Institutional Charge

Chancellor’s Diversity Council

Executive sponsor(s): Chancellor and Provost

Purpose: To facilitate the realization of our Strategic Plan Goal 5: To celebrate diversity in all aspects of university life, creating inclusive environments, culturally competent citizens, and globally-oriented curricula and programs.

Related Strategic Plan Goal(s): Goal 5. Embrace Diversity

Established: July 2010

Time frame for group (or ongoing): 2010-2012

Membership criteria: Members must be dedicated to: cultivating an environment of civility and respect; providing a diverse learning environment; recruiting and retaining a diverse campus community; and promoting collective ownership of diversity initiatives across the campus.

Number of members: 15-20 members

Membership type: Faculty, Staff, Students and Community members

Membership selection (initial): Open nominations through UMatters, deans, provost and vice chancellors

Membership selection (ongoing): Open nominations in May

Leadership: Co-chairs

Leadership selection: Appointed by executive sponsors

Role of the chair: Convene and facilitate meetings of the task force, ensure that the campus community is informed and engaged, and ensure the timely delivery of reports to the executive sponsors. Co-chairs will also ensure that nominations for new members are forwarded to the executive sponsors on an annual basis in May. Co-chairs will meet with the Strategic Plan Coordinating Committee.

Responsibilities of the members: Members should solicit input from colleagues as appropriate and be prepared to share information with colleagues as needed. Members should solicit input from their respective dean or vice chancellor early in the process and engage in an ongoing dialogue about task force activities.

Ex-officio members: Vice Chancellor for Student Affairs and Enrollment Management; Deputy Chancellor for Diversity, Access and Equity

Staffing: Self-staffed
Background and Overview

The University of Missouri Kansas City values diversity as central to our mission as an urban research university. We believe diversity is an important “driver” of excellence in education—an education that prepares students for an increasingly complex global environment. Today’s students are more diverse in age, gender and cultural background, creating opportunities for UMKC to better understand and serve changing and dynamic educational needs. In fact, UMKC’s ability to respond to these changing needs has implications for enrollment, retention and graduation rates. Our undergraduate, graduate and professional programs benefit from a dynamic and diverse student population, faculty and staff that represent the many facets of our city, the region, and the world. When students, staff and faculty develop competencies to work across differences, then creativity, problem solving and innovation result.

UMKC’s focus on diversity is built upon previous initiatives undertaken by many others. Students, faculty, staff and community members, collectively and individually have invested in academic and climate changing endeavors. An organized broad collaboration of these constituents a decade ago created a “Diversity in Action” Plan and established what would become the Office of Diversity, Access, & Equity and later the Office of Diversity & Inclusion, integrating diversity actions and accountabilities into the campus. A climate survey was also conducted in 2006 to assess the learning and working environment. UMKC established an LGBTQIA office that led to UMKC receiving national recognition for being one of the best campuses for LGBT students. These efforts furthered campus work to develop priorities, policies, educational opportunities and programs for access, equity and inclusion in all areas of the campus recruitment, learning, living and work experience.

Yet the road to achieving a diverse university learning and working environment is not without its challenges. Increased diversity can lead to a decrease in consensus, less effective communication, a fear of change and increased anxiety for members of the university community. A major hurdle in improving organizational climate is the lack of recognition that unconscious biases and attitudes can influence decision-making, student and faculty evaluation and interpersonal interactions. It is important to acknowledge that these unconscious biases exist even in individuals who are otherwise committed to egalitarian values. Historically, many U.S. universities have struggled to build and maintain an institutional culture that is inclusive and diverse. UMKC is no different in this regard, and has experienced incidents and trends that have tested the ideals of diversity and cultural sensitivity.
Nonetheless, UMKC remains committed to the values of diversity and inclusion. UMKC’s Strategic Plan spells out the University’s commitment to diversity through Goal 5. Embrace Diversity.

The Chancellor’s Diversity Council recognizes that achieving the vision of a diverse and inclusive university environment involves much more than simply words in a mission statement.

Moreover, achieving a diverse and inclusive university environment is challenging for all urban-serving universities. Past history, perceptions about UMKC diversity practices and a demographically changing student body—all of these forces must be acknowledged. Therefore, the Council promotes moving forward transparently, owning our past and who we are now as an institution. With this realization, the Chancellor’s Diversity Council worked in earnest to gather resources and involve many parties. These stakeholders value UMKC and are critical to identifying practical ideas, processes and strategies that will move the institution forward as a welcoming, inclusive, learning, living and scholarly institution.

An institution of higher learning cannot achieve excellence in preparing students for a global world without having a diverse learning and working environment. In this context, it is important to understand how diversity is defined for the purposes of this initiative. (see below). The Council defines the concept of diversity in its broadest sense. Diversity is more than common considerations of race, gender, ethnicity, disabilities, religion, or veteran status. It also takes into consideration the more specific elements needed to create an environment of diversity, including learning styles, curricular methods, leadership styles and skill-sets required to address the needs of the next generation of leaders. It involves institutionalizing strategies for the campus to create and sustain an environment that is welcoming to all, one that supports the success of each individual learner and employee. In spite of this broad view, UMKC’s Diversity Strategic Plan must not abandon efforts to address the ongoing issues associated with historically underrepresented groups in higher education. For UMKC’s Diversity Strategic Plan, the working definition of diversity is provided below.

