

Report to: Dr. Eileen Evans
From: Dr. Martha Warfield
Re: Higher Learning Commission report related to Diversity topics

The February, 2001 Higher Learning Commission's report of a comprehensive visit to Western Michigan University indicates several steps had been made to address the need for achieving diversity described in the report (p. 15). The report identifies three sources of commitment; the 1990 mission statement, the subcommittee report on ethnic and racial diversity that was part of the 1999 strategic plan, and a November 2000 letter from President Elson Floyd reaffirming the commitment. The 1999 strategic plan identified twelve specific recommendations for achieving diversity, some of which had been implemented though the plan had not been formally adopted. The higher learning commission report states (p.16):

“WMU needs to examine why it has not made greater progress with regard to its goals of achieving increased diversity. As a part of such a review, it may be helpful if all administrators periodically review data on diversity as a means of emphasizing the university's goals and success in accomplishing them. The recommendations with regard to diversity appear helpful, and the team encourages further exploration of those that have not been implemented.”

Information on the Process from 2004 - 2008

- President Judith Bailey's State of the University address in Feb. 2004, announced the development of a Presidential Initiative on Diversity and Multiculturalism that was:
 - to develop a comprehensive diversity plan
 - to review the policies, procedures, and limitations for the recruitment, retention, and participation of diverse groups and individuals across campus
 - to determine specific strategies and needed resources to improve the campus diversity climate
 - to recommend ways to strengthen the use of the limited resources that already exists.
- Dr. Martha Warfield and a steering committee organized and identified potential membership for the larger University-wide *Council for Institutional Diversity and Multiculturalism*, in March 2004.
- Between March and April 2004, invitations were extended to all university Constituent groups, requesting their participation on the Council. (council was made up of 65 people representing all employee groups.) A calendar of meeting

dates, times, locations, and presenters from several diversity-related WMU offices were invited to speak during scheduled meetings. There were external experts in diversity and multiculturalism invited to present as well.

- During the period April, 2004 through July, 2004, *WMU's Council for Institutional Diversity and Multiculturalism* met at noon on Tuesdays to begin conversations related to President Judith Bailey's charge in the "State of the University Address".
- After the series of presentations, discussions, and directives, the larger Council was divided into six sub-committees, during June 2004. Each sub-committee was charged with producing a general draft report of ideas on what was necessary to include in a diversity plan for WMU. A sampling of other university diversity plans was used for this review in addition to the information provided by presenters.
- In July 2004, these six sub-committees presented their draft reports to The General Council for feedback and discussion. It was at the July 21, 2004 meeting where committee members were asked to sign-up for at least one of five subgroups that represented areas of interest for the WMU diversity plan, including the Final Draft Report Sub-Committee.
- At the end of July 2004, sub-group chairpersons were selected. Each Chairperson was charged with organizing meetings with members to address specific items regarding WMU's diversity plan. Participation of the General Council will continue through the established Sub-groups and these Sub-groups will have ongoing developments that were a direct outgrowth from larger Council membership. These activities include:

A. Leadership for University-Wide Diversity Planning and Inclusion will continue its work and planning in the areas of training and education interlaced with curriculum assessment.

B. Multicultural Center opened in September, 2004 and Programming and Activities committee will continue to meet, plan, and develop co-curricular activities that are critical to diversity and multiculturalism at WMU. This sub-group will enlist the involvement of a number of academic colleges and units as well as student life units in the near future.

C. Documentation/Video Tape Production and recreation of "Cross-Colors" theater production is working with university constituents to recreate "Cross Colors"—a dramatic presentation to enhance the training and sensitivity to issues pertaining to diversity and multiculturalism institution-wide. The dramatic presentation and docu-drama created by this group will be used to facilitate ongoing workshops, training and education activities

D. Assessment, Accountability, Curriculum Reform, Recruitment and Retention will be ongoing from the Provost's Division. A number of new developments are underway to support the implementation of the DMAP and track progress. This sub-group will work closely with the Vice Provost for Institutional Effectiveness

- Throughout the year, beginning in October 2004, multiple university constituents reviewed the draft proposal, including: The Dean's Council, Senior Leadership Team, Informal meeting with the President and Provost, Academic Forum, Student Leaders, Faculty Senate Executive Board, APA Executive Committee, PSSO Executive Committee, AFSCME Executive Committee and the AAUP Executive Committee.
- Final DMAP completed 4/19/06, presented to Board of Trustees on April 28, 2006
- Change in Leadership at the University, including both President and Provost
- Year of Interim Leadership- no action on the diversity plan

