



BEMIDJI
STATE UNIVERSITY

Diversity & Inclusion Plan
June 1, 2016 – May 31, 2019

Goal 1: Improve access for underrepresented students and students with varying levels of academic preparation

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
1.1 Increase international student enrollment	1.1.1 Establish list of and plan for communicating with American-style schools in other countries to recruit freshman students	Director of IPC		Fall 2016
	1.1.2 Create and implement a recruitment plan for international institutions with established course equivalency agreements	Directors of IPC		Fall 2016
1.2 Increase Native American student enrollment and improve comparability to other MnSCU schools' enrollment	1.2.1 Establish a consistent physical presence of BSU student affairs at each tribal college – minimum of 3 coordinated visits for spring 2016	Director of AIRC, Director of Admission	Student Affairs Directors, Transfer Specialist and AOS Rep	Spring 2016 and ongoing
	1.2.2 Hire and train AOS Representative to recruit Native American Students	Director of Admissions	Director of AIRC	Spring 2016
	1.2.3 Survey tribal colleges in MN, ND, SD, and WI for programs they would like to articulate to BSU	Directors of AIRC and Admissions	Institutional Research	Spring 2017
	1.2.4 Create articulation agreements at 3 tribal colleges	Directors of AIRC, Transfer Specialist, CEL Director	Academic Deans, Department Chairs	Spring 2018
	1.2.5 Pilot courses/program delivery to a tribal college	Director of AIRC & Acad. Deans, CEL Director	Select Academic Departments	Spring 2017
	1.2.6 Engage with area high schools and tribal colleges to address barriers to matriculation and retention	Director of Admissions, AIRC Director	AOS Rep	Fall 2016
	1.2.7 Develop target marketing materials	Communications & Marketing, AIRC Director	Ojibwe Faculty, Indig. Stud. Fac.	Summer 2018
1.3 Explore the development of scheduled public transportation stops at the campus if interest exists	1.3.1 Survey students and employees to find out if interest exists for scheduled public transportation stops	VP Finance & Admin, Dean of Student Success, IR, Sustainability Coordinator	President, Student Senate	Fall 2016
	1.3.2 Report on results of survey and identify next steps	VP Finance & Admin, Dean of Student Success, IR, Sustainability Coordinator	President, Student Senate	Spring 2017
	1.3.3 Engage in discussion with public transportation to provide scheduled stops to and from BSU campus and 3-4 points in the Bemidji community when classes are in session if sufficient interest exists	VP Finance & Admin, Dean of Student Success, IR, Sustainability Coordinator	President, Student Senate	Fall 2017

Goal 1: Improve access for underrepresented students and students with varying levels of academic preparation

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
1.4 Improve materials, processes, and programs for sensitivity to diverse groups	1.4.1 Provide information to faculty and staff so that materials provided to students adhere to universal design	Director Office for Students with Disability	CDO, Diversity Committee	Summer 2016
	1.4.2 Review print and digital materials for ADA and OCR compliance and modify as necessary	Communications and Marketing, Disability Services, CHRO, AAO	All offices and departments	Summer 2016
	1.4.3 Require offices and programs to develop and report on diversity goals	AVPAA, Deans, VP Finance & Admin, VP Innovation & Ext. Learning, Athletic Dir., CHRO, CDO	All offices and departments	Fall 2016

