

## **Goal 1: Increase recruitment of marginalized and excluded faculty, staff, and students**

*DSA Goal Defined:* Establish diversity related minimum qualification statements for all DSA positions relative to each role and position description.

### **Analysis**

- Comprehensive review of all position descriptions in the division for responsibilities as they relate to diversity
- Specific review of minimum and preferred qualifications to see where language related to diversity and/or inclusion are or are not reflected
- Utilize statements written by OEO as guides for developing more specific statements for the DSA

### **Design**

- Develop clear expectations for each level (e.g., entry, technical, entry level, mid-level, and leadership) and type of position
- Draft sample statements and present to various DSA subcommittees
- Present to VP Council for feedback & revise based on feedback
- Present to DSA Directors to get feedback
- Revise based on feedback and send to HR & OEO to get final approval on language and usage of statements

### **Implementation**

- Communication plan to entire division of the usage expectations
- The Talent Manager for Organizational Development will plan and deliver in-person trainings for Search Chairs and Hiring Authorities to work on position descriptions and learn about appropriate usage of statements. Search committees will determine criteria to assess “experience in diversity” based on function of the position. Common resources will be provided to the division to develop department & role-specific criteria.
- Carmen Rivera will spearhead the initiative via direct collaboration with the DSA VP Council and Directors
- Statements and usage protocol submitted to OEO for approval by June 2018
- Presentation to DSA Directors in August 2018 by Carmen Rivera
- Full implementation beginning August 2018 by whole division

### **Evaluation**

- All positions will have a DSA diversity related minimum qualification that has been approved by OEO
- Track increase in diverse representation in applicant pools to open positions
- Track increase in attracting people who demonstrate commitment to diversity in application materials

## **University Goal 4: Cultivate an inclusive institutional climate**

*DSA Goal Defined:* Update all position descriptions to better reflect the work of and our commitment to diversity & inclusion specific to each role.

### **Analysis**

- Comprehensive review of all position descriptions in the division to assess representation of responsibilities as they relate to diversity
- Collect feedback from people in the role as to how their job directly relates to working across and within difference to promote inclusive excellence

### **Design**

- Identify point person in each unit to take the lead on review of all position descriptions
- Develop timeline to review all position descriptions
- Host in-person interactive workshops to work position descriptions with support to accurately capture what commitment to diversity and inclusion looks like in the various positions
- Have consistent language across similar employment types (e.g., entry, technical, entry level, mid-level, and leadership) and roles where appropriate

### **Implementation**

- All position descriptions have clear diversity and inclusion aspects of the job captured in them by January 2020
- Carmen Rivera will host division-wide workshops in Fall of 2018 to help departments update their position descriptions
- Full review complete by each department by May 2019

### **Evaluation**

- Spot check across division to ensure implementation of language clarification and inclusion

## **Goal 3: Develop cultural competency of all faculty, staff, and students**

*DSA Goal Defined:* Formalize DSA Inclusive Excellence Team

### **Analysis**

- Utilized DSA Quality of Life Survey and Campus Climate Survey data
- Evaluate policies, procedures, approaches to all areas of DSA work from a MCOB perspective
- Conduct a review of peer institutions websites to ascertain how diversity and inclusion is represented
- Identify gaps in terms of opportunity and attention to particular identities

### **Design**

- Establish committee representing cross-section of division, inclusive of employment type that focuses on building inclusive excellence and multicultural responsibility across the division
- Develop short-term & long-term goals
- Select a theoretical frameworks and conceptual models to ground approach

### **Implementation**

- Develop committee structure and design
- Select members and decide meeting frequency
- Develop communication plan with the entire division
- Kathy Sisneros and Carmen Rivera will take the lead on co-chair the group
- Team will begin meeting during the summer of 2018

### **Evaluation**

- Is there a demonstrable change in units within the division of student affairs based on the activity of the DSA Inclusive Excellence team? Are units seeing/experiencing value (output) based on the creation of this team?
  - DSA Inclusive Excellence Team will help departments develop basic objectives and be sure that they are
- Assessment of DSA knowledge and understanding of the creation of the DSA Inclusive Excellence Team and it's purpose. Do others in the division know about this team and are they aware of the stated short-term and long-term goals?