underrepresented groups that leave UCCS	<ul style="list-style-type: none"> • Human Resources • Institutional Research 	Adopt methodology Create process for analysis and follow-up
I-B-3	Establish guidelines for departments to value diversity within the process of merit and promotion consistent with departmental criteria and regental standards	<ul style="list-style-type: none"> • Deans • College Diversity Catalysts • Chairs & Departments • Vice Provost for Diversity 	Supported review and revisions of guidelines within departments

I-C Strategic Recommendation: Staff Retention

Commit resources to initiatives that focus on retention of diverse staff in state-classified and professional-exempt positions.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
I-C-1	Evaluate staff retention by job types—including entrance and exit interviews	<ul style="list-style-type: none"> • Human Resources • Institutional Research 	Document the degree to which different groups of staff have different rates of retention. Determine the degree to which issues related to diversity affect the decision of different groups of staff to join UCCS and affect the decision to leave UCCS.

UCCS Diversity Strategic Plan 2007

Section III— Action Matrix 2007-2008

I-C-2	Establish guidelines for valuing diversity in the merit and promotion process within state classified and professional exempt systems	<ul style="list-style-type: none"> • Human Resources • Staff Council • Appointing Authorities 	Establish process for valuing contributions to diversity strategies in performance evaluations. Create method to track campus-wide contributions to diversity strategies by job-type, level, and organizational unit.
I-C-3	Build inclusive programs for professional development and advancement for staff	<ul style="list-style-type: none"> • Vice Chancellor for Administration and Finance • Human Resources • Staff Council 	Increased participation of staff members in professional development classes.

I-D Strategic Recommendation: Campus Climate

Commit resources to initiatives that focus on retention of diverse faculty.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
I-D-1	Introduce program for universal orientation and ongoing educational activities to develop awareness, knowledge, and skills about diversity, inclusiveness and cultural competency for all UCCS constituencies as recommended by the Building Inclusiveness Group in Appendix II	<ul style="list-style-type: none"> • Vice Provost for Diversity • Matrix Center • Human Resources 	Appoint Interim Training Coordinator Establish training team Establish content of training curriculum

UCCS Diversity Strategic Plan 2007

I-E Strategic Recommendation: Resolving Conflict and Addressing Discrimination

The campus will vigorously and consciously address any discrimination and/or conflict related issues.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
I-E-1	Establish Ombuds office as a independent clearinghouse for issues that arise among students, staff, and faculty, mediating conflicts and providing independent and confidential advice on the proper course of action. This office would also identify groups that feel marginalized within the campus community	<ul style="list-style-type: none"> • Chancellor • Vice Chancellor for Administration and Finance • University Counsel • Vice Provost for Diversity 	Establish ombuds process that is accessible to staff, faculty, and students Establish coordination with other mechanisms for conflict resolution Provide information to administration on recurring issues

II. DIVERSITY WITHOUT—Bringing Diversity

II-A Strategic Recommendation: Student Recruitment and Outreach

All members of the university community will take active roles in UCCS outreach and recruitment efforts to enhance student diversity to reflect the diversity of Colorado.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
II-A-1	Create campus oversight team for diversity recruitment representing all colleges and student success. The team will inventory and analyze current recruitment practices, gather data to determine student priorities, and coordinate recruitment activities	<ul style="list-style-type: none"> • Vice Chancellor for Student Success • Deans • Institutional Research • Admissions & Records 	Create recruitment oversight team. Analyze and coordinate recruitment practices across campus