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Goal 2: Increase the retention and completion of underrepresented students and students with varying levels of academic preparation				
Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
2.1 Improve advising	2.1.1 Establish an advisor training opportunity during start-up weeks	Director of ASC	All advisors	SS 2016
	2.1.2 Establish an on-line scheduling program that would allow students to schedule meetings with faculty and staff members	Dean of Student Success, Dean Student Support Services, Director of ASC	IT	Spring 2017
	2.1.3 Develop a workshop for students placed on academic warning and/or conditionally admitted	Directors of ASC & TRiO		Summer 2016
	2.1.4 Work with each student to develop a four-year graduation plan or academic plan during their first year on campus	Directors of ASC and TRiO, Registrar	Academic Deans and Faculty	Spring 2017
2.2 Explore and/or implement high impact retention strategies	2.2.1 Acknowledges students who complete established milestones that measure student success	Director of ASC		Fall 2016
	2.2.2 Explore expansion of linking classes with FYE or other courses	AVPAA, Director of Liberal Education	Academic Deans	Fall 2017
	2.2.3 Develop a continued academic orientation during the critical first four weeks	Directors of HMU & ASC	Student Affairs Directors, FYE Instructors	Summer 2016
	2.2.4 Develop a workshop for faculty/staff working with students on academic warning and conditionally admitted	Directors of ASC & TRiO		Summer 2016
	2.2.5 Award AA degrees upon completion without graduation plan	Registrar		Summer 2016
	2.2.6 Implement communication/tracking software with capability to specifically monitor academic progress during first year	Dean of Student Success & Dean of Student Support Services, Director of ASC	IT	Fall 2017
	2.2.7 Explore expansion of prerequisite checking	Registrar	Academic Deans & Dept. Chairs	Fall 2016
	2.2.8 Work with consulting company to lower D/F/W rates in at least three gateway courses	AVPAA, IR, Dir Institutional Accreditation, Coordinating Committee	Academic Deans, Select faculty	Fall 2019
	2.2.9 Establish alumni connections to the classroom to promote careers	Directors of Career Services & Alumni Relations	Academic Deans And Faculty	Spring 2017

Goal 2 cont'd: Increase the retention and completion of underrepresented students and students with varying levels of academic preparation

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
2.3 Explore ways to make the cost of college affordable and make changes where possible	2.3.1 Evaluate the impact of the current tuition structure on recruitment and retention	VP Finance & Admin, Dean Student Support Services	Institutional Research	Fall 2016
	2.3.2 Establish bridge program(s)/early start program for new students that is credit bearing – provide summer work opportunities on-campus so students can earn money while at school	Dean Student Success, Dean Student Support Services	Academic Deans, Faculty	Fall 2016
	2.3.3 Seek to expand workstudy and payroll jobs on-campus	Director Career Services, VP Finance & Admin,	Financial Aid, Business Mgr	Fall 2016
	2.3.4 Explore possibility of providing need-based scholarships to seniors who may drop without support	Dean Student Support Services, Director of ASC	VP Finance & Admin	Fall 2016

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Goal 3: Increase recruitment and retention of underrepresented faculty, staff, and administrators

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
3.1 Improve efforts to recruit employees from diverse backgrounds	3.1.1 Review recruitment processes for and identify additional locations to advertise positions to attract diverse applicants	AAO, CHRO, HR staff	Employees within the office or department advertising the position	Ongoing
	3.1.2 Create and implement a policy requiring diversity on Search Advisory Committees	AAO, CHRO		Fall 2016
	3.1.3 Hold workshops with supervisors and departments to discuss writing vacancy notices to build as diverse a pool of applicants on a yearly basis or more often as necessary	AAO, CHRO, HR staff	Department/office staff	Beginning Fall 2016
	3.1.4 Develop resources for supervisors to access when writing search evaluation instruments	AAO, CHRO		Summer 2016
3.2 Raise awareness of unconscious bias and discrimination on search committees	3.2.1 Include modules in each SAC training addressing discrimination and unconscious bias and how to minimize their influence in the search process	AAO	CHRO, HR staff	Summer 2016
3.3 Engage in conscious retention efforts of new employees	3.3.1 Promote strategies to retain underrepresented employees including a cultural transition component as part of onboard mentoring program for new employees	CDO, CHRO, HR staff	Supervisors	Spring 2017
	3.3.2 Develop a new employee mentoring program	HR, Deans, Directors	CPD and Diversity Committee	Summer 2017
	3.3.3 Develop institutional professional support for all employees	HR, Deans, Directors	CPD and Diversity Committee	Summer 2017

Goal 4: Foster a supportive campus environment/climate for people from diverse backgrounds and perspectives