...You can’t have excellence without diversity...*
UMKC’s Definition of Diversity

Diversity...
Includes all the ways in which individuals and groups differ in characteristics, experience and multiplicity of human expression. Race, ethnicity, culture, gender, sexual orientation, disability, linguistic ability, learning style, and socio-economic or veteran status are but parts of the broad diversity that UMKC values and seeks to cultivate for the individual and collective transformation and excellence that can be generated. Diversity reaches across the institution to promote access, respect, inclusiveness, support and cultural awareness in all of UMKC’s working, learning and living environments so that a welcoming community is evident throughout.

Introduction

The University of Missouri Kansas City initiated a Strategic Planning process in 2008. The creation of the Plan involved a year of self-study by UMKC faculty, staff, students, community members and friends. The preparation, planning and publication of this process provided a guide for all to follow as UMKC moved into its next decade as Kansas City’s University. In early March 2009, the UMKC Strategic Planning working groups submitted their reports to the Steering Committee. These findings were compiled into a single, comprehensive report by a writing team made up of faculty and staff. In order to solicit and encourage campus-wide participation in the review of the draft, the Provost and members of the Steering Committee scheduled a series of meetings, including Town Hall meetings on both campuses, during the month of April 2009. Based on responses from these meetings and the web site, a final version of the Strategic Plan’s Goals and Objectives was completed in October 2009. Upon the completion of the Plan, a process for further development of the Plan commenced that included crafting implementation plans for each of the six overarching goals. Last to be convened was a newly-formed Diversity Strategic Planning Group to develop an implementation plan for Goal five of the UMKC Strategic Plan: Embrace Diversity. This activity was last to be completed since diversity activities impact each of the other five goals and are an integral part of all campus values and activities.

The UMKC Strategic Plan Goal 5 is Embrace Diversity
To celebrate diversity in all aspects of university life, creating inclusive environments, culturally competent citizens, and globally-oriented curricula and programs.

• Cultivate an environment committed to civility and respect where all students, faculty and staff are empowered to pursue their personal, academic and professional goals.
- Provide a diverse learning and life experience to create culturally competent citizens.
- Recruit and retain a diverse campus community.
- Ensure that diversity initiatives are actively reviewed and owned by the University community.

The Chancellor’s Diversity Council began its work of developing the implementation plan for Goal 5 in 2010. A broad group of institutional members and friends of the University was invited to participate in order to ensure a campus-wide grass roots approach to identifying tactics and strategies. Ultimately, a committed group of individuals collaborated to produce the Plan.

**Mission of the Chancellor’s Diversity Council**

*Diversity at all levels is critical to UMKC’s mission of providing an environment defined by the belief that a multiplicity of values and beliefs, interests and experiences, intellectual and cultural viewpoints enrich learning and inform scholarship. Respect for the culture that makes UMKC a dynamic teaching, research and service environment is a basic institutional value. The Diversity Council’s goal reaches across the institution to promote access, respect, inclusiveness and community in all of UMKC’s working and learning environments.*

**Defining a Pathway to Progress in Diversity**

The UMKC Diversity Strategic Plan is a dynamic, living document with actions, accountabilities and timelines. It is imperative to establish and monitor metrics and benchmarks of achievement to assess progress going forward. It is also important to build consensus and “buy in” from all members of our UMKC community as well as external constituencies. This plan recommends that a Chancellor’s Diversity Council (or similar body) will be necessary going forward. The role of this group is to advise campus leadership, develop a cadre of diversity “ambassadors” in academic units and departments, and review benchmarks of progress. Oversight of the Plan should be guided by the UMKC Chancellor or his designee. It is the recommendation of the Chancellor’s Diversity Council that the UMKC Strategic Diversity Plan should be based in the Office of the Vice Chancellor for Diversity and Inclusion. The implementation arm of the Plan should be guided by this Vice Chancellor, who can provide guidance, benchmarks, development and tracking of metrics, and outcomes reporting on a
quarterly basis.9,10 This work must be paired with support and the necessary resources committed from our leadership.

Making meaningful progress in diversity and inclusion requires steadfast leadership and resources as UMKC embarks upon cultural transformation. It also requires individuals’ commitment. The vision of the Chancellor’s Diversity Council represents a collective effort of the campus and its constituents to set a path for the future that is different than today, capitalizing on the many successes in the area of diversity, yet propelling UMKC to new heights and achievements for its future as Kansas City’s University.

**Process and Methods**

The Council is proposing strategies to include important campus and community voices in conversations, to develop common language, and identify principles important to the process and outcome. The group reviewed diversity plans and resources from other universities, solicited “critical incidents” that illustrated UMKC strengths and weaknesses in diversity, and reviewed available UMKC data pertinent to diversity. Five dimensions of focus emerged for UMKC diversity efforts, from which goals, objectives and strategies were developed. A decision framework was provided by a Council member, as well as a template for themes and strategies. The Council began the “nuts and bolts” work in preparation for advancing campus-wide planning and discussion.

