

UNIVERSITY DIVERSITY PLAN

Presented by the University Diversity Plan Committee,
A Sub-Committee of the Affirmative Action Committee

DRAFT

September 2, 2004

(Post responsible parties presentations. Pre Faculty Senate and Student Senate presentations)

Diversity Plan Definitions

For the purpose of our document, we are using the following definitions of relevant terms:

Diversity:	Diversity is a comprehensive term, inclusive of those identified as racial or ethnic minorities, those we identify as culturally different in any way (based on life style, values, economic circumstances, religion, sexual orientation, ability/disability, etc.), those who are frequently marginalized, and those we perceive as representative of the more mainstream culture.
Draw States:	The states from which URI draws most of its students. This plan uses the populations of those states and their collective demographic data, to make a target of demographic diversity at URI.
Inclusion:	A concept of shared power. The ability or skill to include different constituencies in policy, design, and decision-making processes. An environment can be diverse without being inclusive if a more mainstream group holds the “power.”
Discrimination:	Active behaviors, individual or institutional / systematic, that deliberately prevent certain demographic groups and individuals in those groups from participation in policy, design, and decision-making processes or cause harm to members of targeted demographic groups or individuals in those groups.
Oppression	The institutional / systematic process, intentional or unintentional, of preventing certain demographic groups from participation in policy, design, and decision-making processes. The process of oppression usually means that groups are less able to succeed in educational institutions and work-places.
Marginalization:	The systematic and/or individual process, intentional or unintentional, of making certain demographic groups’ issues and concerns low priorities, therefore decreasing visibility and opportunities for redress.
Underrepresentation:	The historical and systematic process, intentional or unintentional, that creates an environment in which the population of a certain demographic group, which exists at a certain proportion in the general population or in the “draw states”, is not proportionally represented at URI

A. ASSESSMENT

Section	Item	Responsible parties	Budget Implications	Timeline
Current Climate	Compile Data on compliance with 1992 Diversity Plan and from OCR Review	SPIR, AA Committee, OCR, DPC	Staff time only	Completed
	Review existing diversity efforts and initiatives among URI departments	DPC	Staff time only	Completed
	Review diversity plan models from other institutions	DPC	Staff time only	Completed
Needs Assessment	Complete the “cultural competence” focus groups (faculty/staff/administration/students)	DPC	Refreshments paid for by the president’s office	Completed
	Develop instrument to solicit criteria for cultural competence from sources in business and industry, education, healthcare, etc.	DPC	Staff time only	
	Develop instrument to solicit criteria for cultural competence from alumni	DPC	Staff time only	
	Solicit criteria for cultural competence from community leaders	DPC	Staff time only	
Structural Assessment	Review compliance with current policies and laws regarding AA and Diversity	AAEOD	Staff time only	
	Assess efficacy and perceptions regarding current structure of URI departments and programs: HRL, MCC, HR, UC, AFF-ACT, TD, Ombud, Admissions, Freshman Village	AAEOD/CDI, Admissions, HR, SA, Provost, Unions, VP Finance, Student Senate	Staff time only	In progress
	Review efficacy, perceptions, fairness of current hiring, tenure, promotion procedures	HRA/AAEOD	Staff time only	
Instrument Development	Use the focus group and other information to develop and utilize a “campus cultural competence” assessment tool	DPC	Staff time only	Completed
	Define constructs to be measured	DPC	Staff time only	Completed
	Examine existing instruments	DPC	Staff time only	Completed
	Develop and validate instrument	DPC	Staff time only	Completed
	Conduct continual formative assessment	DPC, AAEOD, CDI	Printing and mailing paid for by the president’s office	First assessment completed
Accountability	Develop benchmarks	AA Committee, AAEOD, DPC	Staff time only	
	Designate responsible parties			
	Design monitoring system and timeline			
	Designate monitors, including students			
Publicize Findings	The Diversity Plan Committee will evaluate progress on the plan each year	DPC	Staff time only	