UCCS Diversity Strategic Plan 2007

II-B Strategic Recommendation: Community Engagement

UCCS will create a welcoming environment for individuals and groups from outside the campus community and actively engage with diverse local, national and international communities.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
II-B-1	Convene a campus-wide committee to develop a comprehensive publicity effort to promote, advertise, and coordinate community and campus activities throughout the calendar year.	<ul style="list-style-type: none"> • University Relations • Director of Student and Community Engagement • Representative from each College • Office of Campus Activities (OCA) 	Best-Practices Plan for community events Website for campus publicity
II-B-2	Create contact information list of diverse community groups and organizations to invite to campus to events and/or as resources, and for outreach by members of the university community.	<ul style="list-style-type: none"> • University Relations • Director of Student and Community Engagement • Student Multicultural Affairs Office 	Complete contact list Send initial contact letter to list
II-B-3	Create “how to put on a public event” packet and identify the “go to” person/office for questions related to how to successfully host an events on campus, including how to publicize the event both on campus and in the community.	<ul style="list-style-type: none"> • University Relations • Office of Campus Activities • Director of Student and Community Engagement 	Collaboration of resource people Creation of packet Dissemination of packet and ideas in forums and workshops
II-B-4	Create university speakers bureau and publicize to diverse communities	<ul style="list-style-type: none"> • Vice Provost for Diversity • Director of Student and Community Engagement 	Generate list of campus speakers Track UCCS participation in diverse community

UCCS Diversity Strategic Plan 2007

II-B-5	Coordinate UCCS representation at diverse community banquets and events throughout the year—budget resources and identify administrators, faculty and staff to represent the campus	<ul style="list-style-type: none"> • Vice Provost for Diversity • Director of Student and Community Engagement • Office for Student Multicultural Affairs and Outreach 	<p>Completed list of community events Allocated budget Establish pool of UCCS representatives</p>
II-B-6	Encourage community members to visit the campus and assist prospective students by installing and staffing a visitor’s center booth near one of our entrances on Austin Bluffs for drive-up information about the campus and parking.	<ul style="list-style-type: none"> • Vice Chancellor for Administration & Finance • Facilities Planning • Public Safety 	Evaluate the feasibility of information booth in terms of physical facility and staffing
II-B-7	Continue to create a more user-friendly UCCS website to provide diverse audiences with easy access to the entire campus website including information on colleges, campus life and admissions processes	<ul style="list-style-type: none"> • Web Services, Information Technology • Campus Web Masters Committee • Campus Marketing Committee 	<p>Track increases in usage of UCCS website Establish process for gathering feedback from the full range of users and respond through redesign</p>

II-C Strategic Recommendation: Recruitment of Diverse Faculty

UCCS will increase representation of underrepresented populations throughout the university’s faculty to reflect the diversity of the state.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
II-C-1	Institutionalize funding for the “Policy to Promote Faculty Diversity” to assist departments in the recruitment of diverse faculty	<ul style="list-style-type: none"> • Provost • Vice Provost for Diversity • Faculty Minority Affairs Committee 	<p>Secure stable budget for program Publicize guidelines and process</p>

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II-C-2	Provide training and support to faculty search committees to effectively diversify search pools and thus faculty hires	<ul style="list-style-type: none"> • Vice Provost for Diversity • Compliance Office • Diversity Recruitment Resource Team 	Provide consistent training to search committees Compile information on best practices Create Diversity Recruitment Resource Team to support searches
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II-D Strategic Recommendation: Recruitment of Diverse Staff

UCCS will increase representation of underrepresented populations throughout the university’s staff to reflect the diversity of Colorado.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
II-D-1	Develop training programs to make appointing authorities aware of the opportunities available to promote diversity through job description development, interviewing and performance management.	<ul style="list-style-type: none"> • Human Resources • Associate Vice Chancellor for Administration & Finance 	Complete initial analysis Producing template with minimum statement requirement Adoption of template by the campus in job descriptions Adoption of template in performance management.
II-D-2	Develop support and mentoring program for underrepresented classified and professional exempt staff and their supervisors	<ul style="list-style-type: none"> • Associate Vice Chancellor for Admin. & Finance • Human Resources • Staff Council • Diversity Action Council 	Develop pilot program for launch Fall 2008

