

**Articulating the Value of Diversity in Grinnell’s Liberal Arts Education and Implementing that Vision**

Need identified	Action to be taken	Intended outcome
<ul style="list-style-type: none"> <li>1) Articulate the value of diversity in Grinnell’s liberal arts education</li> <li>2) Build relationships and cultivate human resources,</li> <li>3) Gather information</li> </ul>	<p><b>Spring 2013</b></p> <ul style="list-style-type: none"> <li>1) President in conversation with leaders on campus through series of lunch meetings (similar to the office and departmental luncheons)               <ul style="list-style-type: none"> <li>a. Administrators charged with Diversity</li> <li>b. Multicultural Leadership Council and Accessibility student leaders</li> <li>c. Faculty</li> <li>d. Caucus of Staff and Faculty</li> </ul> </li> <li>2) Gather past reports, documents and other information about past efforts to address diversity and inclusion</li> <li>3)Begin inventory of Diversity Policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>1) Validate, empower people who are doing the work</li> <li>2) Hear how campus leaders understand theoretical issues</li> <li>3) Learn how campus leaders practice doing diversity work</li> <li>4) Listen to their concerns</li> <li>5) Recognize the past efforts and prepare to build upon the work that is being done</li> </ul>

<p>Provide the administrative infrastructure to advance diversity efforts through the new Associate Dean and Chief Diversity Officer</p>	<p><b>Summer 2013</b></p> <ol style="list-style-type: none"> <li>1) Coordinate and resource various diversity positions</li> <li>2) Hire director position (job description; structure of Office)</li> <li>3) Prepare for assessment; should cross tabulate with previous studies and be repeatable: <ol style="list-style-type: none"> <li>a) Campus Climate,</li> <li>b) Accreditation,</li> <li>c) Benchmark Study</li> </ol> </li> <li>4) Prepare to review and revise Diversity Policies [inventory begun]: <ol style="list-style-type: none"> <li>a) Faculty Handbook</li> <li>b) Staff Handbook</li> <li>c) Other Human Resources Documents</li> <li>d) Student Handbook</li> <li>e) Other Student Affairs</li> <li>f) President's Office</li> </ol> </li> <li>5) Prepare to review and implement best practices regarding diversity, e.g. <ol style="list-style-type: none"> <li>a) curriculum;</li> <li>b) hiring and retention of faculty, students, staff</li> </ol> [exploring whether this function should be a dual report to the Dean and the President] </li> <li>6) Consider a communication to the campus community about the work being done.</li> </ol>	<ol style="list-style-type: none"> <li>1) Provide foundation for the Fall 2013 to align vision, policies, processes, and practice</li> <li>2) Have a cohesive, fully staffed, and energized group of administrators ready to work with students, faculty, staff, alumni, and other constituents</li> <li>3) Provide the foundation for assessment</li> <li>4) Keep the community informed</li> </ol>
<p>Advance Diversity Efforts</p>	<p><b>Fall 2013</b></p> <ol style="list-style-type: none"> <li>1) Administrators working with students, faculty, staff, alumni, and other constituents</li> <li>2) Assessment instrument</li> <li>3) Presidential Address/Town Hall Meetings</li> <li>4) Review and revision of Diversity Policies by Chief Diversity Officer and Council on Diversity and Inclusion</li> <li>5) Review and revision of practices and procedures relating to diversity Chief Diversity Officer and Council on Diversity and Inclusion</li> </ol>	<ol style="list-style-type: none"> <li>1) Improved Campus Climate</li> <li>2) Learning goals re: diversity being realized</li> <li>3) Assessment instrument provides baseline for future decision making</li> <li>4) Articulate vision for value of diversity in Grinnell's liberal arts education</li> <li>5) Vision, policies, processes, and practice aligned</li> </ol>

<ul style="list-style-type: none"> <li>1) Diversity requires on-going efforts</li> <li>2) Grinnell is not known for diversity efforts</li> </ul>	<ul style="list-style-type: none"> <li>1) Implement policies, processes and practices</li> <li>2) Periodic assessment</li> <li>3) Publicize our work through internal and external publications and venues</li> </ul>	<ul style="list-style-type: none"> <li>1) Continued advancement</li> <li>2) Establish Grinnell as a leader in diversity in higher education</li> <li>3) Establish members of our community as leading authorities</li> </ul>
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