	A "Cultural Competence and Diversity Plan Progress Report" will be published each summer (Reports will separate the Providence and Kingston campuses in acknowledgment of the fact that the urban location of the Providence campus shows URI to have more diversity overall that actually exists at the Kingston campus)	DPC		
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B. Campus Community

Section	Item	Responsible parties	Budget Implications	Timeline
Continue to work to accurately portray and address the diversity of the population	Assure that all publicity materials reflect a diverse community, in design, language, and visual additions	University Advancement	Existing budget	
	Examine and update forms for racial, cultural, gender, sexual orientation, religious, ability, etc. concerns	Relevant departments	Staff time only	
	Assure that services hours meet the needs of non-traditional and commuter students	All offices that serve students	May need funds for additional hours	
	Better publicize awards and recognition based on race, culture, gender, etc.	News Bureau University Advancement	Staff time only	
	When designing and creating new environments, assure that diversity will be showcased	SPIR Subsequent departments	Existing budget	
Continue to enhance the co-curricular environment to be more receptive and supportive of diversity	Continue to work with students and student organizations, and target students from diverse groups in order to educate regarding, advocate for, and celebrate differences through student involvement, training and development, and traditional and non-traditional programming	Student Affairs departments	Existing budgets	In progress
	Create an on-campus food and clothing bank		Space needed Staff time	
	Screen employers for EEOC compliance Share information regarding job opportunities (information that might go only to colleges (A & S, HSS, etc.) in order to more widely publicize opportunities and ensure equitable access Start a data base of where students secure employment and where alumni are employed	Career Center Alumni Office	Staff time only	
	Transform commuter campus image	Student Affairs SPIR	Staff time Funds-promotional materials	
	Assure that Counseling Center staff is trained regarding ethnic, racial, gender, religious, etc. diversity. Facilitate identity-centric support groups	Counseling Center	Possible additional funds for trainer Staff time only	

	<p>Help educate the faculty regarding disability issues in the classroom</p> <p>Enforce disability policy</p> <p>Maintain disability services for students</p> <p>Develop a student group for education, support, and self-advocacy</p>	Disability Services for Students	<p>Existing budget and "Changing the Culture" grant</p> <p>Staff time</p> <p>Funds for programming re: student group</p>	<p>In progress</p> <p>In progress</p> <p>Completed</p>
	Receive training regarding transgender issues	EMS	Possible funds needed for outside trainers	
	<p>Develop a GLBT Center</p> <p>Add Center professional and student positions</p> <p>Sponsor or co-sponsor an annual colloquium</p>	GLBT, Center for	<p>Significant funds needed for staff and programming</p>	<p>In progress</p> <p>In progress (professional staff in place)</p> <p>Completed</p>
	<p>Receive training regarding gay, lesbian, bi-sexual and transgender issues, as well as "mixed-race" issues</p> <p>Co-sponsor the Multicultural Health Fair</p> <p>Maintain services in the summer, particularly to meet the needs of international students and on-campus families</p>	Health Center	<p>Possible funds needed for outside trainers</p> <p>Significant funds for staff</p>	<p>Completed</p>
	<p>Train staff regarding diversity development and support issues</p> <p>Explore the means by which we can increase integration in the halls and address the systematic factors that influence housing choice and placement.</p> <p>Develop a Diversity House</p> <p>Create a 12-month hall or residential house so that international and others students are assured a place to stay</p>	Housing and Residential Life	<p>Existing budget</p> <p>Staff time</p> <p>Staff time</p> <p>Significant funds for physical plant and staff</p> <p>Additional funds for staff</p>	<p>Completed</p> <p>Completed</p>
	Maintain the International Students and Scholars office	International Student Office	Existing budget	Completed
	<p>Develop and facilitate workshops on recruiting and retaining diverse memberships in student organizations</p> <p>Assure that SEC is actively recruiting a diverse group and reaching out to</p>	Involvement, Office of Student	Staff time only	

