

Now is the Time – Meeting the Challenge for a Diverse Academy

Reflective Questions

Presidents/Chancellors

Recruitment

- What expectations have I communicated to the Provost, Vice Presidents and others officers regarding advancing institutional diversity?
- Have I made resources available to advance institutional diversity goals?
- How does my hiring record demonstrate my commitment to diversity?

Retention

- Do I receive reports on students, faculty and staff of color who choose to leave our institution? If so, what do I do with these reports?
- How have I been a mentor to the people of color who report to me?
- How have I led meaningful conversations with campus leaders about the experiences of our students, faculty and staff of color?

Partnerships

- Do I initiate discussions with the governing board about institutional strengths and progress in advancing diversity?
- How do I support K-12 systems attended by students of color?
- How do my development efforts support the advancement of our institutional diversity goals?
- How do I encourage business and industry collaboration to strengthen the pipeline of students, faculty and staff of color?

Campus Climate

- What have I done to make sure that my office is warm and welcoming to all?
- Does our institution regularly assess our campus climate for diversity?
- How do I contribute to a positive campus climate for diversity?
- How have I communicated my expectation that discrimination will not be tolerated?
- What steps have I taken to ensure that the publications, presentations, and every day communications from my office are inclusive?

Professional Development

- How do I recognize my biases and/or stereotypes and work to challenge them?
- In my state and national activities, do I encourage discussions to enhance our understanding of diversity?
- Do I recommend and encourage the participation of people of color on campus committees and on state and national boards and committees for which I participate?

Assessment

- Does our assessment/evaluation of senior administrators include criteria related to diversification of their program areas?
- Has our Governing Board provided guidelines or goals for enhancing the diversity of our campus? If so, please list.
- Does our budget process incorporate incentives for those who institute diversity initiatives? If so, how?
- Are we keeping data that will give us a longitudinal synopsis of our progress on enhancing diversity through recruitment, retention, partnerships, campus climate, professional development and assessment?

Academic Affairs

Recruitment

- How do I hold those reporting to me responsible for diversity outcomes in student enrollment, retention and graduation and in faculty hiring and promotion?
- What do I do to support outreach programs that encourage students of color to pursue higher education?
- How does my hiring record demonstrate progress in achieving a more diverse faculty and staff?
- How does the institution maximize scholarships and financial aid to enhance the diversity of the student body?

Retention

- How do I support the academic success of all students?
- How do I monitor the retention, achievement and graduation rates of students of color?
- How do I support the retention and success of faculty of color?
- How do I monitor the retention and promotion rate of faculty of color?

Partnerships

- How do I work with the K-12 systems in districts with large populations of students of color?
- How do I promote collaboration with Historically Black Colleges and Universities, Hispanic Serving Institutions and Native American Institutions?
- How does our institution working with industry and government to prepare our students for work in a global economy?
- What institutional structures have I established to facilitate the success of faculty and students of color?

Campus Climate

- Is the environment that I control warm and welcoming to all?
- How do I contribute to a positive campus climate for diversity?
- How have I clearly communicated my expectations that discrimination will not be tolerated?
- Am I confident that all graduates have been exposed to global and diversity issues and experiences across the curriculum?
- How do I know whether those who report to me are reflective of a diverse institution?
- How does my department reflect and support diversity and inclusion?

Professional Development

- How do I recognize my biases and/or stereotypes and work to challenge them?
- What professional development opportunities do I provide for faculty and staff in the area of diversity?

- Do I expect all administrators who report to me to participate in and require new faculty and staff to participate in diversity education and training?
- Do I lead conversations at professional meetings which raise issues about diversity in higher education and in my discipline?

Assessment

- How often and to what extent do I evaluate our measurements of diversity-related achievements?
- How do I utilize data regarding diversity-related achievements in strategic planning?
- How do I reward faculty and staff for achieving goals related to diversity?

Athletics

Recruitment

- What outreach efforts does our unit undertake to encourage K-12 students to consider the possibility of pursuing a college education? How do I participate in these initiatives?
- How does our unit reflect the diversity of our locality, state, region or the nation?
- What outreach efforts does our unit undertake to encourage persons who are members of racial/ethnic groups that are underrepresented in our unit to seek employment in our unit? How have I contributed to the recruitment of such individuals?
- Do the organizations, committees, groups and entities supported by our unit reflect the diversity of our institution? What steps are we taking to address any disparity that may exist?