The major themes identified by the Council include the following: 1. Representation, Access & Success; 2. Climate & Campus Environment; 3. Responsive Teaching, Research & Experiential Learning; 4. UMKC & the Urban Community in Partnership; and 5. Institutional Infrastructure & Resources. These themes were used to organize the group’s work, as well as to enhance an understanding of what additional data was needed. The Council continued to identify strategies, resources and data required to build the body of work that documents where UMKC is today and where we are headed in the future.

Once the Council gathered and reviewed resources, historical challenges and important themes relevant to developing a campus-wide strategic diversity plan, an initial draft of major Plan components was developed. To maximize the success of future implementation, the group discussed “a campus-wide and beyond” initiative to engage stakeholders in conversations about the draft Plan. The Council felt it was important to hold constituent feedback sessions in a variety of locations. An effort ensued to identify key target groups of interest. Faculty, staff, and students as well as community partners were invited to provide comment and feedback to the Council. Open forums, focus groups and community conversations were planned to gather
opinions and suggestions regarding the proposed Diversity Strategic Plan. These campus conversations occurred during the spring semester of 2013 at the invitation of the Chancellor through a widely disseminated video message.

**Glossary of Terms**

**Historically under-represented minority** -
Traditionally, this category includes ethnic groups—African American, Hispanic/Latino, and Native Americans who have been disadvantaged, in part, because of historical or economic factors. The concept of under-representation may also refer to population groups whose numbers (in certain geographic areas or within a defined category or discipline) are disproportionately less than the general population.

**Culturally diverse groups** -
Is used to mean the variety of human societies or cultures in a specific region or in the world.

**Disability** -
Is the consequence of an impairment that may be physical, cognitive, mental, sensory, emotional, developmental, or some combination of these. A disability may be present from birth, or occur during a person’s lifetime.

**Equity** -
Is a term that represents the fairness and impartiality in treatment of our faculty, staff, students, alumni and constituent groups.

**Culture** -
Refers to characteristics of particular groups of people, defined by values, language, religion, cuisine, social habits, music and the arts and so forth.

**Cultural Competence** -
Represents the ability to understand, appreciate, and interact effectively with persons from cultures and/or belief systems other than one’s own. The context in our UMKC community implies the ability to interact with others with respect and tolerance. Cultural competency is essential to producing academic, work and leadership outcomes within a diverse higher education community. An understanding of culture, traditions and norms demonstrates appreciation for the plurality of the human experience essential to success in a global economy.

**Cultural Competency** -
Refers to a process of developing proficiency in effectively responding in a cross-cultural context. It is the process by which individuals, agencies, and systems learn to integrate and transform awareness of assumptions, values, biases, and
knowledge about themselves and others, and respond respectfully and effectively across diverse cultures, language, socioeconomic status, race, ethnic background, religion, gender, sexual orientation, veteran status and ability. Cultural competency recognizes, affirms, fosters, and values the strengths of individuals, families, and communities and protects and preserves the worth and dignity of each.

Adapted from: www.scaoda.state.wi.us/docs/main/CulturalCompetencyDefinition.pdf
Accessed 6 5 13

Inclusion – Is a core element for successfully achieving diversity. Inclusion is achieved by nurturing the climate and culture of the institution through professional development, education, policy, and practice. The objective is to create a climate that fosters belonging, respect, and value for all and encourages engagement and connection throughout the institution and community. (AAMC.org; Group on Diversity and Inclusion)

**Diversity** as a core value embodies inclusiveness, mutual respect, and multiple perspectives and serves as a catalyst for change resulting in equity. In this context, we are mindful of all aspects of human differences such as socioeconomic status, race, ethnicity, language, nationality, sex, gender identity, sexual orientation, religion, geography, disability, and age.

- American Association of Medical Colleges
The University of Missouri-Kansas City has established five primary expected outcomes that will provide vision and direction to the campus activities and strategies in the future. It is believed that by accomplishing these goals, UMKC will be a stronger institution from several perspectives – in the representation of diversity from our region among students, faculty and staff; in the environment in which we live and learn; in our curriculum and our research; within our community; and in our commitment to sustaining these values to improve our campus. Ultimately, achieving diversity goals can have an important impact on admissions numbers, graduation rates and student, staff and faculty retention. One thing is clear—achieving our strategic goals necessitates a commitment on all levels and among everyone. Every participant must have the commitment and the engagement to sustain this effort. Only with the pledge to work towards these goals together can we expect our progress to be visible, palpable, and sustained.

UMKC has outlined its effort to improve diversity by working across Five Dimensions for diversity. These dimensions define the breadth of impact that strategic diversity efforts could have in improving the campus in multiple ways. The comprehensive dimensions provide a framework for overarching goals and the articulation of specific short term and intermediate strategies. From these, metrics, accountabilities, and a general timeline have been developed.
UMKC Strategic Plan for Diversity

*Five Diversity Dimensions and Their Outcomes*

<table>
<thead>
<tr>
<th>Dimension 1</th>
<th>Dimension 2</th>
<th>Dimension 3</th>
<th>Dimension 4</th>
<th>Dimension 5</th>
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<tbody>
<tr>
<td>Representation, Access &amp; Success</td>
<td>Climate &amp; Campus Environment</td>
<td>Responsive Teaching, Research &amp; Experiential Learning</td>
<td>UMKC &amp; the Urban Community in Partnership</td>
<td>Institutional Infrastructure &amp; Resources</td>
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These five long-term outcomes provide a basis for strategies that are categorized as “Quick Wins” and for “Intermediate Goals”. These outcomes will also yield “Benchmarks for Improvement,” and focus efforts on our operations and aspirations where progress is needed.

