

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

| Goal | Strategy | Objective | Measures | Progress/Updates |
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| 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 | Utilize data from F&A Division Utilization Data. | Plans for all areas of underutilization | AVP Affirmative Action to present to F&A Senior Staff in January 2010 and assist in making plans for areas of underutilization |
| | Network with diverse professional associations | | | |
| | Advertise in diverse publications | | | |
| Enhance language support for international students | Better understand the challenges and barriers for faculty, staff and students with other native languages | Offer education to Divisional staff on this subject. | Education programming offered in 2010-11 | Programming assistance needed from Director of Intercultural Training. |
| Increase the presence of international students | Increase the presence of students from historically underrepresented groups (Latino, native American, African American) | Determine current F&A student baseline data and make plans. | | |
| | | Seek input from F&A student employees and interns. | | |
| | | Look at this diversity and increase if needed | | |
| Coordinate/develop services to recruit & support veterans pursuing a degree | Divisional Support | Determine current F&A veterans baseline data and make plans. | Support suggested services | |
| | Assist in recruitment | | | |
| Enhance recruitment & retention practices for faculty and staff | Review Human Resources internship program to determine options for expansion and/or replication | | | completed, continuing w/o same objectives w/o minority handle |
| | Continue to explore/review any tenure clock stoppage/family friendly/trailing partner policies for faculty and work life/flex schedule issues for staff | Flex policy implemented w10 | | Flex policy implemented w10 |

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| | Review new staff orientation process for appropriate focus on diversity and inclusion | Review all parts of new staff orientation for inclusion | Summer 2010 | Completed Summer 2010 |
| | Facilitate better communication about existing information available to assist faculty with permanent residency process; Information/ network of resources | New information packets are now available | Do these make a positive difference to new international faculty | Revamped packets for new international faculty summer 2010 |
| | Connect Human Resources to Fair Housing of Michigan to incorporate materials and/or promote ongoing interactions to support diverse candidates/hires | Add to HR Web and hiring training | Added to hiring and Web information November 09 | |
| | Design professional development opportunities for COT and AP staff | Plan up for consideration to the Budget Committee in August '09 | Career Coach hired and initial program phase underway | 1st QT review presented to planning committee, lots of coaching going on to date. |
| | Review/update COT job descriptions for uniformity between current descriptions and actual jobs being performed | Review all COT Job Descriptions as positions become open | Updating all descriptions as vacancies occur this year. | Continue to review all descriptions as vacancies occur. |
| | Design a plan for developing job descriptions for AP positions to include at minimum, core competencies required | Initial Meeting of Job Description Committee to begin this process | Plan TBD, however add as many formal JDs as possible in 2010-11 | awaiting quote for web development to support project. |
| | Offer effective interviewing training to include a focus on assessing cultural competence | Review current interview training and consider additions to accomplish this | Training offered with every search | development work in IE Training needed to target this focus. |
| | Review/enhance system of exit interviews for departing faculty/staff | Benchmark with others for "best practice" exit interview process, keep centralized | Benchmarking continuing through summer 2010, any chances implemented fall 2010 | New exit interview process ready to review with SMT and implement W2011 |

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| | Continue annual review of pay equity and compression issues in addition to case by case reviews, as needed, with an eye toward increasing the transparency of this process | Ongoing. More information on the HR web and in development | Pay equity review of both faculty and EAP staff jobs this year. No inequity uncovered | Pay equity review of both faculty and EAP staff jobs completed summer 2010. No inequity uncovered. |
| Address physical accessibility issues | Work closely with Facilities Master Planners to ensure that problem areas are identified and remediated | New system/process with DSS in the center | Annual review of the issues | |
| Action Area 1: Access and Equality - Policy/Administrative Initiatives | | | | |
| Goal | Strategy | Objective | Measures | Progress/Updates |
| Configure F&A Intercultural Advisory Committee to this work. | Establish a F&A Divisional committee to advise the F&A Vice President | | Committee to be appointed and charged summer 2010 | Committee set to be appointed in January by VP Bachmeier |
| | Solicit participation of a representative from each Division unit | | | |
| Develop consistent policy/approach to appointing interim directors and adjunct Aps | | | | |
| Design F&A Division incentives and recognition strategies to promote inclusion implementation strategies; Reward and value service – related activities; Reward both processes and outcomes | Use F&A divisional funds as start-up for inclusion programs and initiatives | Finance and Administration Advisor Committee recommend incentives to Vice President Bachmeier | Recognition at every Forum | Target: Summer 2011 |
| | | Divisional recognition at Divisional Forum | | |
| Review transportation options to facilitate student, faculty, and staff learning opportunities at Muskegon and Holland sites | | | | |

| Develop and disseminate clear information regarding diversity component of performance assessment | | | | |
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| Review annual COT luncheon format | Examine rationale for not providing awards as in AP luncheon format | Complete by: 11/30/09 | | Update: COT committee continues to prefer that awards are not presented as this is an event to honor all. |
| | Work with the COT Training and Development Committee | | | |
| Action Area 2: Campus Climate | | | | |
| Goal | Strategy | Objective | Measures | Progress/Updates |
| Consider conducting a climate study of Divisional staff | Not a duplicate of University wide study | Discussion by Divisional Committee and Divisional Senior management team | Representation | F&A representation on climate study planning committee. |
| Review turnover rates of women and minorities by division (AP staff) | Already done annually | Review findings and take appropriate action | | Completed fall 2010, presented at SMT December 2010. |
| | Report to University Senior Management Team, F&A Senior Management Team and F&A Intercultural Advisory Committee | | | |
| Create a mechanism for roundtable or other informal discussions among self-identified "change agents" from all campuses | Facilitate group discussions for problem-solving | Add to F&A Division activities/planning | | Winter 2010/11 |
| | Ethnic food events | | | |
| Develop supports for non- traditional students | Assess needs of this group | Many are student employees and F&A divisional support should be available | | Winter 2010/11 |
| Develop training for staff regarding interactions with non-traditional students | F&A Inclusion Committee to assess needs of this group | Develop workshops for F&A staff to meet these needs | Fall '10 | Winter 2010/11 |

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| 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 | Support these campus wide events divisionally with participation and attendance | Review annual participation at these events | IE training to take the lead. Full support from F&A group. |
| Continue to support the individual and collaborative efforts of campus groups that promote inclusion and equity | Provide F&A Division consultation, program co-sponsorship | Encourage F&A participation wherever possible | F&A Participation | F&A support of IE actions continues. |
| Action Area 4: Organizational Learning - Internal | | | | |
| Goal | Strategy | Objective | Measures | Progress/Updates |
| Provide consultation and intervention to departments/units to ameliorate workplace conflict | Utilize professional theatre groups and "train the trainer" concept. | Human Resources participation | F&A Participation | IE to take the lead with F&A Participation as requested. |
| | Review/revise Diversity Workshops called "On Demand". | Encourage F&A Divisional participation wherever possible | | |
| | Enhance training for multicultural assistants and academic advisors. | | | |
| Finance and Administration participation in training on cultural competency topics | Establish a Native American Community Advisory Board | Encourage F&A Divisional participation wherever possible | | IE to take the lead with F&A Participation as requested |
| | Other community advisory boards may be established as needed | | | |
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