Retention

- How does our unit collaborate or partner with other units or organizations to support and enhance our institution's diversity efforts?
- Do the organizations or entities of which I am a part have programs to enhance diversity?
- Am I an active participant in these programs?
- How does our unit collaborate or partner with organizations whose members are from racial/ethnic groups that are underrepresented in our unit or institution?
- Are there role models in my partnerships who could assist students in navigating career opportunities/internships while they are completing their degree?

Campus Climate

- Is the environment that I control warm and welcoming to all?
- How do I contribute to a positive campus climate for diversity?
- What efforts has our unit undertaken to create an inclusive environment both within our unit and in our institution? Have I participated in such efforts?
- How do our websites and publications reflect our institution's commitment to diversity?

Professional Development

- Do I participate in conversations that challenge my bias and/or stereotypes?
- Do I encourage and participate in discussions at professional meetings that raise issues about diversity and intercollegiate athletics?
- How do the professional development programs offered in my unit address issues of diversity?

Assessment

- Does our unit regularly assess the demographics of our staff, volunteers and participants in programs and services offered by our unit? How does our unit respond to the results of such assessment?
- Does our unit regularly assess the climate for diversity within our unit and in the programs and services offered by our unit? Have I participated in such assessments?
- How has our unit responded to the results of such assessments?
- How does our unit assess the effectiveness of its efforts to enhance diversity?
- How has our unit made a positive contribution to our institution's diversity efforts?

Business and Finance

Recruitment

- What outreach efforts does our unit undertake to encourage K-12 students to consider the possibility of pursuing a college education? How do I participate in these initiatives?
- How does our unit reflect the diversity of our locality, state, region or the nation?
- What outreach efforts does our unit undertake to encourage persons who are members of racial/ethnic groups that are underrepresented in our unit to seek employment in our unit? How have I contributed to the recruitment of such individuals?
- Do the organizations, committees, groups and entities supported by our unit reflect the diversity of our institution? What steps are we taking to address any disparity that may exist?
- Do our vendors and suppliers reflect the diversity of our locality, state, region or the nation?

Retention

- How do I support the retention and success of staff of color?
- Are there financial barriers to participation in programs or services provided by our unit? Are there ways that such barriers can be lessened or eliminated?
- Does our unit provide opportunities for mentoring or professional development? How do I assist my colleagues in identifying and meeting their professional objectives?
- Are there disparities in the retention/promotion rates of employees in our unit who are members of racial/ethnic groups that are underrepresented in our institution? What efforts are being undertaken by our unit to address such disparity?

Partnerships

- How does our unit collaborate or partner with other units or organizations to support and enhance our institution's diversity efforts?
- Do the organizations or entities of which I am a part have programs to enhance diversity?
- Am I a participant in these programs?
- How does our unit collaborate or partner with organizations whose members are from racial/ethnic groups that are underrepresented in our unit or institution?

Campus Climate

- Is the environment that I control warm and welcoming to all?
- How have I communicated my expectation that discrimination will not be tolerated?
- What efforts has our unit undertaken to create an inclusive environment both within our unit and in our institution? Have I participated in such efforts?
- Do our websites and publications reflect our institution's commitment to diversity?

Professional Development

- Do I participate in conversations that challenge my bias and/or stereotypes?
- Do I lead and participate in conversations at professional meetings that address issues of diversity in higher education and in my profession?
- Does my unit provide professional development opportunities in the area of diversity? Do I participate in such activities and expect those who report to me to do likewise?

Assessment

- Does our unit regularly assess the demographics of our staff, volunteers and participants in programs and services offered by our unit? How does our unit respond to the results of such assessment?
- Does our unit regularly assess the climate for diversity within our unit and in the programs and services offered by our unit? Have I participated in such assessments? How has our unit responded to the results of such assessments?
- How does our unit assess the effectiveness of its efforts to enhance diversity?
- How has our unit made a positive contribution to our institution's diversity efforts?

Faculty

Recruitment

- What outreach programs do I participate in to engage students in the possibility of going to college? How can I be engaged in these programs?
- What partnerships exist with K-12 public and private schools? What might I contribute to these partnerships?
- How can I develop ways to meet diverse students and share with them the benefits of attending college? What stereotypes keep me from knowing more about diverse students and keep diverse students from knowing more about me?
- Do I communicate with my admissions office about ways to connect my interests/research/expertise/travels with their goals of increasing diversity on campus?
- What are the financial barriers for diverse students? What ways can I work to remove these barriers?