Through focus groups, group conversations, listening and sharing sessions, website response and email, recurring themes emerged. Below are the consistent comments that bring clarity of direction from the
groups who participated. These statements represent significant consensus across various groups and individuals. The Council therefore, recommends the items below as widely held priority items for commitment of effort and resources.

**Important Expected Outcomes as a Result of Campus Conversations**

- The UMKC Diversity Strategic Plan is a “living” document with actions, metrics, accountability, resources and ongoing commitment to the values and goals of diversity.

- Diversity efforts should include centralized information, data, resources, and reporting that is continually and deliberately communicated to all UMKC stakeholder groups.

- UMKC is successful in recruiting, retaining, and supporting faculty, staff, and students who reflect our multicultural urban community.

- Curricular offerings on topics of diversity and cultural competency are required parts of courses of study including General Education requirements.

- Faculty, staff and students are supported in order to facilitate their success.

- Diversity is a topic of open discourse, creating a sense of belonging to all members of the UMKC community.
**Dimension 1. Representation, Access & Success**

**OUTCOME:** UMKC engages in activities to recruit and retain a diverse campus community that facilitates the realization of academic achievements, growth and development of all faculty, staff and students.

Quick wins:
1. Each academic unit develops Diversity Strategic Plan
2. Improve accessibility of website and communications responsive to needs of minority students
3. Establish protocol to reach out to minority student applicants proactively
4. Improve student experience via streamlined processes for establishment of student organizations

As an urban serving University, UMKC is situated within the urban core of Kansas City and as Kansas City’s University, the Institution has an obligation to resemble the community around us. It will be important for our faculty, staff and students to integrate themselves into the fabric of our community and region in more representative ways.

Objectives:
- Improve number & proportion of under-represented & diverse students
- Improve number & proportion of under-represented & diverse faculty & staff in all areas of campus including leadership positions
- Build/enhance support systems that allow for success of diverse groups within the institution
- Create improved campus access for students, faculty, & staff with disabilities, so UMKC can be known as one of the most accessible campuses
- Collect ongoing meaningful data that is mindful of the definition of diversity & how representation is counted

<table>
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<tr>
<th>Intermediate goals</th>
<th>Metric</th>
<th>Accountabilities</th>
<th>Target date</th>
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<tbody>
<tr>
<td>Provide leadership training in fostering openness, engagement &amp; inclusion</td>
<td>Program established</td>
<td>Academic Affairs/Unit leaders (deans)</td>
<td>2018</td>
</tr>
<tr>
<td>Improve number of minority faculty &amp; staff</td>
<td>+ 14</td>
<td>Academic Affairs/Diversity office</td>
<td>2018</td>
</tr>
<tr>
<td>Improve number of minority students</td>
<td>+ 2,255</td>
<td>Academic Affairs/Student Affairs Enrollment Management (SAEM)</td>
<td>2018</td>
</tr>
<tr>
<td>Assess &amp; build on existing mentoring programs for faculty; develop mentoring program for diverse staff</td>
<td>Program established</td>
<td>Academic Affairs</td>
<td>2016</td>
</tr>
<tr>
<td>Develop mentoring program for diverse students</td>
<td>Program established</td>
<td>Student SAEM</td>
<td>2015</td>
</tr>
<tr>
<td>Establish additional need-based scholarships</td>
<td>+ $50,000/yr</td>
<td>Chancellor/Academic Affairs/SAEM</td>
<td>2018</td>
</tr>
<tr>
<td>Position the Division of Access &amp; Inclusion at the highest administrative level, with expanded role to include campus &amp; community engagement around specific plan initiatives</td>
<td>New leadership &amp; direction in place</td>
<td>Chancellor</td>
<td>2014</td>
</tr>
<tr>
<td>Achieve UMKC A2S initiative goals</td>
<td>A2S timeline</td>
<td>Academic Affairs/SAEM</td>
<td>ongoing</td>
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**Dimension 2. Climate & Campus Environment**

**OUTCOME:** UMKC cultivates an environment committed to civility and respect where all students, faculty and staff are empowered to pursue their personal, academic and professional goals.

Quick wins:
1. Conduct a baseline climate survey among faculty, staff, students
2. Establish responsibility for tracking, dissemination & monitoring climate outcomes
3. Establish protocols for mentorship and coaching of students, faculty & staff
4. Establish ongoing forums for open discourse on diversity topics
5. Create an “At Ease” zone for veteran students

The environment in which students live and learn and in which faculty and staff work is critical to the establishment of a palpable positive, supportive and inclusive community. It is much more than tolerance. Rather, UMKC seeks to further enhance an accepting climate in which all faculty, staff, students and stakeholders are aware of a welcoming atmosphere that supports and celebrates their individual and collective differences.