	diverse students when making programmatic decisions Assure that Yearbook, Radio Station, Family Weekend, Homecoming, Ram Tours, etc. are reflective of a diverse population			
	Train student staff to be aware, understanding and supportive the concerns of diverse individuals Reach out to diverse individuals when recruiting	Judicial Affairs	Staff time only	
	Co-sponsor relevant conference and services Train student staff to be aware, understanding, supportive of, and to reach out to diverse individuals in all programmatic and staffing issues	Leadership Development, Center for Student	Additional funds for programming	In progress In progress
	Assure that the Cigar is inclusive in staff and content Assist the Student Senate as it tries to attract and maintain a diverse membership Assure that retail establishments, architecture and art are reflecting a diverse student body	Memorial Union	Staff time only	
	Maintain the Multicultural Center Expand services and programming	Multicultural Center	Additional funds for programming and staff	In progress
	Train staff and develop educational material geared toward underrepresented students	Substance Abuse Services	Possible funds if for outside trainer	
	Develop a Women's Center Develop a living environment for Women in Science and Technology Develop a mentoring program for female students of color	Women's Center	Additional funds needed for programming and staff for Rose Butler Browne Leadership and Mentor program	In progress (limited due to lack of funds)
	Implement educational, training, and consulting services regarding violence against women prevention	Violence Prevention	When grant is finished, funds will be needed for staff and programming	In place
Mentoring	Develop a Peer Mentoring Program for students from underrepresented groups		Staff time needed Funds needed for recruitment materials and programming	
	Correspondingly, develop and implement programs to strengthen ties with alumni from underrepresented groups, providing on-campus and outreach social support and networking opportunities	Alumni Affairs Multicultural Center	Staff time needed Funds needed for recruitment materials and programming	

C. Outreach

Section	Item	Responsible parties	Budget Implications	Timeline
Upperclass / alumni mentoring	Develop an upper level / alumni mentoring program for students from underrepresented groups in order to prepare these students for the transition to the workplace	Career Center Alumni Affairs	Staff time Funds needed for recruitment materials and programming	
College prep	Sponsor college application workshops; different language workshops or interpreters may be necessary	Admissions multicultural student organizations	Staff time Funds needed for recruitment materials and programming	
	Sponsor Financial Aid workshops; different language workshops or interpreters may be necessary	Financial Aid multicultural student organizations	Staff time Funds needed for recruitment materials and programming	
	Sponsor standardized test prep in conjunction with HS Guidance Offices	Admissions Counseling	Staff time Funds needed for recruitment materials and programming	
Pre-college on-campus programs	Create workshops / information sessions for underrepresented potential students as part of traditional recruitment days (Junior Day, Meet the University, Welcome Day, etc.)	Admissions Multicultural Center multicultural student organizations	Staff time needed Funds needed for recruitment materials and programming	
	Partner with local high schools to develop and implement leadership development workshops, conferences, and services; assure that underrepresented group issues are included	Center for Student Leadership Development multicultural student organizations	Staff time Funds needed for recruitment materials and programming	

