

## UCCS Diversity Strategic Plan

Feb 7, 2007

### Strategic Recommendations and Goals

These strategic recommendations and strategic goals were drafted by the DSP Leadership Team in October and November of 2006. The DSP Leadership Team divided into three working groups that focused on diversity within UCCS, diversity in our relations with the outside, and diversity in the work that we do. The strategic recommendations and goals were distributed to the campus-at-large, to campus governance groups, to interested people in the off-campus community, and presented at the Chancellor's campus forum on January 24, 2007. This final draft responds to feedback and suggestions received by the DSP Task Force throughout this process and discussed by the DSP Leadership Team on February 1, 2007 and reviewed in revised form.

We began this planning process with certain definitions that were articulated in Chancellor Shockley Zalabak's response to the Blue Ribbon Commission on Diversity:

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.

Chancellor's Response to Blue Ribbon Commission on Diversity  
June 26, 2006

#### **I. DIVERSITY WITHIN**

##### **A. Student Retention**

###### *Strategic Recommendation*

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

**B. Faculty Retention**

*Strategic Recommendation*

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

*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 in promotion and merit reviews consistent with departmental criteria and regental standards
- encourage departments to incorporate diversity contributions into departmental criteria for promotion and merit whenever appropriate and consistent with regental standards
- 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

**D. Campus Climate**

*Strategic Recommendation*

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

**E. Resolving Conflict and Addressing Discrimination**

*Strategic Recommendation*

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

**II. DIVERSITY WITHOUT**

**A. Student Recruitment and Outreach**

*Strategic Recommendation*

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
- 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

**B. Welcoming Community**

*Strategic Recommendation*

UCCS will actively create a welcoming environment for individuals and groups from outside the campus community and eliminate barriers between UCCS and 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
- provide programs to welcome international students into the campus community and to support their academic success

**C. Recruitment of Diverse Faculty**

*Strategic Recommendation*

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

**D. Recruitment of Diverse Staff**

*Strategic Recommendation*

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

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

**E. Diversity Leadership**

*Strategic Recommendation*

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

### **III. DIVERSITY IN WHAT WE DO**

#### **A. Cultural Competency**

##### *Strategic Recommendation*

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

#### **B. Curriculum and Instruction**

##### *Strategic Recommendation*

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

#### **C. Diversity Outcome Skills**

##### *Strategic Recommendation*

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

**D. Research on Diversity**

*Strategic Recommendation*

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

**E. Diverse Researchers**

*Strategic Recommendation*

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

**F. Community Engagement**

*Strategic Recommendation*

The UCCS faculty and students should engage with local diversity organizations and diverse local communities as part of learning, teaching, and research practices.

*Strategic Goals*

UCCS will...

- 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 speaker 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

**G. Campus Planning**

*Strategic Recommendation*

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

**H. Budget and Business Practices**

*Strategic Recommendation*

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