UMKC must establish relevant baseline data to track, analyze and chart strategies to improve climate.

**Objectives:**
- Create an environment of inclusion, nurturance & valuing the diversity of UMKC.
- Build on & maintain meaningful departmental & unit level strategic plans for diversity outcomes, assessment, resources & accountabilities
- Maintain/promote visibility & activities supportive of UMKC Core Values that build community
- Develop & maintain an ongoing campus climate assessment to monitor & improve climate at campus & unit level

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<tr>
<th>Intermediate Strategies</th>
<th>Metric</th>
<th>Accountabilities</th>
<th>Target date</th>
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<tbody>
<tr>
<td>Develop coaching protocols &amp; training to advance a positive, open climate for UMKC</td>
<td>Protocols established &amp; operating</td>
<td>Office of Diversity &amp; Inclusion</td>
<td>2015</td>
</tr>
<tr>
<td>Include diversity/cultural competency criteria in performance evaluations</td>
<td>Criteria developed &amp; included in faculty/staff evaluations</td>
<td>Human Resources Office</td>
<td>2014</td>
</tr>
<tr>
<td>Develop a diversity data dashboard for outcome tracking</td>
<td>Dashboard developed</td>
<td>Office of Diversity &amp; Inclusion</td>
<td>2014</td>
</tr>
<tr>
<td>Develop reward structures for faculty/staff engaged in diversity core value activities</td>
<td>Awards, Promotion credits for activities</td>
<td>Academic Affairs</td>
<td>2015</td>
</tr>
<tr>
<td>Enhance employee orientation programming to include topics of inclusion, respect, core values re: diversity</td>
<td>Additional orientation programming in place</td>
<td>Human Resources</td>
<td>2016</td>
</tr>
<tr>
<td>Regularly conduct ongoing assessment of UMKC climate &amp; culture via (COACHE, NSSE, other) surveys with gender &amp; race data disaggregated</td>
<td>Regular schedule for climate assessment</td>
<td>Academic Affairs/ institutional assessment</td>
<td>2015</td>
</tr>
<tr>
<td>Develop processes to decrease barriers to veteran student registration, financial aid, success</td>
<td>Delays in veteran student processes removed</td>
<td>Registrar, Cashier, Financial Aid, Work Study offices</td>
<td>2014</td>
</tr>
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Dimension 3. Responsive Teaching, Research & Experiential Learning

OUTCOME: UMKC provides a diverse learning and life experience to create culturally competent individuals.

Quick wins:
1. Create bi-annual audit of curricular offerings related to diversity learning objectives for Dashboard
2. Enhance faculty learning initiatives in educational methodologies that reach students multiple learning styles via FaCET
3. An IT policy will be put in place & enforced through purchasing/IT so all electronic software, programs & services utilized by UMKC are disability accessible

Diversity initiatives must include the support of a variety of curricular content, use of a variety of learning methodologies and experiences to engage the diverse ways in which students learn. Faculty must be supported and rewarded in their own research and in support of student research that includes diversity topics. Support of creation of new knowledge that advances faculty and student understanding of local, regional, national and global issues will contribute to the development of citizens poised to solve problems for future generations.

Acknowledging the variety of ways students learn can be a motive for redesign of curricula that is responsive and sensitive to learning style, disability, and inclusion.

Objectives:
- Provide technical assistance related to cultural competency, diversity, & inclusion as a requirement for teaching effectiveness across curricula in all units
- Develop academic structures & funding plans to support the breadth & depth of teaching & research needed to obtain inclusion, equity & diversity outcomes in learning & contributions to knowledge on campus, regionally, nationally & globally
- Create, increase & maintain the number of faculty, student, staff research initiatives at all levels of education that enriches inclusion, equity & diversity
- Prepare for future demographic shifts in students & workforce, supporting a new community, region, nation & world

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<tr>
<th>Intermediate Strategies</th>
<th>Metric</th>
<th>Accountabilities</th>
<th>Target date</th>
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<tbody>
<tr>
<td>Commit to universal design in instructional concepts supporting all students</td>
<td>Universal design implemented</td>
<td>Academic affairs</td>
<td>2017</td>
</tr>
<tr>
<td>Commit to ongoing analysis of demographics shifts in population</td>
<td>Data dashboard records</td>
<td>Institutional Research Office</td>
<td>2015</td>
</tr>
<tr>
<td>Develop curricular/co-curricular transcripts that include diversity, with multicultural competencies &amp; learning outcomes</td>
<td>Transcripts developed</td>
<td>Academic Affairs/SAEM</td>
<td>2016</td>
</tr>
<tr>
<td>Support with funding &amp; tracking an increase in levels of research enriching inclusion, equity &amp; diversity. In particular, research supporting reduction of health &amp; economic disparities, coordinated with educational efforts should be supported. Collaborative, cross-discipline research efforts must be promoted</td>
<td>Increased research via Dashboard tracking; unit diversity plans</td>
<td>Institutional Research/Academic units</td>
<td>2018</td>
</tr>
<tr>
<td><strong>Increase the number/quality of cross-cultural learning opportunities, including credit for study abroad programs &amp; urban core experiences</strong></td>
<td><strong>New programs created; existing programs tracked for competency &amp; learning outcomes</strong></td>
<td><strong>Academic Affairs, Study Abroad Office/Student Involvement/Units</strong></td>
<td><strong>2018</strong></td>
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<td><strong>Assess the degree to which current academic support services meet the needs of students &amp; pursue continuous improvement of tutoring, coaching &amp; holistic approaches for struggling students</strong></td>
<td><strong>Coaching programs expanded</strong></td>
<td><strong>SAEM/Academic units</strong></td>
<td><strong>2018</strong></td>
</tr>
<tr>
<td><strong>Address barriers that impede the Hispanic/Latino Studies &amp; African American Studies programs from achieving visibility &amp; an elevated stature at the UMKC campus</strong></td>
<td><strong>Barriers identified &amp; addressed, including department status, course listings and resource issues</strong></td>
<td><strong>Academic Affairs</strong></td>
<td><strong>2018</strong></td>
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**Dimension 4. UMKC & the Urban Community in Partnership**