Retention

- How do I create an environment that encourages students to remain committed to completing their college education?
- What have I done to create a warm and welcoming environment for all students? Have I volunteered to mentor a student, participate in diversity committees or programming?
- Do I reach out to students who seem isolated or struggling with our campus? What keeps me from engaging in meaningful conversations about the college experience of our students?
- Do I know the depth of services offered by our campus to assist students who need assistance that I am not qualified to provide?

Partnerships

- How could my activities with partners off campus embrace our commitment to diversity on campus?
- Do the businesses and community organizations with whom I work have diversity programs that could attract diverse students to our campus? Could I serve as a mentor/friend in one of these programs?
- Are there scholarships available from my partners that could assist in removing financial barriers to college? Are there funds for work study/assistantships?
- Are there role models in my partnerships who could assist students in navigating career opportunities/internships while they are completing their degree?

Campus Climate

- Is the environment that I control warm and welcoming to all students?
- Do I speak up when hurtful or racist words are spoken by those with whom I interact?
- Do I notice when students of color are not included in decisions that directly impact them?
- Have I reached out to include diverse colleagues and students in all my personal and professional activities?
- Does our campus promote diverse programming in which students/faculty/staff interact and learn about each other?
- Are there institutional structures that limit or discourage students of color from being successful on campus? If so, please list them.

Professional Development

- Do I participate in conversations that challenge my bias and/or stereotypes?
- Have I reflected on my practice and policies to examine where I may be exclusive of all?
- What discussions have I participated in at my professional meetings which raise issues about diversity in our profession?
- Have I examined the content of the curriculum to assure that it is inclusive of all?
- Are the educational practices of my institution sensitive to the learning needs of all individuals?
- Do I know the efforts on campus to enhance the teaching and learning environments and do I participate in or promote those efforts?
- Have I voiced my concerns about increasing the numbers of diverse higher education leaders/faculty/staff through support and encouragement by all areas of the campus? If so, how?

Assessment

- Do I know what the access and enrollment issues are for students on my campus?
- Am I aware of how financial aid (including college scholarships) is awarded?
- Have I conducted any research to examine university data on diversity?
- Does our university government affairs office monitor legislative support for diversity?
- Have I examined the diversity data/reports about my campus? Do they provide me with an accurate and thorough assessment?
- Have I read the reports of the educational contributions that all students receive when they learn in a diverse environment?
- Do I understand the economic impact of diversity?

Governing Boards

Recruitment

- What diversity expectations has the Board conveyed to the President/Chancellor relating to students, administrators, faculty and staff of color?
- Does our budget provide sufficient resources to meet those expectations regarding diversity in hiring and enrollment?
- How do university policies maximize scholarships and financial aid to enhance the diversity of our student body?

Retention

- How does the Board monitor the retention, achievement and graduation rates of students of color?
- How does the Board monitor the retention, promotion, and tenure of administrators, faculty and staff of color?

Partnerships

- Have I used my professional network to advance institutional diversity goals?
- Do I make myself available and support our development efforts that are focused on diversity?
- Have I encouraged our business and industry partners to consider partnerships to enhance diversity and career development of students?

Campus Climate

- Have I had meaningful conversations with Board members about institutional diversity?
- How do I contribute to a positive campus climate for diversity?
- Do I know if there are parts of our institutional systems that limit or discourage people of color?

Professional Development

- In my participation on the board, do I encourage discussions to enhance our understanding of institutional achievements and issues relating to diversity?

Assessment

- Does the Board consider the possible impact of its proposed policies on institutional diversity?
- Does the Board regularly review institutional efforts and progress in meeting its goals relating to diversity?
- How does the Board hold the President/Chancellor accountable for advancing diversity?

Staff

Recruitment

- Do I participate in community activities where I could engage students of color in the possibility of going to college?
- What partnerships exist with K-12 public and private schools? What might I contribute to these partnerships?
- How can I develop ways to meet diverse students and share with them the benefits of attending college? What stereotypes keep me from knowing more about diverse students and keep diverse students from knowing more about me?
- What ways can I work to improve the process in my office?

Retention

- How do I encourage students to remain committed to completing their college education?
- What have I done to create a warm and welcoming environment for all students in my work space? Have I volunteered to mentor a student, participate in diversity committees or programming?
- Do I reach out to students who seem isolated or struggling with our campus? What keeps me from engaging in meaningful conversations about the college experience of our students?
- Do I know the depth of services offered by our campus to assist students who need assistance?