D. Curriculum

Section	Item	Responsible parties	Budget Implications	Timeline
	Assure equal access to information regarding and employment opportunities o all students within a program / department	Academic Department Chairs	None	
Course content	Assure that classes that increase the awareness, understanding and support of concepts of diversity, (underrepresentation, discrimination, oppression, marginalization) and enhance the cultural competence of students are part of the General Education requirements	Faculty Senate	None Possible training time for faculty, summer stipends, release time	
	Increase infusion of diversity issues across the curriculum and in all academic majors	Faculty Senate Department Chairs	None Possible training time for faculty, summer stipends, release time	
	Assure that all sections of URI 101, including major-specific and special sections, address diversity and work toward the goal of student cultural competence	University College Faculty Senate Department Chairs	None Training time for faculty	
Faculty and academic support staff training	Provide training for new and current faculty regarding legal and developmental disability issues	Disability Service for Students	Grant in place	In progress
	Provide training for new / current faculty regarding issues of diversity and classroom climate (i.e. becoming a culturally competent instructor)	IDP PDLOT	Possible addition of staff to PDLOT and/or IDP; Training time for faculty	
	Assure cultural competence training for Academic Advisors	PDLOT	Possible addition of staff to PDLOT Training time for faculty	
	Assure that academic support services hours meet the needs of non-traditional and commuter students	Academic support services	Possible funds for staff for additional hours	
	Maintain / continue to fund the Multicultural Faculty Associates		Training time for staff; Funds for training materials; Release time for coordinator (course equivalent)	
Instructor Evaluation	Revise the SET to include issues of diversity, cultural competence, and classroom climate related to issues of difference	Faculty Senate Student Senate	Faculty / Staff time only	
Diversity Minor	Develop an inter-disciplinary minor in Diversity Studies	Ad hoc committee	Faculty / staff time Minimal funds for materials	
International Education	Foster faculty and student exchange programs and other international education opportunities that enhance cultural competence, Increase percent of student studying abroad.	Office of International Education in conjunction with Academic Departments / Programs		In progress
Curricular research and development	Provide internal funding for research on diversity and related issues for assessment, evaluation, recruitment, retention and academic progress and achievement	Faculty Senate Academic Department Chairs	Faculty / staff time; Minimal funds for materials; Additional (possibly significant) funds for RFPs	
Library Resources	Develop a reference data base for research, classroom strategies, curriculum, conferences, etc. related to diversity and cultural competence	Library	Staff time; possibility of additional staff	
	Assure comprehensive diversity and cultural competence holdings, including relevant training materials	Library	Staff time; possibility of additional staff	

E. Communication

Section	Item	Responsible parties	Budget Implications	Timeline
President's Statement on Diversity	Provide a statement about the University's commitment to and action taken regarding diversity for use on web, in catalog, view book, etc.	President's Office	None	
Advancement	Assure that all publicity materials and media reports and promotions reflect a diverse community, in design, language, and visual additions	Advancement (publications)	None	
	Assure that catalogs and handbooks contain a statement by the president on the University's commitment to and action taken regarding diversity	Publications departments	None	
Calendar	Create a Master Calendar to avoid scheduling conflicts and competition for participants and to better publicize educational and co-curricular initiatives	Student Program Advising Office Memorial Union Scheduling Multicultural Center Scheduling Athletic Scheduling Other scheduling offices	Funds to print and distribute the calendar	Already in place; Additional funds needed for wider distribution
	Assure that the web page contains the President's statement on diversity.	Webmaster	None	
Web	Put the Master Calendar on-line	SPAO; Webmaster	None	
	Assure quick links to diversity resources	Webmaster	Staff time	
	Assure that web sites highlight not only the mission of each department, but the inclusive atmosphere that they seek to create (both outcome and process statements)	Department Chairs Department Webmasters Office / Program Directors	Staff time	
Job Seekers	Link Human Resources home page to President's Statement on Diversity	Human Resources	None	
Relevant Forms	Examine and update forms to reflect cultural, religious, sexual orientation, etc. concerns as appropriate	All departments	Staff time Existing budget (to update forms)	
Relevant Reports	Assure evaluation and reporting strategies regarding diversity efforts			
	Regularly seek qualitative and quantitative information from the University community regarding campus climate			
Campus Atmosphere	Assure that current and new environments, showcase diversity	SPIR Capital Projects	Existing budgets	
Career opportunities for students	Assure equal access and broad communication regarding information about employment opportunities	Career Center Department Chairs MCC, TD	Existing budgets	

