



HLC Accreditation Evidence Document

Title: Diversity Council Framework for Strategic Action, Plan and Recommendations

Office of Origin: Division for Equity and Inclusion

Description: A 2013 document from the assembled Diversity Council at that time that outlines a number of recommendations and initiatives to improve the university's faculties to "address issues of inequity that impede student success" (pg. 1).

Date: 2013

Diversity Council Framework for Strategic Action Plan and Recommendations

Draft dated: January 28, 2013

Introduction

The subject of diversity has for over a decade been part of an ongoing, nationwide conversation. It began in 1997 with *Gratz and Hamacher v. The Regents of the University of Michigan* and a U.S. Supreme Court decision affirming the use of race in admissions decisions at the University of Michigan Law School. As a result of the Court's decision, colleges nationwide were challenged to connect their educational quality and inclusion efforts more fundamentally and comprehensively. Today the talk concerns *Abigail Fisher v. University of Texas*, a case recently argued before and presently awaiting decision by the U.S. Supreme Court. Once again, the path of affirmative action will soon be altered. Irrespective of the Court's decision, however, UNM remains uniquely situated in the national debate. Where other campuses have struggled to become more diverse, UNM, because of its location in New Mexico, already is. According to the Fact Book (2011), UNM's student body is comprised of nearly equal numbers of Hispanics (37%) and Anglos (38%) and a representative number of Native Americans (10%), Asian Americans (3%), and African Americans (2%). Much to UNM's credit, these numbers mirror figures gathered by the U.S. Census Bureau for the same (2011) year, almost exactly. Also to its credit, UNM's educational mission embraces diversity at its core.¹ UNM's Mission, Vision, and Value Statements all emphasize diversity as the University's unique strength, and UNM is poised to be a leader in issues of diversity, equity, and inclusion in the national landscape. Six-year graduation rates for undergraduates, however, speak to long-term trends of inequitable graduation outcomes by race and ethnicity. The undergraduate cohort illustrates a profound race gap in graduation rates: underrepresented students simply don't have the support they need to graduate.

Recognizing the implications of an historic race and ethnicity gap in graduation rates, the current UNM administration seeks ways to address issues of inequity that impede student success. The concrete measures outlined herein proceed from a fundamental belief that student graduation rates are but one marker of a gap in student achievement, and that measures taken to ensure Diversity, Equity, and Inclusion at the University of New Mexico benefit all members of the UNM community as well as the people of the State of New Mexico. Thus, the task of UNM's Diversity Council is not so much to create diversity as it is to ensure inclusion of and accessibility for all members of its diverse community, and in doing so to examine the dynamics of inclusion and exclusion for groups of people that have experienced inequitable treatment over a long period of time.

Accessibility and inclusivity, as this report emphasizes, must be seen as a process. In a seminal study commissioned by the Association of American Colleges & Universities entitled *Making*

¹ UNM's Mission Statement lists its first strategic priority as to "foster a vital climate of academic excellence that actively engages all elements of our community in an exciting, intellectual, social, and cultural life" (I). According to the Mission Statement UNM must strive to "Develop a sense of campus community that supports the success of all students, faculty, and staff by engaging them in an active and diverse intellectual life" (I.D.).

Excellence Inclusive, Jeffrey Milem (University of Maryland), Mitchell Chang (University of California at Los Angeles), and Anthony Antonio (University of Maryland) argue that the benefits of diversity are *not* automatic and do not simply occur from being on a diverse campus. Rather, educators must work in intentional ways to increase educational benefits for students and for the institution. This report will identify and analyze the function of various groups UNM has put in place to address issues of diversity, equity, and inclusion. With an eye to establishing organizational structures as well as heightening the effectiveness of those that already exist, the Diversity Council Report (DCR) will then make recommendations as to how a university-wide process of diversity, equity, and inclusion can be put into place and bolstered by UNM Leadership, and what Leadership should be looking at to gauge the success of its efforts.