Partnerships

- How could my activities with partners off campus embrace our commitment to diversity on campus?
- Do the businesses and community organizations with whom I work have diversity programs that could attract diverse students to our campus? Could I serve as a mentor/friend in one of these programs?
- Are there scholarships available from my partners that could assist in removing financial barriers to college? Are there funds for work study/assistantships?
- Are there role models in my partnerships who could assist students in navigating career opportunities/internships while they are completing their degree?

Campus Climate

- Is the environment that I control warm and welcoming to all students?
- Do I speak up when hurtful or racist words are spoken by those with whom I interact?
- Do I notice when students of color are not included in decisions that directly impact them?
- Have I reached out to include diverse colleagues and students in all my personal and professional activities?
- Does our campus promote diverse programming in which students/faculty/staff interact and learn about each other?
- Are there institutional structures that limit or discourage students of color from being successful on campus?

Professional Development

- Do I participate in conversations that challenge my bias and/or stereotypes?
- Have I reflected on my practice and policies to examine where I may be exclusive of all?
- What discussions have I participated in at my professional meetings which raise issues about diversity in our profession/position?
- Have I examined the content of the programs offered in my unit to assure that it is inclusive of all?
- Are my practices sensitive to differences in cultural understanding?
- Have I voiced my concerns about increasing the number of diverse higher education leaders/faculty/staff through support and encouragement by all areas of the campus?

Assessment

- Do I know what the access and enrollment issues are for students on my campus?
- Am I aware of how financial aid (including college scholarships) is awarded?
- Have I conducted any evaluations of our programming to examine the impact on students of color?
- Do I know what legislation would support our diversity efforts?
- Have I examined the diversity data/reports about my campus? Do they provide me with an accurate and thorough assessment?
- Have I read the reports of the educational contributions that all students receive when they learn in a diverse environment?
- Do I understand the economic impact of diversity on our community, state and nation?

Students

Recruitment

- What activities have I participated in that will help encourage students like me to attend college? Students culturally different from me?
- Do the student organizations that I am active in do any activities with K-12 schools that help to provide information about going to college to schools with large populations of diverse students?
- Do I know students like me who might consider coming to college if I were to mentor them about the possibility and assist them with the application process?
- Are there pre-college programs on our campus that help students of color to attend college? Have I considered volunteering with these programs?

Retention

- What retention strategies might I suggest to enhance the diversity of our student body?
- Am I aware of the support systems that are in place to meet the unique needs that diverse students bring to our campus? What gaps still exist? Where are we performing best as an institution?
- Is there a student-mentoring program on our campus and if so, how can I get involved?
- What does my student organization do to enhance the retention rates of students of color? How can I and other students get more involved?

Partnerships

- What partnerships and networks can I and my student organization become active in which would embrace my commitment to diversity?
- Does my student organization invite professionals to campus who can be role models for students of color?
- Do I network with students like me or student organizations at Historically Black Colleges, Hispanic Serving Institutions, or American Indian Colleges in my state or elsewhere?
- Do I belong to groups whose membership and programs are or historically have been racially exclusive? If so, how have I fostered the value of diversity within those groups?

Campus Climate

- Who are the students who feel most culturally safe in our campus community? Who are the students who feel most culturally wary or unsafe?
- Have I reached out to welcome diverse new students and students not like me? Do I include such students in my activities and student organization membership?
- What specific initiatives have I pursued to enhance the climate for diversity on our campus? Am I warm and welcoming of all students?
- What approaches do I use to facilitate positive interaction and communication among diverse groups of students on our campus?
- Are students of color represented in leadership roles on our campus?
- In the student organization(s) to which I belong?
- Do I speak up when students of color are not represented in decisions that directly impact them?

Professional Development

- Have my studies here prepared me to work collaboratively with diverse individuals?
- How do I consistently demonstrate sensitivity to differences in cultural understanding?
- Do I attend programs that highlight other cultures?
- Do I participate in conversations and activities that help me recognize and challenge my bias and/or stereotypes? Do these impact or limit my communication and engagement with and expectations of students, faculty, and staff or color?
- Have I engaged Anglo students and students of color in conversations about diversity? Have I visited places where I would be considered the “minority”?
- Can I honestly say that my understanding of diversity has grown during my time in college? If not, what will I do about it?

Assessment

- Do I understand the issues and various perspectives of access and engagement issues of students of color on our campus? Have I made recommendations or fostered more intercultural interaction across students?
- Have I experienced, read about, examined data or talked about diversity issues on campus or how well our university is serving students of color?
- Does our university have a diversity plan and what contribution can I make to achieve the goals of the plan?