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
4.1 Improve students' and employees' sense of belonging	4.1.1 Identify and promote existing student and employee feedback channels and address areas for improvement	CHRO, AAO/CDO, Provost, AVPAA,	Deans and Directors	Spring 2017
	4.1.2 Monitor campus climate for students, and employees on a two-year rotational basis for progress	CDO, Institutional Research, HR		Spring 2017 & Ongoing
	4.1.3 Create outreach and engagement opportunities for international students in the Bemidji community	IPC, CDO	International Student Club, Diversity Committee	Spring 2018
	4.1.4 Review campus physical and technology spaces for how welcoming they are to all groups	CDO/AAO, VP Finance & Admin,	Relevant student & employee groups	Spring 2017
	4.1.5 Install more art throughout campus buildings that celebrates diversity	Diversity Committee, VP Finance & Admin, HMU Director,	TADD faculty, Indigenous Studies faculty, AIRC director	Spring 2019
	4.1.6 Create an ambassadorship program and provide infrastructure for its continuance	Diversity Committee	Interested employees	Fall 2017 and ongoing
	4.1.7 Improve calendaring to take note of events and holidays from around the world and from nondominant racial/ethnic groups	Diversity Committee, IPC, Event Mgmt Coordinator		Spring 2018

Goal 4 cont'd: Foster a supportive campus environment/climate for people from diverse backgrounds and perspectives

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
4.2 Improve students' & employees' sense of place & safety	4.2.1 Program all new buildings and develop timeline to retrofit existing buildings to contain family and unisex bathrooms as well as mother's lounges	VP Finance & Admin, HR, AAO, Director of Disability		Spring 2017
	4.2.2 Identify space for and develop a Diversity Center for students	CDO, Dean SS, Dean SSS, Student Senate	Student Clubs, Select Academic & Student Support Programs	Spring 2019
	4.2.3 Review and replace as necessary, signage for visually impaired individuals and for individuals with physical disabilities	VP Finance & Admin, HR, AAO, Director of Disability		Spring 2017
	4.2.4 Identify space and requirements for a meditation & reflection center that meets best practice for a public university	VP Finance & Admin, CDO, Dean	Student Senate, Wellness Committee	Spring 2018
	4.2.5 Review facilities & technologies for ADA and OCR compliance and develop schedule for addressing issues that arise	VP Finance & Admin, HR, CIO	IT, Library, AVPAA,	Spring 2017
	4.2.6 Provide document identifying the accessibility available for various rooms and spaces and instructions for how guests can access	Assistant Director HMU	IT, VP Finance & Admin	Fall 2016
	4.2.7 Provide toolkit/ideas/training for how to manage conflict in departments and offices	CHRO, CDO/AAO	Deans and Nonacad. Directors	Spring 2017
	4.2.8 Provide information on discrimination, harassment, and civility policies and procedures at least once per year to employees	CDO/AAO, CHRO		Ongoing
	4.2.9 Develop and/or publicize the process for reporting complaints (discrimination, harassment, civility)	CDO/AAO, CHRO		Beg. Fall 2016 Ongoing
	4.2.10 Publicize supports available to complainants	CDO/AAO, CHRO		Beg. Fall 2016 Ongoing