Background & Context

UNM has a long and complicated history of making attempts to address issues surrounding diversity, equity, and inclusion. In the past dozen years, turnovers in administration, fiscal crises, and an attrition of faculty have diminished morale on all levels, so that efforts to tackle complex problems have at times seemed tinged with an aura of systemic dysfunction: in short, a lack of progress, both quite real and perceived, has been the result of too few personnel trying to do too much with too little funding over too long a period. The present administration, however, while acknowledging monetary shortfalls, has encouraged faculty and students with its visionary and energetic leadership. In Fall 2011 Provost Chaouki Abdallah commissioned a 22-member Diversity Council comprised of faculty, staff, and students to (1) review documents drawn up by previous committees as well as diversity plans from peer institutions so that it could (2) recommend a course of action for UNM to better address issues of diversity, equity, and inclusion. The results of this year-long process are summarized here in the Diversity Council's Report (DCR) dated October 2012, and are the subject of a more extensively detailed forthcoming report.

While the "Recommendations" section of the DCR enumerates plans and initiatives that take into account previous efforts to address issues surrounding diversity, equity, and inclusion, the primary strength of the DCR is the proposal of a re-envisioned organizational structure that emphasizes diversity, equity, and inclusion in ways that will transform and sustain UNM culture.

Findings

It should come as no surprise to administrators that excellence and inclusion go hand-in-hand. Growing evidence suggests that undergraduates who have more frequent experiences with diversity tend to be more engaged, and are more likely to persist and graduate than their counterparts who lack such experiences (Ibarra, 2001; Kuh, 2005; Martinez 2010) (Sleeter and Grant 1999). The kind of campus-wide transformational diversity that the Diversity Council seeks to achieve is anchored in understanding and challenging social inequalities based on race, gender, social class, religion, sexual orientation and disability in U.S. and Global Society. Numerous research-based studies examining the impact of diversity on students and educational outcomes have produced extensive evidence that transformational diversity has a positive impact on all students, minority and majority (Smith et al. 1997). In its history of grappling with issues of diversity and inclusion, UNM has identified key areas in need of improvement. There has

been, historically, no shortage of educational innovation. In a section entitled “Islands of Innovations with Too Little Influence on Institutional Structures,” the authors of *Making Excellence Inclusive* cite innovations like those occurring on the UNM campus that have cropped up nationwide. These authors go on to argue that “without structures to link innovations, the impact of these innovations is isolated rather than pervasive” (Milem, Chang, Antonio 2005).

As a preface to setting structures, the authors of *Making Excellence Inclusive* emphasize the value of a multidimensional approach that engages all students and focuses on process. The Diversity Council’s Report includes recommendations for interconnected structures that link (1) Leadership, (2) Curriculum, (3) Faculty and Staff Needs, (4) Student Initiatives, and (5) Community-Based Research and Learning in a strategic and comprehensive framework aimed at creating an inclusive atmosphere accessible to all UNM students.

Recommendations

1. Leadership

Clarify and articulate UNM’s vision and message: President Frank’s vision for establishing UNM as a model campus for diversity, equity, and inclusion should be articulated into a message with language that, once clarified, should be incorporated into every major communication from President Frank to faculty, staff, students, parents, and the greater community. This vision and message should be a focal point of President Frank’s inaugural address. President Frank should revisit UNM’s value proposition and revise it to explicitly funnel resources into the promotion of Diversity, Equity, and Inclusion (DEI) with accountability.

Ensure that DEI values are consistently demonstrated by UNM leaders. Establish behavioral expectations, core competencies, and goals for executive leaders, along with a system of support and reinforcement with accountability. For Diversity, Equity, and Inclusion to become real to all members of the UNM community as core values, DEI must be consistently demonstrated by UNM leaders. Therefore, President Frank should work with his Executive Cabinet to develop and execute a Plan for UNM’s leadership to champion diversity, equity, and inclusion in highly visible ways. Elements of this Plan should include but not be limited to (1) education for leaders to develop accountability structures for every dean, chair, and director, (2) regular discussion of progress and barriers to DEI in executive cabinet meetings, (3) development of leader-specific goals at the college, departmental, and program-levels, and (4) incorporation of those goals into annual performance reviews for all deans, chairs, program directors, and academic program reviews for all departments.