UCCS Diversity Strategic Plan 2007

II-E Strategic Recommendation: Diversity Leadership

UCCS will play a leadership role in coordinating, promoting, hosting, and supporting diversity in Colorado Springs and Southern Colorado.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
II-E-1	Consistently communicate the university’s commitment to the core values of diversity and inclusiveness	<ul style="list-style-type: none"> • Chancellor • University Relations • Deans • College planning committees • Vice Provost for Diversity 	Revised campus goals Revised core values Review of college mission statements Integration of DSP within Campus Strategic plans

III. DIVERSITY IN WHAT WE DO—Diversity Innovations

III-A Strategic Recommendation: Cultural Competence

Members of UCCS community shall demonstrate the awareness and the ability to effectively interact with people of diverse backgrounds.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
III-A-1	Adopt and disseminate definition of cultural competency across campus to faculty, staff and students in multiple and varied formats.	<ul style="list-style-type: none"> • Vice Provost of Diversity • Deans, Chairs, and Directors • Teaching Learning Center 	Adopt definition of cultural competency by the end of the spring 2007 semester Incorporate this definition on Web sites, in curriculum, and in departmental assessments by end of 2008.

UCCS Diversity Strategic Plan 2007

III-B Strategic Recommendation: Curriculum and Instruction

UCCS curriculum and instruction as a whole shall encompass the experience and knowledge base of social groups that have been excluded or marginalized within American society or institutions of higher learning.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
III-B-1	Create instructional template to inventory current diversity instruction across all UCCS academic units	<ul style="list-style-type: none"> Diversity Foundations Committee College Curriculum Committees Deans 	Template creation Contacts made Project launched Data recovered for review and assessment
III-B-2	Consolidate support mechanisms for diversifying the curriculum and evaluate best practices	<ul style="list-style-type: none"> Vice Provost for Diversity Deans Teaching Learning Center Matrix Center 	List of “best practices” for diversifying the curriculum Outline of the institutional support needed for best practices. Allocate base budget support

III-C Strategic Recommendation: Diversity Outcome Skills

Graduates of UCCS shall demonstrate critical problem solving skills that incorporate the experience and knowledge base of social groups that have been excluded or marginalized within U.S. society or institutions of higher education.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
III-C-1	Determine current diversity assessment mechanisms and how they can be further developed	<ul style="list-style-type: none"> Learning Outcome Coordinator Student Achievement and Assessment Coordinator Teaching Learning Center 	Production of SAAC template questions and generation of baseline data for general education

UCCS Diversity Strategic Plan 2007

Section III— Action Matrix 2007-2008

III-D **Strategic Recommendation: Research on Diversity**

Research programs at UCCS will establish a broad representation of projects relating to diversity issues.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
III-D-1	Create research template to inventory current diversity research underway across all UCCS academic units	<ul style="list-style-type: none"> • Diversity Foundations Committee • College Curriculum Committees • Deans 	Template creation Contacts made Project launched Data recovered for review and assessment
III-D-2	Initiate departmental conversation on diversity-based research	<ul style="list-style-type: none"> • Department Chairs • Faculty 	Increase in number of diversity-based research proposals
III-D-3	Tailor existing grants and stipends to support diversity research by faculty	<ul style="list-style-type: none"> • Provost • Deans • Research Awards Committees 	Increase in number of diversity-based campus and college grants
III-D-4	Tailor existing grants and stipends to support student diversity research	<ul style="list-style-type: none"> • Student Research Award Committees • Colorado Springs Student Undergraduate Research Conf. 	Increase in number of diversity-based student research proposals
III-D-5	Increase visibility of research on diversity and diversity scholarship in teaching and research	<ul style="list-style-type: none"> • Associate Vice Chancellor for Research • Deans 	Increased representation of diversity research in university reports and publications
III-D-6	Establish award for diversity research	<ul style="list-style-type: none"> • Associate Vice Chancellor for Research • Campus Awards Committee 	Establish and give diversity research/creative work award