Goal 5: Promote the Intercultural Competence of Students and Employees

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
5.1 Improve the cultural competence of employees and programs	5.1.1 Create a university-wide Diversity and Inclusion Committee and a charge for that committee	CDO, Administration	Students, all employee unions, administrators	Spring 2016
	5.1.2 Provide two or more cultural competence training and dialogue opportunities for employees each year	CDO, CHRO, Diversity Committee	Marketing & Communications	Ongoing
	5.1.3 Invite two or more diversity speakers to campus each year	CDO, CHRO, AIRC Dir, Diversity Committee	CEL, Marketing & Communications	Ongoing
	5.1.4 Seek input on ideas for cultural competency workshops from employees	CDO, CHRO, Diversity Committee, AIRC Dir	IR	Fall 2016
	5.1.5 Develop & implement a cultural competency passport program for employees	CDO, AIRC Dir, CHRO	Diversity Taskforce (at first) & Diversity Comm.	Beg. Fall 2017 & ongoing
5.2 Improve the cultural competence of BSU students	5.2.1 Develop a diversity graduation requirement that emphasizes cultural competence	Provost, AVPAA	Faculty	May 2018, impl. Fall 2018
	5.2.2 Provide at least one diversity and inclusion training opportunity for students	CDO, Diversity Committee, AIRC Dir,	Dean of Student Success, HMU Dir, Res. Life Dir, IPC Dir, Leadership Dir, Service Learning?	Beg. spring 2017 & ongoing
	5.2.3 Leverage the abilities of the diversity and inclusion trained students to work on a campus/community project	CDO, IPC Dir, AIRC Dir, Leadership Dir, Service Learning?	Dean of Student Success, Res. Life Dir, Student Clubs, HMU Dir	Impl. Fall 2018
	5.2.4 Develop and implement FYE module on diversity	CDO, ASC Dir, Diversity Committee	FYE Faculty	Impl. Fall 2018
5.3 Broaden campus understanding of Ojibwe and other cultures	5.3.1 Develop a written history of Native American connections to the university	AIRC Dir, Indigenous Stud & Ojibwe faculty, IPC	Marketing and Communications	Spring 2019
	5.3.2 Seek opportunities to celebrate the firsts for which BSU is known	AIRC Dir, Indigenous Stud & Ojibwe faculty, IPC	Diversity Committee, Marketing & Commun	Spring 2018
	5.3.3 Seek and promote opportunities to integrate Native American customs and rituals into university events	AIRC Dir, Indigenous Stud & Ojibwe faculty, IPC	Diversity Committee, Marketing & Commun	Spring 2018
	5.3.4 Expand opportunities to learn about diverse cultures in the US and abroad	AIRC Dir, Indigenous Stud & Ojibwe faculty, IPC	International Studies Program, Diversity Comm.	Spring 2018

Goal 6: Improve communication structures and processes for diversity and inclusion efforts

Objectives	Action Steps	Primary Stewards	Proposed Partners	Completion Target
6.1 Improved coordination of diversity-related efforts and programs	6.1.1 Create a coordinated and integrated clearinghouse for all diversity-related initiatives and programming	CDO, Diversity & Inclusion Committee	IT	Spring 2017
	6.1.2 Create and update web presence for diversity-related activities	CDO, Diversity & Inclusion Committee, Communications & Marketing	IT - web	Spring 2018
6.2 Identify community partners for promoting diversity events & programs	6.2.1 Establish a network of organizations and places to publicize diversity events taking place both on campus and in the broader community	CDO, Diversity & Inclusion Committee	IT	Spring 2019

ADMINISTRATIVE IMPERATIVES

#1 ASSESSMENT AND ACCOUNTABILITY: Improve assessment and accountability for inclusivity at every level of the university

#	Action Steps	Primary Stewards	Partners	Completion Target
1	AI 1.1 Conduct annual campus assessments on issues of inclusion and diversity	CDO, Institutional Research, AVPAA, HR,		Annually in the fall
2	AI 1.2 Review policies and practices to identify any that hinder access and inclusivity for underrepresented students and employees and make necessary changes	CDO	Diversity Committee, HR, Vice Presidents	Ongoing each spring
3	AI 1.3 Develop intercultural competency measures for faculty to use to assess courses	CDO, Center for Professional Development, Department Chairs, Faculty Senate	Faculty	August 2017

#2 INFRASTRUCTURE IMPERATIVE: Create and sustain an institutional financial infrastructure that effectively supports inclusivity

#	Action Steps	Primary Stewards	Partners	Completion Target
1	AI 2.1 Create a line item in the budget for diversity and inclusion efforts	CDO/AAO, President, VP Finance and Admin		Summer/fall 2016
2	AI 2.2 Provide financial resources and physical space for the development of a Diversity Center	CDO/AAO, VP Finance & Admin,		Spring 2018
3	AI 2.3 Provide grant opportunities for academic and nonacademic departments to improve their diversity and inclusion efforts	CDO/AAO, President, VP Finance and Admin, Provost	Deans and Nonacademic Directors	Fall 2018
4	AI 2.4 Develop an incentivized funding program to provide seed money for diversity and inclusion pilot programs	CDO/AAO, President, VP Finance and Admin, Provost	Deans and Nonacademic Directors	Fall 2018
5	AI 2.5 Develop and prioritize a set of fundraising case statements to garner donations for key diversity and inclusion initiatives	President, CDO, BSU Foundation Director	AIRC Director, Development Officers and Diversity Committee	Fall 2017