Identify and engage “early adopters” within the UNM community. UNM Professor Everett Rogers was one of the first researchers to study and describe how new—and sometimes controversial—ideas make their way into society and ultimately become the social norm. In his book *Diffusion of Innovations*, Dr. Rogers suggested that innovation begins with approximately 2.5% of a population, and that an additional 13.5% are poised to become “early adopters” of that innovation. If the idea of establishing UNM as a model campus for DEI is thought of as an “innovation,” then it follows that there are faculty, staff and students for whom this vision will strongly resonate, and for whom taking positive action will be a natural next step. Identifying and engaging those individuals during the first few months of President Frank’s term in office

will be necessary to any successful effort to shift campus culture to anchor work in diversity, equity, and inclusion.

Identify key indicators of success, and align incentives with the desired outcomes. Develop a set of key indicators that will enable the campus community to measure its progress in achieving markers of inclusivity and accessibility over time. Key indicators should highlight new behaviors adopted by administrators, faculty, staff, and students and reward innovation. As well, real consequences—both positive and negative—must be established and honored. For example, how have department-level graduate advisors worked to attract, retain, and graduate doctoral and masters level students from diverse backgrounds? How have departments hired and retained diverse faculty in tenure-track positions?

Expand Office of Diversity, Equity, & Inclusion to include additional staff lines. Two additional staff positions are needed: 1) Curriculum Coordinator to oversee 3-credit U.S. & Global Diversity & Inclusion requirement, and 2) Associate Vice-President of Diversity, Equity, & Inclusion to assist Vice-President with coordination of strategic planning.

2. Curriculum

Implement 3-credit U.S. & Global Diversity & Inclusion university-wide requirement. To better respond to shifting demographics, nearly every one of UNM's peer institutions in the Southwest, along with the most well-recognized institutions nationally, have implemented diversity requirements into their degree requirements and/or core curricula. For example, Arizona State University requires three separate diversity courses for all undergraduates and Texas A & M requires two courses. At UNM this oversight hampers the success of undergraduates as lifelong learners who will work successfully with broadly diverse populations in their professional lives as teachers, lawyers, engineers, architects, social workers, medical professionals, etc. Moreover there is growing evidence that students who have had exposure to diversity learning outcomes engage in deep learning and have better engagement, retention, and graduation rates (Kuh 2005); as well, students not well-versed in the issues and ethical considerations involved in working with diverse communities are disadvantaged as they enter an increasingly global labor market.

The purpose of the 3-credit U.S. & Global Diversity & Inclusion requirement is to **promote a broad-scale understanding of the dynamics of inclusion and exclusion among diverse groups of people who have experienced historic, or are currently experiencing, inequitable treatment in the U.S. and/or in the global context.** It is imperative that students demonstrate critical literacy pertaining to the dynamics of diversity and inclusion by race, gender, class, sexual orientation, ethnicity, religion, and disability in the U.S. and global context. It is also important that UNM's curriculum reflect values that demonstrate UNM's commitment to diversity. The proposed university-wide 3-credit undergraduate U.S. & Global Diversity & Inclusion requirement speaks directly to this need. It is expected that leadership from the Faculty Senate, in consultation with the Diversity Council Curriculum Committee, will engender constructive conversations among the various units, departments, and programs that make up each college across the university, as well as self-reflection via constructive conversations on topics that range from the ideological to the pragmatic.

Institute a system of annual curriculum action plans and accountability at the college, department, and program levels. Create a system of annual action plans and accountability on equity and inclusion vis-à-vis curriculum for all departments and programs across campus. All departments and degree-granting programs must show how their curriculum demonstrates their commitment to diversity and inclusion in U.S. society. This commitment may be reflected in a variety of ways: (1) traditional course offerings that include learning outcomes that pertain to diversity and inclusion in U.S. society; (2) field experiences or local community projects that advance diversity, equity, and inclusion by race, class, gender, sexual orientation, disability, and/or religion in U.S. or global societies; (3) other creative work at the local, national, or global level that nurtures equity and inclusion in U.S. and/or global societies (e.g., efforts to diversify the profession). For example, each department should be encouraged to institute a permanent department-level or program-level Diversity, Equity, and Inclusion Taskforce or Committee that develops annual action plans and identifies strengths and challenges for individual colleges, departments, or programs in these areas. These action plans should be part of Chairs' annual reviews of individual faculty, Deans' evaluations of Chairs and ten-year academic program reviews of departments, as well as the Provost's evaluation of Deans, and the President's evaluation of the Provost and the Regent's evaluation of the President. To facilitate this process, departments should be required to hold mandatory in-service trainings on diversity, equity, and inclusion biannually during a regularly scheduled faculty meetings. Members of the Diversity Council in collaboration with other faculty and staff who have expertise in diversity, equity, and inclusion can help facilitate this training.