**OUTCOME:** UMKC builds relationships with the urban community to advance its role as an urban serving campus committed to its neighborhood and region.

Quick wins:

1. Engage community employers in discussions to develop future programming responsive to the local employment market needs.
2. Engage community groups (such as the Hispanic/Latino Advisory Board, Black Coalition) to build relationships, garner their expertise in recruiting, retaining a diverse faculty, staff, & student body, reflective of the community.
3. Common-interest stories of diverse graduates who have achieved success against obstacles are a regular feature in electronic media publications.

The urban community around UMKC is a rich resource for students, faculty, and staff. UMKC’s continued engagement with community partners to extend the work currently in progress will create new opportunities for better responsiveness to the needs of the community. New engagement with partners who can assist UMKC in developing recruitment and retention strategies for a diverse student body and workforce is desirable for continuing growth of campus.

Objectives:

- Engage community leaders in advancing diversity strategic initiatives to improve & achieve UMKC strategic diversity objectives.
- Engage in meaningful public outreach scholarship & experiential learning that supports UMKC diversity priorities
- Utilize the expertise of UMKC constituent groups to enhance the contribution to & awareness of diverse community groups to campus-life activities & environment

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<th>Metric</th>
<th>Accountabilities</th>
<th>Target date</th>
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<tbody>
<tr>
<td>Develop educational programs that are responsive to the local/regional employment market</td>
<td>Number of programs created; feedback from community</td>
<td>Academic Affairs/ Development/ Career services</td>
<td>2018</td>
</tr>
<tr>
<td>Develop a new community Portal modeled after Center for the City concept</td>
<td>New portal established</td>
<td>Marketing office &amp; Communication</td>
<td>2018</td>
</tr>
<tr>
<td>Form partnerships with organizations that align with mission &amp; objectives of UMKC (such as Whole Person) utilizing existing UMKC resources (Institute for Human Dev.; Office for students with disabilities)</td>
<td>Number of partnerships</td>
<td>Diversity &amp; Inclusion Office</td>
<td>2018</td>
</tr>
<tr>
<td>Strengthen Serve2Learn Program</td>
<td></td>
<td>Academic Affairs</td>
<td>2018</td>
</tr>
<tr>
<td>Replicate the Institute for Urban Education’s Summer Immersion component, engaging UMKC constituent groups</td>
<td>New programming established</td>
<td>Academic Affairs/ units</td>
<td>2018</td>
</tr>
<tr>
<td>Engage each unit with UMKC constituent groups</td>
<td>Representatives appointed &amp; engaged</td>
<td>Academic Affairs/units</td>
<td>2014</td>
</tr>
</tbody>
</table>
Dimension 5. Institutional Infrastructure & Resources

OUTCOME: UMKC ensures that diversity initiatives are actively supported, reviewed and owned by the University community.

Quick wins:
1. Hire new Vice Chancellor for Diversity & Inclusion
2. Review campus policies; create guidance related to diversity topics centered in Office of Diversity & Inclusion
3. Develop internal & external communication plan around UMKC appreciation for diversity
4. Continuation of the Diversity Council as cross-section of campus constituents who monitor Plan implementation

Objectives:
- Create infrastructure to develop, sustain, expand initiatives across UMKC, meeting objectives of the Diversity Strategic Plan
- Develop communication plan for campus academic & support units that visibly articulates UMKC’s ongoing commitment to diversity
- Support the Office of Diversity & Inclusion as UMKC’s accountability resource hub for diversity resources & campus activities
- Develop enhanced visibility & access to campus policies & procedures for all activities related to diversity focused within the Office of Diversity & Inclusion
- Create infrastructure supporting academic & support unit level accountabilities for implementation & ongoing review of unit diversity plans, metrics & outcomes

Intermediate Strategies

| Create and fund a budget for sustainability of the new Diversity Strategic Plan | Budget created; funded | Chancellor’s Office | 2013--ongoing |
| Create central budget pool for disabilities support | Pool created, funded | Chancellor’s Office | 2016 |
| Create a central budget pool to facilitate hiring of a diverse workforce | Pool created, funded | Chancellor’s Office | 2015 |
| Hire a talent manager to coordinate diversity hiring plans | Manager hired | Diversity & Inclusion Office | 2015 |
| Develop a virtual resource center for accessibility, accountability & benchmarking relating to diversity initiatives and resources | Resource Center created with Dashboard | VC Technology Office | 2013-ongoing |
| Enhance physical & technology infrastructure supporting persons with disabilities, improving accessibility | Dashboard of new physical & technology enhancements | Chancellor’s Office | 2017 |

