

Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Increase the presence of faculty from underrepresented groups (Latino, Native American, African American), LGBT, international and faculty with disabilities	Utilize university Affirmative Action Plan to identify underutilization for minorities and women Network with diverse professional associations Advertise in diverse publications	Use of Affirmative Action Plan (AAP) as systemic part of the hiring and recruitment process Sponsor and support conferences, workshops, alumni, students, etc. that support a diverse vision	Percentage used Number of supported events Percentage used	Dean
Promote CCPS to minority students	Explore university participation in the POSSE program and/or other models that support minority student recruitment/retention Develop pipeline programs for middle school students to cultivate interest/enhance preparation for specific disciplines	Sponsor programming opportunities to engage middle school population (e.g. GRPS, Central City) and present CCPS opportunities (e.g. anti-bullying programs, Lies-that-Bind, etc.)	Number of programs	Dean or designees
Develop plan for recruitment/admission process for graduate students	Identify financial resources to support the effort Facilitate recruitment of under-represented	Sponsor programming opportunities to engage middle school population (e.g. GRPS, Central City) and present CCPS opportunities (e.g. anti-	Number of sponsored events	Individual departments working with the Dean's office

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	minority representation required for federal grants across the institution	bullying programs, Lies-that-Bind, etc.)		

Action Area 1: Access and Equity – Policy/Administrative Initiatives

Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Reconfigure Intercultural Advisory Council (IAC) to better support the work of the Division of Inclusion and Equity	<p>Establish a university committee to advise Division of Inclusion and Equity (University Inclusive Excellence Team – possible new name)</p> <p>Group will provide advice regarding DAC recommendations, Inclusion Implementation Plan process, and other critical issues</p>	Provide representation from CCPS	Number of representatives	Dean

Action Area 2: Campus Climate

Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Conduct climate study of faculty, staff, and students utilizing internal and external consultation	Promote broad campus consultation in process due to mixed/negative perceptions from campus community regarding validity and methods utilized for 2005 climate study	Serve on University Climate Committee	Identify the person who is serving on the committee	Other interested faculty and staff College Advisory Committee
Design and implement schedule of “Opportunities to Dialogue about Race” and other inclusion-related topics such as disability, class, religion, sexual orientation, etc.	Monthly breakfast dialogues on inclusion topics Consider small faculty and/or staff discussion groups	Encourage CCPS personnel to attend and participate	Number of participants	All colleges and interested faculty Dean

Action Area 3: Diversity in Curriculum/Co-curriculum

Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Reward and value course content that integrates culturally diverse perspectives (race, class, disability, sexual orientation, religion, etc.) where appropriate	Develop local community connections with diverse cultural groups Create course-based and co-curricular opportunities	Have diverse groups from the community present at class	Number of classes with community speakers	Individual college faculty, particularly those involved in teaching general education requirements, ethnic and/or religious studies majors/minors
Develop/implement/co-sponsor diversity/inclusion campus-wide training/education workshops/programs	New Director of Intercultural Training to collaborate with partners	Have an annual CCPS conference that includes diversity/inclusion perspectives	The annual event was held	All other interested colleges, faculty, and student organizations

Action Area 4: Organizational Learning - Internal

Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Promote training and organizational development	Utilize training on a variety of inclusion-related topics including effective interviewing, unconscious bias, cultural competence, ADA, Proposition 2, etc.	Use the affirmative action plan as a way to promote the training needs of the unit	Percentage used	All interested faculty

Action Area 4: Organizational Learning – Community Outreach

Goal	Strategy	Objectives	Measures	Accountable Unit(s) P=Primary
Facilitate and sustain an effective mechanism for establishing partnerships and collaborations with Grand Rapids Public Schools	Superintendent of GRPS's: areas of interest	Sponsor programming opportunities to engage in collaboration	Number of meetings Number of sponsored events	College Advisory Committee Dean