Evaluate whether courses value diversity and inclusion in learning outcomes. The student evaluation (IDEA form) should solicit student rankings from each course with the following statement: **The instructor incorporates concepts of diversity, equity, and inclusion in the course content. (Rate on a scale of 1-5.)** Qualitative data and qualitative survey or interview instruments should be tailored to particular areas of study and analyzed and adjusted annually upon recommendations made by the Diversity Council.

Create opportunities for faculty to participate in the national conversation on DEI and to develop courses that fulfill the 3-credit U.S. & Global Diversity & Inclusion undergraduate requirement. The 3-credit U.S. & Global Diversity & Inclusion requirement will *not* be effective in its pedagogical goal of transforming culture, nor in its pragmatic outcome of increasing student retention and graduation rates, without the backing of administrative vision and leadership. Rather than view "diversity" as a burden, faculty must want to develop new courses and explore issues of social relevance within their existing course content. Thus, UNM faculty must have opportunities to participate in the national conversation on issues of DEI. Speakers should be invited to present, faculty should be encouraged to contribute work and hear the work of their colleagues, and students should be included in this process of engagement. The Diversity Council Curriculum Committee should be charged with assisting and supporting departments to ensure partnerships with faculty in creating new courses and/or modifying existing courses to meet the 3-credit U.S. & Global Diversity & Inclusion undergraduate requirement. The Diversity Council Curriculum Committee members look forward to working with individual faculty interested in developing courses that fulfill the 3-credit U.S. & Global Diversity & Inclusion requirement.

3. Faculty and Staff Needs

All ads to attract prospective faculty and staff should include wording that showcases UNM’s demonstrated commitment to diversity and inclusion in terms of research, teaching, service, or other skills. Per the President’s articulation of UNM’s vision and message in the “Leadership” section of the DCR, a proactive statement should invite applications from candidates who through their research, teaching, service, or other skills have “demonstrated a commitment to diversity and inclusion.” This language, included in the *Faculty Search Committee Procedures Handbook* published by the Office of Equity and Inclusion and the Provost’s Office in 2009, needs to be implemented consistently in all job ads as the only non-negotiable, preferred, criteria in all jobs advertised by UNM (see *Faculty Search Committee Procedures Handbook*, Office of Equity and Inclusion and Office of Equal Opportunity, dated October 28, 2009). This minor change seeds transformation of the public face and human resources at UNM for generations to come.

Create a structure for Diversity, Equity, and Inclusion in postdocs. The inclusion of DEI postdocs ensures successful searches for tenure track hires. Use the model from Duke University or UNM-Chapel Hill to create more equitable and effective hiring practices using successful methods for attracting diverse candidates.

Create a mandatory Learning Community on DEI for all new faculty and staff. This one-semester seminar, hosted and facilitated by members of the Diversity Council, will address issues of diversity, equity, and inclusion in groups of 15-18 faculty per section. The completion of the proposed semester-long seminar should be a prerequisite to tenure and promotion of faculty and should be part of regular staff evaluations. These seminars can be funded by restructuring resources from the Office of Support for Effective Teaching (OSET), Title V Initiatives, and other initiatives that advance the professional development of faculty and staff as they will require faculty course reductions and/or extra compensation.

Hire and retain a diverse faculty. Since faculty members are charged with maintaining, creating, and expanding curriculum, mentoring students, serving as role models, expanding interdisciplinary research, bringing greater awareness to issues of diversity, enhancing equity and inclusion, improving campus climate, and providing outreach and connections with diverse communities, the hire and retention of a diverse faculty constitutes the single most important effort UNM leadership can undertake in creating inclusive excellence.