UMKC must commit the resources, both human and financial, to support the Diversity Strategic Plan as a living document over time. Only then will confidence in the pledge to enhance diversity, climate and resource support be seen as a long-term goal. Many of the recommendations will take financial support to create and sustain meaningful initiatives. Campus must develop fund-raising goals to support these efforts. The visible support for the recommended activities will provide demonstration of the ongoing commitment.
<table>
<thead>
<tr>
<th>Task</th>
<th>Result</th>
<th>Responsible Party</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance/promote support for grant-writing/fund-raising to enhance diversity initiatives</td>
<td>Component enhanced within Diversity &amp; Inclusion Office</td>
<td>Diversity &amp; Inclusion Office</td>
<td>2015</td>
</tr>
<tr>
<td>Support, enhance Bridge Programming across academic units, gaining economies of scale when possible</td>
<td>Support visibility; enhancement of programs documented</td>
<td>Diversity &amp; Inclusion Office/ Academic Affairs</td>
<td>2016</td>
</tr>
<tr>
<td>The UMKC Diversity Strategic Plan has a home in the Office of the Vice Chancellor for Diversity &amp; Inclusion (VCD&amp;I). Office provides guidance, oversight, benchmarking &amp; quarterly reports on outcomes to campus; Oversees work of the Chancellor’s Diversity Council (CDC)</td>
<td>Organizational structure in place; Work proceeds on Plan implementation; CDC work continues</td>
<td>Diversity &amp; Inclusion Office</td>
<td>2014</td>
</tr>
<tr>
<td>Charge Chancellor’s Diversity Council with ongoing plan for campus diversity initiatives, plan oversight &amp; conversations in cooperation with VCD&amp;I &amp; VC for Communication &amp; Marketing office</td>
<td>Plan implemented</td>
<td>Chancellor’s Office</td>
<td>2014</td>
</tr>
<tr>
<td>Dashboard for Diversity Metrics &amp; processes in place utilizing measurement tools to assess progress (NSEE, A2S, Climate Survey, Existent Staff survey, HLC accreditation feedback, Focus groups, etc.)</td>
<td>Processes in place</td>
<td>Chancellor’s Office</td>
<td>2013-ongoing</td>
</tr>
</tbody>
</table>
Appendix

Many ideas for strategies to improve diversity in every aspect of the UMKC campus were advanced during the planning process. To honor the many voices that provided input, the Appendix includes strategies formatted by the Five Dimensions for Diversity. Realizing there may be overlap in the applicability of any strategy, this information is provided to offer further activities that will contribute to this work.

Dimension 1. Representation, Access & Success

1. Improve the number and proportion of under-represented (UR) and diverse students
   a. Develop new strategies for recruitment, new scholarship, outreach to develop pipeline of students
   b. Support goals of A2S program to improve 6-yr graduation rates.

2. Improve the number and proportion of UR and diverse faculty and staff in all areas of campus, including leadership positions.
   a. Develop a faculty orientation and on-boarding program targeted to all applicants that focuses on the cultivation of core values of inclusion, acceptance, and respect for the similarities and differences that contribute to the UMKC community
   b. Regularly review disaggregated exit interview data.

3. Build support systems that allow for success of diverse groups within the Institution and its units.
   a. Identify existing programs and develop new programs of support and mentorship for students, faculty and staff.
   b. Establish congruent leadership titles across diversity offices at UMKC.
   c. Develop mechanisms for recognition (credit) for mentorship of UR groups by faculty, staff as an institutional value counting towards relevant activities for promotion and or advancement.
   d. Establish blind audition processes for the Conservatory of Music and Dance.
   e. Establish bridge programs to provide access to low SES students.

4. Create improved campus access for students, faculty, and staff with disabilities so that UMKC can be known as one of the most accessible campuses.
   a. Adopt a proactive policy regarding services to students with disabilities that goes beyond simple compliance to focus on student success.
   b. Seek to recruit, develop and promote faculty and staff with disabilities
   c. Adopt a proactive policy of compliance with Section 508 of the Rehabilitation Act of 1973, as amended, and apply the accessibility standards published by the U.S. Access Board for electronic and information technology products and services that the University buys, creates, uses or maintains. This includes a commitment to making all website, Content Management Systems (CMS) media (such as Blackboard, Moodle, etc.) and software fully accessible.
d. Require vendors who wish to do business with the University to provide information about their product’s conformance to applicable accessibility standards by using the Voluntary Product Accessibility Template (VPAT).

5. Collect ongoing meaningful data that is mindful of how we define and count representation among diverse groups.
   a. Develop acceptable ways for identification/self-identification of various groups whom campus may wish to improve services for: (Disabilities, LGBTQIA, etc.) to develop more comprehensive baseline data.