UCCS Diversity Strategic Plan 2007

III-E Strategic Recommendation: Diverse Researchers

UCCS will actively engage faculty and students of historically underrepresented groups in research.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
III-E-1	Create toolbox for supporting research and creative works, including promulgating information about funding opportunities.	<ul style="list-style-type: none"> • Associate Vice Chancellor for Research • Office of Sponsored Programs 	Provide access to off-loads, research assistants, staff support grant-writing and grant administration
III-E-2	Encourage underrepresented students to attend conferences.	<ul style="list-style-type: none"> • Deans • Department Chairs • Faculty 	Increase student numbers at conferences Set targets for Colorado Student Undergraduate Research Conference

III-F Strategic Recommendation: Campus Planning

UCCS will integrate diversity into the physical development of the campus as it grows and changes.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
III-F-1	Create more inclusive processes for the physical planning and development of the UCCS campus	<ul style="list-style-type: none"> • Vice Chancellor for Administration and Finance • Facilities Designer/Planner • Faculty Assembly • Staff Council • Student Government 	Organize campus planning committee to broaden participation and give regular input on upcoming projects.
III-F-2	Increase and diversify permanent art installations on campus through an inclusive selection process.	<ul style="list-style-type: none"> • Vice Chancellor for Administration and Finance • Facilities Director • Facilities Designer/Planner • Visual and Performing Arts Department 	Establish process for increasing and diversifying art on campus. Campus Art Committee identifies potential sites for permanent art installations across campus.

UCCS Diversity Strategic Plan 2007

Section III— Action Matrix 2007-2008

III-G **Strategic Recommendation: Budget and Business Practices**

UCCS will integrate diversity strategies into the planning, implementation and utilization of human and financial resources through business and budgeting practices.

	Priority Action 2007-2008	Lead Agents	2007-08 Targets
III-G-1	Assess the inclusiveness of the campus contracting processes and develop strategies for diversifying business relationships	<ul style="list-style-type: none">• CU Procurement Service Center• State Purchasing Director• Vice Chancellor for Administration and Finance• Facilities Director	Determine proportion of vendors from under-represented groups being awarded contracts. Establish goals for diversifying contractor base.

UCCS Diversity Strategic Plan 2007

Section IV—Critical Resource Summary 2007-2008

Diversity Foundations

A number of organization and resource issues emerged as the action committees completed their work of translating strategic recommendations and goals into priority action plans for the coming year. The Diversity Foundations group was convened to include the DSP Task force, co-chairs from the action committees, the co-chairs of the Building Inclusiveness Group, and other actors that would be critical to implementation. This group advanced the following summary of critical organizational needs and funding approaches to highlight in the DSP and discussed mechanisms for overall oversight and accountability. This summary facilitates the linkage of strategic planning with the budget process.

Action Oversight

The Director of Diversity Strategic Plan along with the Diversity Foundations committee will categorize implementation activities so these can be communicated to the key responsible agents by the end of Spring term 2007. In the coming year, the Vice Provost for Diversity will meet with the Diversity Foundation committee on a monthly basis to provide overall oversight and coordination for plan implementation. By the end of Fall semester, responsible agents will be asked to report progress to the Vice Provost for Diversity. Early in the Spring semester, the action committees (Including Diversity, Bringing Diversity, and Diversity Innovations) will be reconstituted to assess progress and determine priority actions for the following year. The Diversity Foundation Committee will provide a yearly Critical Resource Summary based on the new set of priority actions.