Support DEI and social justice research. UNM attracts scholars and researchers to its unique programs focused on health and health policy, ethnic studies, critical race theory, language literacy and sociocultural studies, women’s studies, southwest research, race and social justice, and communities unique to the Southwest, including but not limited to twenty-one Native American communities, Spanish conquistador and other historical contexts, along with unique opportunities to study the African diaspora, and Latin America, Central America, and Mexico. UNM needs to recognize programs and offices that enhance its unique expertise in racial and ethnic studies, southwest research, and social justice. Cluster hires in ethnic studies as well as joint appointments as evidenced by the RWJF Center for Health Policy at UNM testify to the success of focused efforts to achieve excellence by attracting diverse faculty. Additional strategic cluster hires of scholars who specialize in race or other areas of study that examine diversity and social justice could be made to advance these goals.

Require campus-wide staff and upper-level administration commitment to DEI. Staff members are an integral part of the UNM community but are often not included in DEI discussions and plans. Because DEI is a university-wide effort, UNM leadership should offer training, organizational learning resources, professional development opportunities, and recruitment and retention of underrepresented groups among UNM staff with the same rigor as DEI is addressed among administration, faculty, and students. Regular staff meetings should include agenda items that address issues and goals of diversity, equity, and inclusion.

4. Student Initiatives

Commit to student success initiatives. Equity does not exist in an educational environment where underrepresented students graduate at substandard rates; where men of color enter in smaller numbers and demonstrate the lowest success rates across the board. UNM has used its numerical diversity to its advantage, but has yet to successfully deliver on its value proposition. UNM student organizations propose that special emphasis be placed on minority student achievement. UNM must strive for fully equitable outcomes for all its population groups.

Recommendations based on undergraduate and graduate student needs:

Undergraduate Initiatives

Create a 15 member Student Diversity Council. Students from all academic levels (three from each grouping), including transfer students, should be represented. The purpose of the Student Diversity Council (SDC) is to explore and articulate issues of diversity and inclusion relevant to students, promote diverse learning in the classroom, present to campus, local, state, and national level highlighting best practices on student learning, engagement, and inclusion, and provide quarterly reports to upper administration on key factors that SDC sets out to accomplish based on student perspectives and experiences. Students can be given a Diversity Student Ambassador position possibly for credit through career services or another entity for their time and commitment. Specific activities to reach this goal include: (1) maintain a transparent and inclusive nomination process; (2) begin nomination process for one-year terms each year in December; and (3) report quarterly on progress.

Identify and connect students to supportive student programming. Map resources to identify programs and services that demonstrate success in working with students from diverse backgrounds to refer and connect students. Mapping can be provided in electronic, web, or paper format. An inventory of specific programs can be identified in conjunction with the Office of Student Academic Success that is currently inventorying all programs to ensure that initiatives are collected, and visible to the entire campus community. Specific activities to reach this goal include: (1) conduct campus and community-wide program and resource inventory; (2) host Sharing Best Practices for faculty, staff, and students in partnership with Office for Support for Effective Teaching and Student groups such as ASUNM and ethnic centers; (3) publish and disseminate publication with listing of best practices; (4) identify students who could benefit from academic coaching; and (4) provide academic coaching to help students reach their academic, personal, and social goals.

Establish student success through technology. The use of technology is critical to a student's academic success. Specific activities to reach this goal include: (1) develop early warning indicators that enable faculty and staff to refer students to appropriate advisors (this can be done in partnership with the Office for Student Academic Success and University Advisement center); (2) provide faculty information on referral process and Early Warning predictors that indicate a student might have problems using of technology; (3) actively participate in the development of the ONE STOP E-STOP to connect students to resources and services both virtually and physically; (4) implement new advising tools (Fall 2013) and collaborate with University Advisement Office to ensure that Office of Equity and Inclusion facilitates advisement of minority students to departments and programs using new advisement tool.

Share student voices and experiences by enhancing faculty development opportunities to create a student centered classroom environment. Work with OSET to provide workshops on "students-change perceptions-Thrive not survive; asset based not deficiencies." Specific activities to achieve this goal include beginning of academic year presentations at New Faculty Orientation, Deans' Council, Provost Committee on Student Academic Success (PCAS), department meetings, Student Affairs, and Advisors' Institute using data combined with student's personal stories, and optional workshops for faculty on teaching techniques for diverse learners.