F. Policy and Structure

Section	Item	Responsible parties	Budget Implications	Timeline
Personnel	Set goals and action plans for staff diversification; assure that discussions of differing perceptions of diversity are part of the process	Deans and Department heads in conjunction with Human Resource and Collective Bargaining Units	Possible additional funds for expanded recruitment	
	Facilitate discussions with staff in inclusive recruitment strategies whenever a search is forthcoming	Department Heads Affirmative Action	Existing budgets	
	Advertise positions in a wide range of publications that attract a diverse readership	Departments / search chairpersons	Possible additional funds for expanded recruitment	
	Evaluate and reward department-defined diversity enhancing activities of staff	Deans Department chairs	Funds for relevant raises	
	Include department-defined diversity enhancing activities as part of the tenure process Provide a clear statement regarding how diversity-supportive activities and teaching will be part of the tenure process	Provost Deans Department Chairs Provost	Existing budgets	
	Assure that, during the exit interview, questions regarding the diversity climate are asked and that information is passed to the appropriate individuals	Human Resources Affirmative Action	Existing budgets Staff time	
Grievances	Publicize policies, grievance, and reporting procedures	Affirmative Action Relevant Committees	Funds for materials	
	Create advocate system to facilitate reporting of harassment	Harassment Sub-Committee	Significant staff time	
	Publicize and enforce requirements for Uniform Reporting Law	Affirmative Action	Staff time	
Domestic Partners	Develop a Domestic Partners benefits program	Heterosexism and Homophobia Committee Human Resources	Significant funds for additional benefits	
	Assure the domestic partner benefits are included in Graduate Assistant benefit packages	Heterosexism and Homophobia Committee Human Resources Graduate Student Association	Significant funds for additional benefits	
Family Friendly	Develop a daycare system that meets the demand of the University community	Family Friendly Committee	Significant funds for physical plant and staff	
	Assure that daycare center hours reflect the diversity of needs of the University community.	Daycare Center	Funds for staff	

G. Recruitment

Section	Item	Responsible parties	Budget Implications	Timeline
Undergraduate Students	Set admissions goals based on the collective populations of the "draw states"	Admissions	Staff time	
	Sustain a Minority Recruitment Officer; financially support the recruitment activities of this person	Admissions	Staff time Travel and recruitment materials	
	Develop a small group of undergraduate minority students to assist the Minority Recruitment Officer	Admissions	Staff time (development and supervision) Travel	
	Purchase list of high school students of color who took SAT and achieved "high" scores; use this list for additional contacts and recruiting	Admissions	Cost of list Additional staff time for recruiting	
	Maintain Special Programs for Talent Development	Talent Development	None	
	Provide additional merit and need based scholarship funds for underrepresented students not covered by TD or Centennial Programs (including out of state students from draw states)	URI Foundation Development Office Financial Aid Admissions	Fundraising efforts	
Graduate Students	Partner with undergraduate institutions to identify promising minority graduate students	Graduate Admissions	Possible additional staff Recruitment materials	
	Create additional scholarships and fellowships for graduate students from underrepresented groups	Graduate Admissions Financial Aid	Significant staff time for development and operation Significant funds for scholarships and fellowships	
	Increase 1:1 recruiting time	Graduate Admissions	Significant staff time for development and operation	
Interns and Graduate Assistants	Assure that a wide audience is aware of intern and graduate assistant opportunities	Department chairs	None	
Faculty and Staff	Review and job descriptions before job searches begin	Human Resources Affirmative Action Department Chairs Unions		
	Set goals and action plans for staff diversification; assure that discussions of differing perceptions of diversity are part of the process	Deans and Department heads Unions	Possible additional funds for expanded recruitment	
	Facilitate discussions with staff in inclusive recruitment strategies whenever a search is forthcoming	Department Heads Affirmative Action	Existing budgets	
	Advertise positions in a wide range of publications that attract a diverse readership	Departments / search chairpersons Affirmative Action	Possible additional funds for expanded recruitment	
	Assure that search committees members represent varied racial, cultural, gender, etc. groups	Department /search chairpersons Affirmative Action		

H. Faculty and Staff Training, Development, and Retention

Section	Item	Responsible parties	Budget Implications	Timeline
Faculty and academic support staff training	Provide training for new and current faculty regarding legal and developmental disability issues	Disability Service for Students	Grant in place	
	Provide training for new and current faculty regarding issues of diversity and classroom climate (i.e. becoming a culturally competent instructor)	IDF PDLOT	Possible additional staff (trainer) Staff time Materials	
	Assure cultural competence training for Academic Advisors	IDF PDLOT	Possible additional staff (trainer) Staff time Materials	
	Assure that academic support services hours meet the needs of non-traditional and commuter students	Relevant departments	Funds for additional staff hours	
	Maintain / continue to fund the Multicultural Faculty Associates			