Strategic Theme II: Magis (‘More’ in Academic Excellence)

Preamble: The Office of Equity & Diversity aims to set the highest goals for the University to
1) enroll, educate and graduate the most magis oriented and diverse men and women for others;
2) recruit, nurture and retain the most magis orientated and diverse faculty and staff
Magis in education means: inclusive curriculum, diversity courses and collaborations between multicultural and international education, intentional value placed on divergent ideas and perspectives, scholarship by and for all students.

Priorities:
- Increase diversity through the recruitment and retention of students, faculty and staff of diverse backgrounds
- Strengthen policies to recruit and to maintain diverse faculty and staff in strategically important positions
- Invest in the students’ formation of skillful discernment, a tendency toward excellence and a love for service through Freshman Seminar, Internship Programs, Service.
- Expand opportunities for multicultural experiences for our campus community
- Integrate international study, internal diversity and service to the surrounding community
- To promote institutional transformation through comprehensive diversity awareness programming
- Promote academic excellence through contact and classroom diversity
- To maintain scholarly commitment to promoting diversity

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<th>Tactical Goals/Objectives</th>
<th>Actions</th>
<th>Timeline/Owner/Collaborators</th>
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| 1. Increase the diversity of our student body | - Set high but measurable and attainable recruitment goals for our domestic and international student recruitment.  
- Target name buys and searches for students of color in all high school levels in the northeastern United States.  
- Communicate with students identified through Venture Scholars Program.  
- Increase efforts to reach minority students through travel season.  
- Advertise in publications with proven minority patronage | - Admissions  
- Office of Multicultural Affairs  
- Program  
- Alumni Affairs  
- Civic Engagement |
| 2. Increase the diversity of our faculty & staff through affirmative recruitment and retention efforts | - Form and maintain relationships with minority students through learning communities  
- Increase number of enrolled students of color through yield activities (University of Success, United Cultures Leadership Institute)  
- Enhance Admissions website to address diversity  
- Engage in innovative recruitment programs and continue retention review activities for diverse/minority students  
- Project Grasp: Match potential students with students at the University.  
- Set high and measurable goals for our recruitment and retention of diverse faculty and staff.  
- Utilize Affirmative Action Plan to identify areas of underutilization and under representation.  
- Increase affirmative outreach to increase recruitment and retention of diverse faculty.  
- Develop a Diversity Liaison mentorship program to identify and train persons who will support an applicant of diverse background in a successful transition to the department of hire, the University, and the geographic region.  
- Develop guidelines/training initiatives for developing diverse applicant pools for those with hiring responsibilities  
- Determine sources of potential diverse applicants for advertising in the position posting process  
- Join established associations and registries for minority candidates  
- Identify ways to evaluate current diversity and set goals and benchmark for our diverse employment profiles | - Vice Presidents  
- Deans/Department Chairs  
- Human Resources  
- Office of Equity and Diversity |
| 3. Strengthen policies to maintain valued diverse faculty and staff in strategically important positions | • Actively recruit minorities and women into positions where they are underrepresented  
• Equip Search Committees with resources to target underrepresented populations  
• Explore development of incentive program to acknowledge and reward chairs and managers for successfully attaining departmental affirmative goals  
• Conduct annual audit and review of diverse hires and terminations in accordance with the University’s Affirmative Action Plan. | • Office of the Provost  
• Office of Human Resources  
• Office of Equity & Diversity  
• All Divisional Heads |
| --- | --- | --- |
| 3. To invest in the students’ formation of skillful discernment, a tendency toward excellence and a love for service through Freshman Seminar, Internship Programs, Service. | • Place valued diverse faculty and staff in positions of symbolic visibility  
• Motivate diverse faculty and staff through the affirmation of valued scholarship, mentorship and opportunities for collaborations in research and community service  
• Support valued diverse faculty and staff through merit and recognition, mentorship and affinity structures | • Office of the Provost  
• Faculty  
• CTLE  
• Office of Equity & Diversity |
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<th>4. Expand opportunities for multicultural experiences for our campus community</th>
<th><strong>Explore a variety of service programs designed to be accessible and attractive to all students</strong></th>
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<td><strong>Diversity conferences &amp; symposia</strong>&lt;br&gt;<strong>Diversity Lecture Series</strong>&lt;br&gt;<strong>Development of exposure and immersion experiences (e.g. trips to local museums, churches, synagogues, and cultural centers)</strong>&lt;br&gt;<strong>Enhance advertisement of cultural events</strong>&lt;br&gt;<strong>Utilize various campus media to highlight diversity related activities and the contributions of diverse faculty, students, and staff.</strong>&lt;br&gt;<strong>Network with community based organizations and other groups’ institutions such as NEPDEC</strong></td>
<td><strong>Public Relationships</strong>&lt;br&gt;<strong>Office of Equity &amp; Diversity</strong>&lt;br&gt;<strong>Social Action and Service Initiatives</strong>&lt;br&gt;<strong>Office of Multicultural Affairs</strong>&lt;br&gt;<strong>Weinberg Library</strong>&lt;br&gt;<strong>NEPDEC</strong>&lt;br&gt;<strong>LAANEPA</strong>&lt;br&gt;<strong>United Cultures Leadership Institute</strong></td>
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<td>5. Integrate international study, internal diversity and service to the surrounding community</td>
<td><strong>Strengthen Ethnic Studies through resources, collaborative scholarship and institutional support.</strong>&lt;br&gt;<strong>Encourage study abroad and service trips for all students, particularly diverse students.</strong>&lt;br&gt;<strong>Mentor diverse students through the exploration of excellence programs such as the Fulbright, SJLA and HPO</strong>&lt;br&gt;<strong>Integrate the exploration of diversity with international and intercultural discourse through dialog such as at Diversity Fair, Symposia, Conferences, etc</strong>&lt;br&gt;<strong>Strengthen travel courses to offer international scholarship and experience for students and faculty.</strong>&lt;br&gt;<strong>Reinforce existing programs &amp; collaborative scholarship in Mexico, Latin America (El Salvador), the Caribbean (Haiti) &amp; Africa (Uganda, Kenya, Rwanda).</strong>&lt;br&gt;<strong>Encourage frequent collaborations of on campus and off</strong></td>
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<td>6. To promote institutional transformation through comprehensive diversity awareness programming</td>
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| • Offer diversity training opportunities (about cultural diversity, gender issues, appropriate communication skills, and behaviors) for orientation and resident assistants to learn.  
• Design activities that promote diversity and build positive relationships among colleagues.  
• Raise diversity awareness, cultural sensitivity for faculty, staff & administrators.  
• Provide opportunities for campus community to collaborate on making a business and Magis case for diversity.  
• Develop tools to evaluate and assess the level of inclusion for diverse members of the campus community |
| • Office of Equity & Diversity  
• Academic Programs and Departments  
• Community Diversity Agencies (NEPDEC, LAANEPA, MLK Commission)  
• Office of Multicultural Affairs |

