

**Diversity & Inclusion Plan**

**June 1, 2016 – May 31, 2019**

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| **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 |

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| 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 DeansAnd Faculty | Spring 2017 |

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| **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 |

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| **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 |

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| **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 2016Ongoing  |
|  | 4.2.10 Publicize supports available to complainants | CDO/AAO, CHRO |  | Beg. Fall 2016 Ongoing |

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| **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 |

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| **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**

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| **#** | **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**

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| **#** | **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 |