

Organizing the Diversity Planning Effort

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Overview

- What Drives Diversity Planning
 - Diversity Models at Universities
 - The Role of the Chief Diversity Officer
 - The Diversity Plan
 - The Planning Process
 - Initial Steps
 - Large Group Feedback
 - Small Group Dialogues: Current Efforts, Pressing Needs
 - Large Group Reports
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Four Strategic Drivers for Diversity Planning

- ❑ Legal and political dynamics
- ❑ Changing demographics
- ❑ Emergence of a post-industrial knowledge economy
- ❑ Persistent social inequities

Williams and Clowney, "Strategic Planning for Diversity and Organizational Change."



What is Diversity?

- Diversity is often broadly defined to include all aspects of human differences, including but not limited to: economic status, race, ethnicity, nationality, gender, religion, sexual orientation, disability and age.
- It is sometimes defined in terms of the actions taken regarding differences.

Cornell Thomas and Carolyn Hernandez, "Attaining and Sustaining a Diversely Inclusive Campus Environment."



Academic Diversity contributes to quality in higher education

- *Mission*: commitment to educating students to function and thrive in a pluralistic and global society
 - *Scholarship*: there is a demand for new scholarship that engages issues of diversity
 - *Institutional Viability*: to have community credibility, we need diversity at all levels
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Three Existing Diversity Models

- ***Affirmative Action/equity Model***- to reduce overt forms of discrimination, spur changes in demographic representation
- ***Multicultural Model*** - culturally aligned services, programs, initiatives and offices
- ***Academic Diversity Model***- defines diversity as an essential environmental condition for providing a high quality learning experience.

*We need to develop a powerful **multi-dimensional model** that will capitalize on the strengths of each.*

Williams and Clowney, "Strategic Planning for Diversity and Organizational Change."



Chief Diversity Officers

- Collaborative Officer Model- oversees a small staff focusing on lateral coordination. Collaboration, coordination and partnership are key.
- Unit Based Model – Creates more vertical capability, other diversity officers, program specialists, etc.
- Portfolio Divisional Model – most vertically integrated, with as many as 10 units.

All are change agents and relational leaders who encourage and drive change.



What Diversity Plans Usually Include

- Documentation and recommendations regarding diversity issues and campus *climate*
 - Recommendations to *increase the diversity* of the student, faculty, staff and administrative bodies
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Our plan needs to go further

- ❑ Document current diversity capabilities and how to strengthen our efforts
 - ❑ Consider actions for strengthening diversity leadership in the organization of UNM
 - ❑ Recommend how to bring *continuity and cohesiveness* to our efforts
 - ❑ Define leadership and team responsibilities
 - ❑ Strategies for implementation and accountability
 - ❑ Recommend marketing and communication strategies
 - ❑ Delineate the resources needed for support
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Example #1: U. California Riverside

Action plans evolved around these challenges:

1. Developing a shared and inclusive understanding of diversity
 2. Creating a welcoming campus climate
 3. Recruiting, retaining and successfully graduating a diverse student body
 4. Recruiting, advancing and retaining a diverse faculty and staff
 5. Developing a curriculum that supports the diversity goals of the University
 6. Diversifying university leadership and management
 7. Organizing for change to support diversity goals
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Example #2: University of Chicago

Action plans evolved around these challenges:

- Executive level communication
 - Recruitment and retention of faculty of color
 - Curricular development
 - Reconstitution of Office of Minority Student Affairs
 - Diversity and sensitivity training
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Context: Regents Goals for the President

Goal #4: Diversity of Leadership, Faculty and Staff

- Develop and execute a plan to ensure that UNM is able to recruit and retain diverse and talented leaders, faculty, staff and students that reflect the diversity of the state of New Mexico.
 - This includes the completion of a diversity action report card for the major components of UNM.
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Position for Meaningful Change:

August:

- Organize initial resources
- Benchmark diversity models
- Develop concepts and timeframe
- Communicate the planning strategy
- Identify the steering committee, organize campus wide meetings

September:

- Campus-wide dialogues to strengthen decisions and advocacy
- Senior leaders begin to champion and guide the change journey
- Steering Committee begins to convene; **work includes analyzing feedback and identification of key themes and issues**

October-November:

- Develop the strategic plan for diversity with ongoing dialogue
- Collaborative teams will provide implementation and provide continuous improvement.

December/ January: Present plan to Regents.



Draft Vision Statement for Diversity at UNM

- The University of New Mexico will advance and sustain an environment that values differences and inclusiveness for all members of its community and will promote diversity as an essential element in fulfilling its mission of student success, teaching, scholarship, public service, cultural competence and community engagement.
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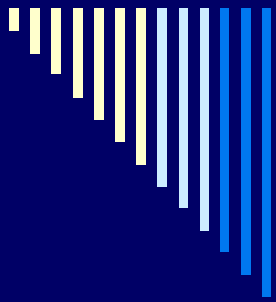
Draft Mission Statement for the Division of Institutional Diversity

- **The UNM Division of Institutional Diversity** supports system-wide diversity initiatives to enhance student recruitment and retention, academic excellence, employee diversity and a campus climate that embraces diversity as an essential element to the fulfillment of the university mission.
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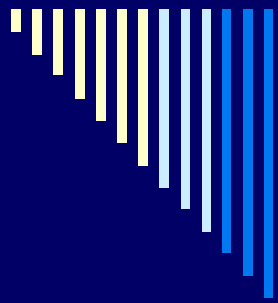
Emerging Goal #1: Creating an inclusive campus climate

Issue or Need	Response	Desired Outcomes
Unclear sense of campus climate	<ul style="list-style-type: none"><input type="checkbox"/> Conduct campus climate surveys<input type="checkbox"/> Regular meetings<input type="checkbox"/> and forums	Provide data for planning and strategic actions



Emerging Goal #1: Creating an inclusive campus climate

Issue or Need	Response	Outcomes



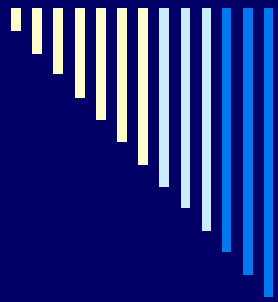
Emerging Goal #3: Recruiting, advancing and retaining a diverse faculty and staff

Issue or Need	Response	Desired Outcomes



Emerging Goal #4: Championing curriculum development that supports diversity goals

Issue or Need	Response	Desired Outcomes



Emerging Goal #5: Diversifying UNM's leadership and management

Issue or Need	Response	Desired Outcomes



Discussion:

Whole group feedback on the planning process
and emerging Diversity Plan

Small group discussion on:

1. What are the most pressing needs that should be addressed in the diversity plan?
2. What are the major diversity initiatives under way that are especially meaningful to diversity efforts?
3. What gaps seem apparent in the current emerging plan?

Whole group report out/debrief