Provide better subsidization for childcare for student families. Students cannot fully engage in studies when their need for childcare is not met. As well, the lack of affordable childcare prevents many student families from being able to stay in college. UNM Children's Campus currently offers a 25% discount on FTE childcare for student families. Still, the monthly fee for infants and toddlers exceeds the cost of tuition by one-third each semester. Pre-K and C-campus offer pro-rated drop-off fees, but childcare remains out of reach for student families. (Note as well that even with scaled costs, availability is scarce; the waitlist for UNM Children's Campus is currently upwards of 500, with a wait period of 2 ½-3 years.)

Employ students to increase student success. Students who are employed in campus jobs are more likely to succeed than those who have off campus employment (cite). Specific activities to reach this goal include: (1) give preference to students from underrepresented groups in need of on-campus jobs (2) increase student work study positions; (3) train student supervisors on student needs and student success predictors; and (4) provide greater awareness of career choices, internship opportunities, and employment.

Reinforce existing efforts made by Office of Student Academic Success (OSAS). Support OSAS efforts that promote inclusiveness, including (1) establish Lobo Women's Council. The Council will be co-chaired by the Directors of the Women's Resource Center and the Women Studies Program. Its function is to ensure that women are included in conversations about diversity, equity, and inclusion. (2) expand Men of Color Initiative and create other men's groups. The UNM Men of Color Initiative (MOCI) focuses on access and success for men of color and serves as an educational pipeline for students who enter UNM from CNM and K-12 schools. Create a funding stream to support focus on men's anti-violence and male ally programming; (3) Increase Breastfeeding Support Program. Increase number of Lactation Stations in each area of campus. Create a Lactation Station in Scholes Hall. This is necessary to clearly state to the UNM community that supporting mothers who work and go to school is a priority.

Graduate Student Initiatives

Create a graduate certificate in “Diversity, Social Justice, & Inclusion.” This graduate-level certificate, which would provide opportunities for graduate students to pursue diversity learning outcomes, could be comprised of 12 credit hours (four classes). Listed on graduate transcripts, this certificate would bolster resumes and curriculum vitae of graduates entering an increasingly diverse labor market (see University of Colorado, Colorado Springs “Diversity, Social Justice, and Inclusion” graduate certificate).

Identify and cultivate relationships with innovative thinkers from diverse groups of students. UNM Professor Everett Rogers’ model referenced in the “Leadership” section of the DCR applies to faculty as well as students. A strong link between administrators, innovative faculty, and their talented student counterparts benefits UNM and creates a path for current students to become future leaders.

Develop additional funding lines for students from underrepresented groups to conduct research. Provide funding for graduate students and undergraduates to pursue research opportunities. Hire 50-100 research assistants to focus on equity and inclusion and generate community-based research and/or interdisciplinary research (e.g., race, class, gender, religion, community-based research).

Reallocate graduate student funding to attract and graduate doctoral students from diverse backgrounds. Several years ago, Project New Mexico for Graduate Students of Color (PNMGC) was formed. As part of its mission PNMGC recognized departments that made important contributions to the recruitment and graduation of diverse doctoral students. Recognition such as this needs to take place on an annual basis. Assistance should be provided to departments that do not possess the human resources to achieve these important goals.

Create Graduate Advisors Diversity Council. Graduate advisors need to share strategies and best practices for attracting and mentoring graduate students from diverse backgrounds, with a special emphasis on doctoral students. The Graduate Advisors Diversity Council will convene twice a semester and report directly to Deans who will feed data and information to the Provost, including how many graduate students (by race and gender) apply and are admitted to each department or program. In addition each department should be required to report on progress it has made in creating an inclusive and attractive departmental climate for graduate students from diverse backgrounds.

5. Community-Based Research and Learning

Improve community outreach efforts by nurturing UNM’s civic mission. Both the broader Albuquerque community and more generally the population of the State of New Mexico contribute significantly to UNM’s diversity profile. As a public institution, UNM must ask, “What are we doing for New Mexico?” UNM’s relationship with communities statewide provides students a social obligation to serve communities as well as opportunities for vibrant academic and service learning experiences. The relationships UNM faculty and students maintain and develop with communities statewide afford students a vibrant academic experience and are critical to the well-being of the state.