Where we are now 2008

Dr. John Dunn became the eighth president of Western Michigan University on July 1, 2007. On November 21, 2007, Dr. Dunn issued his statement on diversity, again reinstating the diversity agenda for WMU. In part, he stated:

“In order to sustain our long history of diversity efforts and improve the inclusive nature of our campus community, I have asked Dr. Martha Warfield to assume these responsibilities as Director of the Office of Diversity. This office will be responsible for numerous duties including but not limited to”

- implementation of the Diversity and Multiculturalism Action Plan (DMAP);
- management of the University affairs for the Kalamazoo Promise;
- presentation of the 2010 exhibit, “RACE: Are We So Different?”;
- planning of the annual Martin Luther King Jr. Convocation;
- support for community development activities relating to recruitment of students of all levels and descriptions; and
- other projects as directed by the president.

Diversity and Multicultural Action Plan (DMAP)

The DMAP provides a 3 year plan of action that has been aligned with the university's mission statement and mission implementation plan. The *DMAP* is a living document. The current economic climate in the State of Michigan influences decisions to make cutbacks in resources by the University since 2004. Furthermore, in 2006, Michigan voters amended the state constitution to prohibit certain forms of discrimination or

preferential treatment on the basis of race, sex, color, ethnicity, or national origin. The University will comply with these new requirements, while continuing to maintain and support an environment that is welcoming to all.

Revisions made to the *DMAP* will contribute an ongoing knowledge of the changing nation and world environment. When in 2010 all input is completed, the *DMAP* will make the Committee's efforts to establish a positive campus environment possible, accessible, and real.

The goals and actions listed here are interdependent and must all be given equal concentration. They are intended to be interpreted and effectuated in a manner consistent with applicable law, collective bargaining agreements, and other university policies and requirements.

**DMAP's
3-Year Implementation Plan
Aligned with
WMU's Mission Components**

WMU Mission Component 3: Incorporate participation from diverse individuals in decision making.

WMU Strategic Direction	DMAP Goal #2	DMAP Goal #2 Actions	AY 06/07	AY 07/08	AY 08/09
Design and implement a long-term diversity plan.	Investigate and put into place an infrastructure that dismantles institutional bias and recognizes, supports, and sustains the efforts of this diversity and multiculturalism initiative at all levels of the institution.	1. Work with university libraries to develop materials related to diversity... (p. 13)	X	X	X
		2. Institute a university-wide incentive program to help achieve the goals as set forth by the DMAP.		X	X

		3. Assess progress on achieving the DMAP with the responsible groups, suggest mid-course corrections or alternative actions, and report on the progress of the plan	X	X	X
--	--	---	---	---	---

WMU Strategic Direction	DMAP Goal #4	DMAP Goal #4 Actions	AY 05/06	AY 06/07	AY 07/08
1. Remove barriers against a more diverse student, faculty, and staff populations. 2. Centralize diversity related recruitment and retention measures.	To recruit, retrain, and graduate a diverse student body and promote a diverse workforce at all levels.	1.a Broaden and expand the indicators of academic success for incoming students.... (p. 14).	X	X	X
		1.b Revise existing policies, procedures, and practices to reflect and support the university's diversity and multiculturalism goals.	X	X	X
		2. Increase the availability of financial assistance for students. Expand the number of merit-based scholarships and fellowships in the university.	X	X	X
		3. Facilitate institutional efforts to use a fast-track hiring procedure when faculty members add to the university's diversity portfolio.	X	X	X
		4. Develop innovative methods of recruiting and retaining administrators, faculty, staff members, and students from diverse cultural, linguistic and ethnic backgrounds.	X	X	X

WMU Strategic Direction	DMAP Goal # 1	DMAP Goal #1 Actions	AY 05/06	AY 06/07	AY 07/08
Adopt a flexible diversity plan suitable to various programs at the university.	Develop and maintain a shared inclusive understanding of diversity multiculturalism, institutional bias, and affirmative action through training and programs	1. Implement institutional definitions, policies, practices, and process related to diversity and multiculturalism through training and education throughout the institution.	X	X	X
		2. Improve quality of entry experiences for new students, faculty, staff members, and administrators.	X	X	X
		3. Encourage and communicate WMU's commitment to maintaining and building a diverse community.	X	X	X
		4. Develop competencies among administrators, faculty, staff, and students with well-defined knowledge and skills that enables individuals to work successfully in a multicultural environment.	X	X	X
		5. Assess the campus climate for diversity and share this information with the university publicly.	X	X	X

