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

<table>
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<tr>
<th>Need identified</th>
<th>Action to be taken</th>
<th>Intended outcome</th>
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<td>1) Articulate the value of diversity in Grinnell’s liberal arts education</td>
<td><strong>Spring 2013</strong>&lt;br&gt;1) President in conversation with leaders on campus through series of lunch meetings (similar to the office and departmental luncheons)&lt;br&gt;a. Administrators charged with Diversity&lt;br&gt;b. Multicultural Leadership Council and Accessibility student leaders&lt;br&gt;c. Faculty&lt;br&gt;d. Caucus of Staff and Faculty&lt;br&gt;2) Gather past reports, documents and other information about past efforts to address diversity and inclusion&lt;br&gt;3) Begin inventory of Diversity Policies and practices</td>
<td>1) Validate, empower people who are doing the work&lt;br&gt;2) Hear how campus leaders understand theoretical issues&lt;br&gt;3) Learn how campus leaders practice doing diversity work&lt;br&gt;4) Listen to their concerns&lt;br&gt;5) Recognize the past efforts and prepare to build upon the work that is being done</td>
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| Provide the administrative infrastructure to advance diversity efforts through the new Associate Dean and Chief Diversity Officer | **Summer 2013**  
1) Coordinate and resource various diversity positions  
2) Hire director position (job description; structure of Office)  
3) Prepare for assessment; should cross tabulate with previous studies and be repeatable:  
  a) Campus Climate,  
  b) Accreditation,  
  c) Benchmark Study  
4) Prepare to review and revise Diversity Policies [inventory begun]:  
  a) Faculty Handbook  
  b) Staff Handbook  
  c) Other Human Resources Documents  
  d) Student Handbook  
  e) Other Student Affairs  
  f) President’s Office  
5) Prepare to review and implement best practices regarding diversity, e.g.  
  a) curriculum;  
  b) hiring and retention of faculty, students, staff  
[exploring whether this function should be a dual report to the Dean and the President]  
6) Consider a communication to the campus community about the work being done. | **1)** Provide foundation for the Fall 2013 to align vision, policies, processes, and practice  
2) Have a cohesive, fully staffed, and energized group of administrators ready to work with students, faculty, staff, alumni, and other constituents  
3) Provide the foundation for assessment  
4) Keep the community informed |

| Advance Diversity Efforts | **Fall 2013**  
1) Administrators working with students, faculty, staff, alumni, and other constituents  
2) Assessment instrument  
3) Presidential Address/Town Hall Meetings  
4) Review and revision of Diversity Policies by Chief Diversity Officer and Council on Diversity and Inclusion  
5) Review and revision of practices and procedures relating to diversity Chief Diversity Officer and Council on Diversity and Inclusion | **1)** Improved Campus Climate  
2) Learning goals re: diversity being realized  
3) Assessment instrument provides baseline for future decision making  
4) Articulate vision for value of diversity in Grinnell's liberal arts education  
5) Vision, policies, processes, and practice aligned |
| 1) Diversity requires on-going efforts | 2) Grinnell is not known for diversity efforts | 1) Implement policies, processes and practices  
2) Periodic assessment  
3) Publicize our work through internal and external publications and venues | 1) Continued advancement  
2) Establish Grinnell as a leader in diversity in higher education  
3) Establish members of our community as leading authorities |