Develop a comprehensive plan as part of the President’s 2020 Plan that will guide UNM’s mission by investing in and strengthening existing communities. In particular, engage in civic partnerships in low socioeconomic and ethnically diverse communities.

Mandate that all students, staff, and faculty who are engaged with community partners participate in community-engagement learning seminars co-facilitated by community members. The purpose of these seminars is to provide skills and knowledge needed to engage with community members in a way that values community knowledge and creates an atmosphere of mutual respect and reciprocity. These proposed seminars can count toward the 3-credit undergraduate “U.S. & Global Diversity & Inclusion” requirement proposed by the Diversity Council and included in the “Curriculum” section of the DCR.

Place greater value on community-based participatory research and community-based classes in the tenure and promotion process. The Diversity Council recommends that evaluation for tenure and promotion include input by a Community Committee and that service to the community be valued and rewarded equally with research and teaching.

Develop a Community-Campus Council that reports directly to the President or Provost. The composition of the Community-Campus Council should be 51% neighborhood residents and community leaders and 49% UNM affiliated participants. The purpose of the Community-Campus Council is to create an on-going dialogue with campus partners that nurtures trust, builds relationships, and ultimately engages in decision-making processes.

Celebrate UNM’s contributions to community on the homepage of UNM’s main campus and Health Sciences websites. Create an “Equity Hub” on the UNM website. The proposed “Equity Hub” should exist as a primary tab alongside “About UNM” on the homepage of UNM’s website. A sub-heading should list “Community-Campus Connections.” Additionally, UNM’s website should include an enhanced Community-Campus database that serves as a forum for students, staff, and faculty engaged with community partners to highlight activities that engage community members. The purpose of this proposed database is to provide transparency and help to coordinate efforts and solicit prospective collaborations.

Faculty apprenticeships in the community. New faculty should be invited to take part in a community-based course, which would prepare faculty for apprenticeships with community leaders. Members of the Diversity Council will facilitate this proposed seminar-style course. These seminars will emphasize diversity, equity, and inclusion and can be offered in partnership with OSET in tandem with the mandatory Learning Communities on DEI for all faculty and staff.

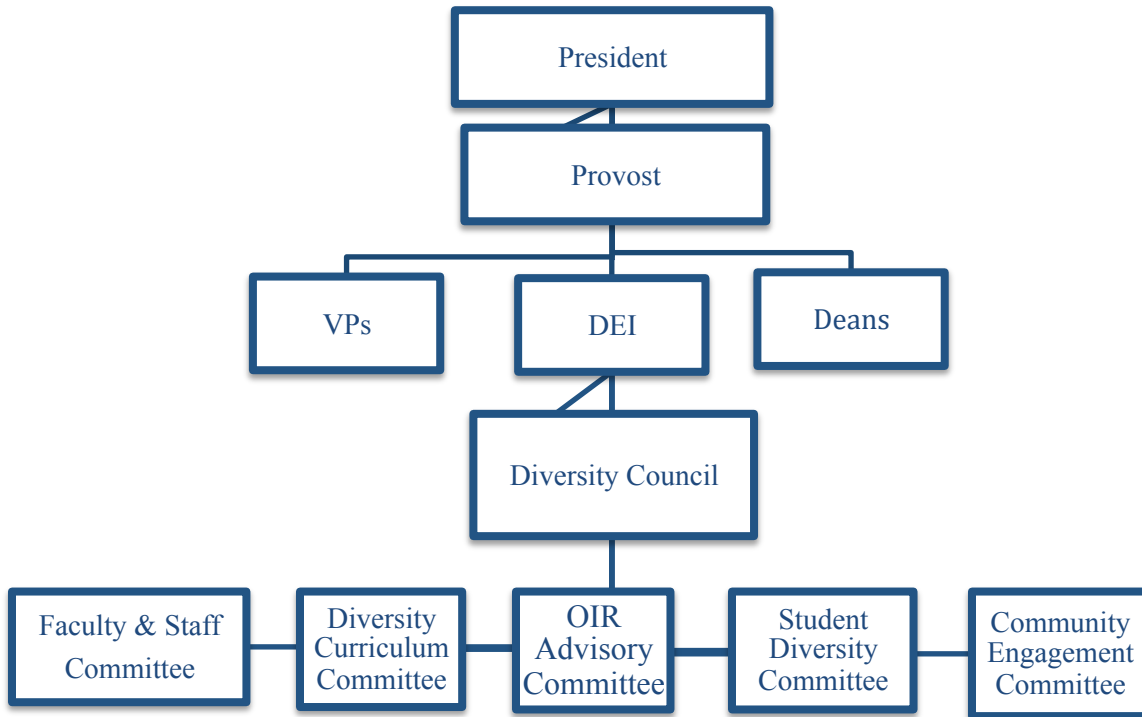
Support student and faculty engagement in the community. Provide service scholarships for students and staff engaged in community-based and/or community-driven projects, research, and teaching.