GENERAL ORGANIZATIONAL ISSUES

Strategic priority	Organizational Need	Funding Approach
Overall oversight, coordination, and support for the DSP	Create Vice Provost for Diversity position	Restructure the Executive Director for Academic and Social Equity position
Coordinate DSP implementations through the Colleges, Student Success, and Administration and Finance	Assign responsibility for DSP follow-up (Diversity Catalysts) within colleges and divisions	Dedication of resources within Colleges, Student Success, and Administration and Finance

UCCS Diversity Strategic Plan 2007

I. ACTION AREA: INCLUDING DIVERSITY

Strategic priority	Organizational Need	Funding Approach
Support student retention efforts for underrepresented students, mentoring programs, bridge from Pre-collegiate	Establish Assistant Director for Student Retention to work with student retention and Office for Student Multicultural Affairs and Outreach	Support existing proposal for new position within the budget process
Introduce universal orientation & ongoing education on diversity and inclusiveness	Create interim position for Training Coordinator for Diversity and Inclusiveness— within Matrix Center and/or Vice Provost for Diversity Internally develop team of trainers who are compensated for delivering diversity and inclusiveness training for faculty, staff and students	Interim funding pending development of full budget request.
Establish process of entrance and exit interviews for staff and faculty	New program within Human Resources department	Existing resources
Establish Ombuds Office for conflict resolution and to identify patterns of marginalization	Introduce Ombuds process using campus and system resources to the maximum extent, with support for training and . Task committee with developing budget proposal for Ombuds office for next budget cycle.	Interim funding pending development of full budget request.

UCCS Diversity Strategic Plan 2007

Section IV—Critical Resource Summary 2007-2008

II. ACTION AREA: BRINGING DIVERSITY

Strategic priority	Resource support	Funding Approach
Coordinate recruiting of underrepresented students across colleges and with student success	Create campus recruitment committee to analyze data and coordinate efforts— provide offload or compensation to staff involved	Existing resources— compensation or offloads for staff & faculty provided by Colleges and Student Success
Provide coordinated training and support for faculty and PESA search committees	Vice Provost for Diversity in coordination with Compliance Office and Deans.	Restructure the Executive Director for Academic and Social Equity position
Institutionalize Policy for Diversity Hires	Base funding of \$10,000-15,000 per year	Secure stream of funding from system and campus growth budgets and CU Foundation
Review state classified job descriptions and provide training to appointing authorities	New program within Human Resources	Existing resources
Provide coordinated information to make UCCS more accessible to diverse communities	Expand scope of the Director of Student Engagement to encompass Student and Community Engagement Support creation of existing proposal for Assistant Director for University Relations	Restructure Director of Student Engagement position Support existing proposal for Assistant Director for University Relations
Consistently communicate accomplishments in areas of diversity and inclusiveness	Campus-wide publicity committee working with University Relations	Existing resources within Colleges and Student Success Support existing proposal for Assistant Director for University Relations Support existing proposal for the Matrix Center
Provide visible presence of UCCS at diverse local events	Provide budget of \$18,000 to \$20,000— currently expended on an <i>ad hoc</i> basis— coordination by Vice Provost for Diversity, Office for Student Multicultural Affairs, Director of Student and Community Engagement	Restructure Director of Student Engagement position Coordinate existing resources from Chancellor and Vice Chancellors for community presence

UCCS Diversity Strategic Plan 2007

III. ACTION AREA: DIVERSITY INNOVATIONS

Strategic priority	Organizational needs	
Institutionalize capacity to develop and support diversity in the curriculum	Regularize funding for The Matrix Center (Knapsack Institute) Support the development of Women’s and Ethnic Studies Department Reinstate Teaching Learning Center partnership grants	Support existing proposal for the Matrix Center Support existing proposals for the Women’s and Ethnic Studies Department Support existing proposal for reinstatement of the Teaching Learning Center partnership grants
Engage colleges and departments in integrating diversity and inclusiveness in curriculum and instruction	Integrating diversity and inclusiveness in curricula and instruction must be guided by faculty within their departments and colleges with support and encouragement from campus resources such as The Matrix Center, the Teaching Learning Center, and the Vice Provost for Diversity.	Dedication of resources within colleges in collaboration with the Provost
Promote and recognize diversity research	Provide support to diversity research initiatives and annual award (\$3,000-\$5,000) for distinguished accomplishments in this area	Existing resources from Chancellor’s office and ICR