Student Affairs

Recruitment

- Is racial diversity evident across staff at all levels in my division? How do I achieve and maintain that diversity?
- Do our programs and services reach out to all students?
- Do I volunteer or participate in programming for K-12 schools where diverse students attend?
- How do I reach out to minority students? To all minority students?

Retention

- Do I know the retention patterns and trends across all racial groups of student? How do I utilize that information for goal-setting and program development and enhancement?
- Does our unit have programs specifically targeted to identification of and academic support services for students who are struggling and who have a different learning styles and social systems?
- How do I motivate high achievement across all students?
- Do I know and incorporate best practices for minority student retention, achievement and graduation in our programs and services?

Partnerships

- Do I belong to groups whose membership and programs are or historically have been racially exclusive? If so, how have I fostered the value of diversity within those groups?
- Do I ignore the issue of race and treat and serve everyone on the same basis?
- Do I know the resources available for students and staff of color in our community?
- Do I encourage the creation of diversity activities when I participate with partners off campus?
- Are there role models in our community that could assist our students and staff of color?

Campus Climate

- Do I engage in conversation or difficult dialogues about race?
- How is diversity reflected as a value across all members of the division?
- How do I respond when I hear a racially disparaging comment or stereotype from colleagues? Do I respond differently if the individual or group is of a different race? How?
- How do I respond when I observe the lack of diversity in major institutional programs, services and systems of recognition: Do I foster change?
- Do I know where to go for help if I feel I have been treated differently on the basis of race? Would that place vary depending upon whether the experience was inside or outside the classroom?

- How do we foster intercultural engagement across social affinity student groups?
- How do we recognize and celebrate diversity?

Professional Development

- How do I develop co-curricular programs that appeal across a broad spectrum of diverse students?
- How do I foster intercultural student engagement? How often do I do this?
- How do I foster cultural competence across staff and students in my division? Is diversity training required or infused in orientation of all new faculty, staff and students? What is the nature and availability of such training?
- How do we build or assure diversity competence across all staff in my division?
- How do I engage professional staff in dialogues about race?

Assessment

- Do I know what the access and enrollment issues are for students on my campus?
- Am I aware of financial aid concerns for our students of color?
- Am I tracking the students that I serve to make sure I am serving students of color?
- Do I examine what programs seem to benefit students of color? Do I examine which ones students of color are not accessing?

Student Leadership

Recruitment

- What activities have I participated in that will help encourage students of color to attend college?
- Do the student organizations that I am active in do any programs in the K-12 systems that provide information about going to college to schools with large populations of diverse students?
- Do I know students who might consider coming to college if I were to mentor them about the possibility and assist them with the application process?
- Are there pre-college programs on our campus which help students of color to attend college? Have I considered volunteering to help these groups?

Retention

- What retention strategies have I used (can I use) to enhance the diversity of our student body?
- Am I aware of the support systems that are in place to meet the unique needs that diverse students bring to our campus? What gaps still exist? Where are we performing best?
- Is there a student mentoring program on our campus and if so, how can I get involved?
- What does my student organization do to enhance the retention rates of students of color? How can we get more involved?

Partnerships

- What partnerships can our student organization become active in which would embrace our commitment to diversity?
- Does my student organization invite professionals to campus who can be role models for our students of color?
- Does my student organization partner with Historically Black Colleges, Hispanic Serving Institutions, or Native American Colleges to learn more about these higher education institutions?

Campus Climate

- Who are the students who feel most culturally safe in our campus community? Who are the students who feel most unsafe?
- What specific initiatives have I pursued to enhance the climate for diversity on our campus?
- What approaches do I use to facilitate positive interaction and communication among diverse groups of students on our campus?
- Is our student organization office warm and welcoming for all students?
- Are students of color represented in leadership roles in our organization?
- Do I speak up when students of color are not represented in decisions that directly impact them?

Professional Development

- Have my studies here prepared me to work collaboratively with diverse individuals?
- Do I attend programs that highlight other cultures?
- Have I visited places where I would be considered the minority?
- Can I honestly say that my understanding of diversity has grown during my time in college? If not, what will I do about it?

Assessment

- Do I keep my student organization apprised of the access and enrollment issues of students of color on our campus?
- Have we collected data on how well our organization is serving students of color?
- Does our university have a diversity plan and what contribution can our student organization make to achieve the goals of the plan?