Oversight of Institutional Review Board (IRB). Policies and procedures for researchers should lay out ethical considerations in working in the community. These policies and procedures should be co-constructed with the Community-Campus Council. In order to promote academic freedom, IRB members, including representatives from the Community-Campus Council, should

have experience and expertise with qualitative methods (e.g., community-based work, oral history, public social sciences and humanities).

Organizational Structure

The Diversity Council recommends the following organizational structure in order to facilitate communication among administration, faculty, staff, students, parents, community members, and others interested in promoting diversity, equity, and inclusion at UNM:



In addition to the above short- to medium-term recommendations, other tactical recommendations include

1. Revise Hiring Process of faculty and staff to require statement regarding DEI as one of the “preferred” criteria, as detailed in the “Faculty and Staff” section of the DCR;
2. Further develop Faculty Hiring Tool Kit to offer guidance on how to recruit and retain minority faculty;
3. Commit to forming Permanent Diversity Advisory Council;
4. Create a website to publish and continuously update Diversity Council recommendations, as well as a way that individuals from the UNM community can respond and offer input (as detailed in the “Community-based Research and Learning” section of the DCR);
5. Disseminate Diversity Council recommendations to Senior Staff and request feedback;
6. Commit to ongoing Campus Climate Study;
7. Commit to build DEI into the UNM Operating Budget;
8. Incorporate Equity & Accountability Scorecard in Provost’s Dashboard;
9. Ask Faculty Senate to consider proposal for 3-credit U.S. & Global Diversity & Inclusion requirement (as summarized in the “Curriculum” section of the DCR);
10. Include DEI in all UNM 2020 documents; and
11. Include DEI in President Frank’s Inaugural Address.

Next Steps

The Provost will task 5-10 members of the Diversity Council to present a full and actionable report to the President by the end of Fall 2012. The Provost will then discuss with the President how the Diversity Council Report, along with the Academic Planning Report, will form two of the key ingredients in the UNM 2020 process.

Conclusion

Establishing UNM as a model campus for diversity, equity, and inclusion will require a bold, targeted, and sustained strategic approach to lay a firm foundation for positive change during the first year of President Frank’s administration.

The first step in this process is to create a clear vision and message about DEI, which should be underscored in all UNM communications and applied in clear, consistent terms among administration, faculty, staff, and students and in all areas of community engagement.

Diversity learning is a key factor in contributing to high impact student engagement, which has been shown to result in a significant improvement in graduation rates (Kuh 2012; Ibarra 2001; Martinez 2010). It is significant to note that the overwhelming majority of UNM’s peer institutions treat diversity with a core curriculum and/or general education diversity requirement. The models from these institutions incorporate studies of diversity in community, nation, and world. The context for key knowledge is historical, cultural, theoretical, and service-learning oriented. Key knowledge, which is the subject of courses specified by the U.S. & Global

Diversity & Inclusion requirement, will prepare UNM students to lead productive lives in an increasingly diverse society—whether in New Mexico or in another part of the world.

Efforts must be made to hire and retain a diverse faculty. Further efforts must be made to encourage conversations about DEI among students and in all areas of community engagement.

It is with great hope for the future and in anticipation of collective success that recommendations contained in the Diversity Council Framework for Strategic Action are presented to President Frank for inclusion in UNM's 2020 Plan.

UNM Task Force Documents Consulted

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