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<th>7. Promote academic excellence through contact and classroom diversity</th>
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| • Increase opportunities for contact diversity through recruitment and enrolment programs.  
• Review and promote Diversity designated courses on all programs.  
• Support the exploration of interdisciplinary, collaborative and inclusive programs and pedagogies.  
• Encourage classroom discourse on diversity, cross cultural communication and topics of global significance.  
• Encourage classroom contact with local cultural informants.  
• Institute instruments to measure effects of contact and classroom diversity on acquisition of diverse perspectives |
| • Faculty and Academic Programs  
• Academic Dean’s Offices  
• Office of Equity & Diversity  
• Admissions |
| 8. To maintain scholarly commitment to promoting diversity | • Use assessment data to improve programming.  
• Make inclusive pedagogy a core value of our Excellence in Academics  
• Continue to support the diversity initiatives and education for justice initiatives, with an emphasis on the examination of and a response to the connection between justice issues and diversity issues in ways that reflect the strengths and mission of the University.  
• Encourage and reward scholarship that connects academic excellence to diversity.  
• Support existing scholarship on Ethnic Studies, Gender/Women Studies, International Studies. | • Academic Dean’s Offices  
• Faculty and Academic Departments  
• Office of Equity & Diversity  
• CTLE  
• Office of Research Services |

For Diversity Strategic Plan on *Rei Solicitude*, click [here](#)