WMU Strategic Direction	DMAP Goal #5	DMAP Goal #5 Actions	AY 05/06	AY 06/07	AY 07/08
--------------------------------	---------------------	-----------------------------	-----------------	-----------------	-----------------

Recognize diversity related efforts through programs and publicity.	To renew curricular, co curricular, research, creative, and study abroad activities to engage the university community in a diverse learning environment	1. Align co-curricular activities with curricular program that reflect the diversity goals of the university.		X	X
		2. Enlist senior faculty to collaborate with Student Affairs' staff members to create and implement a diversity program as part of the orientation experience for incoming first-year and transfer students.		X	X
		3. As part of the ongoing curriculum review, assist the current Curriculum Review Committee in assessing courses and content with respect for multiculturalism		X	X

WMU Mission Implementation Goal 4: To increase diversity within the student body, faculty, staff through institutional practices and programs.

WMU Strategic Direction	DMAP Goal # 3	DMAP Goal #3 Actions	AY 05/06	AY 06/07	AY 07/08
1. Develop organizations and related activities that support diverse interests among faculty, students, and staff. 2. Improve the diversity climate in the greater Kalamazoo community 3. Promote diversity	To create a welcoming and inclusive university environment (climate) that included ongoing training, curriculum renewal and research initiatives.			X	X
		4. Offer and support events, forums, and programs that highlight diversity and multiculturalism.	X	X	X
		3.a Institute an ongoing diversity awareness program as part of freshman, transfer students, new faculty, staff, and other personnel orientation.		X	X

WMU Strategic Direction	DMAP Goal # 2	DMAP Goal #2 Action	AY 05/06	AY 06/07	AY 07/08
-------------------------	---------------	---------------------	----------	----------	----------

1. Promote diversity 2. Support diversity	Investigate and put into place an infrastructure that dismantles institutional bias and recognizes, supports, and sustains the efforts of this diversity and multiculturalism initiative at all levels of the institution.	2. Institute a university wide incentive program to help achieve the goals as set forth by the DMAP.		X	X
---	--	--	--	---	---

WMU Strategic Direction	DMAP Goal # 2	DMAP Goal # 2 Action	AY 05/06	AY 06/07	AY 07/08
Support diversity	Investigate and put into place an infrastructure that dismantles institutional bias and recognizes, supports, and sustains the efforts of this diversity and multiculturalism initiative at all levels of the institution.	1. Work with university libraries and develop materials related to diversity ... (p. 13)	X	X	X
	DMAP Goal # 5	DMAP Goal # 5 Actions			
	To review and recommend curricular, co curricular, research, creative, and study abroad activities to engage the university community in a diverse learning environment.			X	X

WMU Strategic Direction	DMAP Goal # 4	DMAP Goal # 4 Actions	AY 05/06	AY 06/07	AY 07/08
Reward Diversity	To recruit, retrain, and graduate a diverse student body and promote a diverse workforce at all levels.	6. Actively recruit, retain, and reward faculty, staff in a manner that is consistent with our multicultural objectives.		X	X

WMU Strategic Direction	DMAP Goal # 6	DMA Goal # 6 Actions	AY 05/06	AY 06/07	AY 07/08
1. Assessment of Diversity 2. Identify areas of deficiencies related to diversity with the university and implement corrective actions.	To identify and report on accountability measures that fully describes progress toward diversity and multiculturalism throughout the university.	1.a Assess current WMU programs and services targeted at diversity and multiculturalism m issues... (p. 14)	X	X	X
		2. Streamline the assessment of multicultural and programs for underrepresented groups.	X	X	X
		3. Increase the participation of faculty, staff, and students from underrepresented groups in university governance.	X	X	X
		4. Develop a separate Assessment Plan that will allow the collection of sufficient types of data ...(p. 15)	X	X	X

WMU Strategic Direction	DMAP Goal # 5	DMAP Goal # 5 Actions	AY 05/06	AY 06/07	AY 07/08
1. Foster inclusiveness in the curriculum	To renew curricular, co curricular, research, creative, and study abroad activities that engage the university community in a	1. Align co curricular activities with curricular programs that reflect the diversity goals of the university.		X	X

	diverse learning environment	2. Enlist senior faculty to collaborate with Student Affairs' staff members to create and implement a diversity program as part of the orientation experience for incoming first-year and transfer students.		X	X
		3. As part of the ongoing curriculum review, assist the current Curriculum Review Committee in assessing courses and content with respect for multiculturalism		X	X