Dimension 2. Climate & Campus Environment

1. Create an environment of inclusion, nurturance and valuing of the diversity of UMKC
   a. Create forums across campus at multiple levels for transparent, open conversation about the richness of the campus culture as a core value.
   b. Provide management/leadership level training in leadership styles fostering openness, engagement, inclusion, and communication style conducive to interactions of respect.
   c. Create an environment of belonging at UMKC where all are reflective of and open to other person’s perspectives.
   d. Create monthly forums for facilitated discussions around topics of “difficult conversations” on diversity for leaders, faculty, students and staff.
   e. Develop an orientation program for new hires focusing on the meaning of inclusion, respect and core values for diverse learning and workplace meaning to UMKC.
   f. Provide training programs for faculty, staff, students that is experiential to insure increased awareness of microaggressions, privilege, unconscious bias and cognitive error, and appreciation for the contributions of differences within our UMKC community.
   g. Further develop campus Reward Structures by evaluating and developing recommendations for awards, policies, and practices supporting the core value of diversity.
   h. Commit to developing a program that will foster effective self-advocacy and group advocacy skills among students, staff and faculty with a focus on civil discourse and reason.
   i. Celebrate the value of diversity through campus and community cultural celebrations and events, and through scholastic presentations.
   j. Include diversity/cultural competency in performance evaluations.
   k. Develop a diversity data dashboard for the University to track progress which is reviewed regularly at all levels for action.
   l. Hire Coordinator of Veterans services
   m. Revamp PACE program to address interests of veteran students
   n. Develop veteran student orientation in conjunction with an office charged with veteran focus & connect students with veteran alumni and easy links to information
   o. Facilitate work-study for veterans

2. Build on and maintain meaningful departmental and unit-level strategic plans for diversity outcomes, assessment, resources and accountability to support those plans.
a. Each academic, administrative and support unit develops a Diversity strategic Plan involving faculty/staff/students in their area. (Department Chairs will be accountable party)
b. Unit Diversity Plan outcomes are monitored on a campus level for relevant evaluative data that is reported annually.
c. Each Department should vet their strategic plan and diversity goals with the Division of Diversity & Inclusion, annually.

3. Maintain and promote visibility and activities supportive of UMKC Core Values that build community on campus.
   a. Develop diversity data dashboard for the university to track programs that are reviewed annually at all institutional levels.
   b. Develop a sustainable and cross-culturally supportive mentorship initiative to attract, recruit and retain faculty, staff and students; connecting with Alums and communities for mentors
   c. Work collaboratively with student organizations to ensure every university funded student organization participates and supports the institutional value of diversity (SGA will be the accountable party).
   d. The institution’s value of diversity should be clearly visible and available during the recruitment and hiring process

4. Develop and maintain an ongoing campus climate assessment protocol and tools to monitor and improve climate at the campus and unit level.
   a. Conduct future quality, inclusive climate study that may be phased to monitor progress going forward.
   b. Post diversity availability pools by discipline
   c. Create a “Cultural Things to Know” for planning of events that would be posted on the web and accessible to units and departments and to student through Student Involvement
   d. Develop and include an equity and pay scale report for positions and units so that campus community is aware and engaged in equitable compensation practices
   e. Develop a diversity profile of Kansas City to include faith based, identity, social and cultural outlets and organizations

*Dimension 3. Responsive Teaching, Research, and Experiential Learning to Infuse Diversity Outcomes in Learning.*

1. Recruit, Reward and Resource-continued development of an academic structure and resources to support the breadth and depth of teaching and research needed to obtain inclusion, equity and diversity outcomes in learning and contributions to knowledge on campus, regionally, nationally, and globally.
   a. Recruit faculty and staff who are diverse and who have demonstrated both cultural competency and leadership in diversity.
b. Develop a reward structure at all levels that supports this commitment to diversity. This includes examining the promotion and tenure and annual review processes to insure they value cultural competency and leadership in diversity.

c. Provide relevant faculty/staff development opportunities in cultural competency, including the development of cultural competencies in teaching/learning.

d. Continued expansion of educational resources that reflect the campus commitment to diversity and cultural competencies including the breadth of the human experience and reflections on it, without censorship. This includes library resources, FaCET, etc.

2. Infuse content related to cultural competency, diversity, and inclusion as a requirement for teaching effectiveness across curricula and co-curricular efforts in all units.

   a. Support the new undergraduate General Education curriculum’s inclusion of diversity and cultural competencies.

   b. Continue to offer and expand the selection of courses and other learning opportunities for undergraduate/graduate/professional level study which achieve diversity and inclusion learning goals.

   c. Increase the number and quality of international cultural learning opportunities and study abroad opportunities within curricula that are recognized with academic credit.

   d. Explore the development of curricular/co-curricular transcripts that include diversity topics and cultural competence similar to the University of Missouri’s Multicultural Certificate http://multicultural.missouri.edu/.

   e. Commit to universal design in instruction concepts in the development of curricula and educational materials supporting all students.

   f. Continued support for and expansion of current infusion efforts that develop curricular elements (learning objectives/courses) supporting social responsibility for work on resolving contemporary challenges as members of a world economy, and global structure supporting the advancement of core values.

3. Regular assessment of diversity efforts in light of outcomes and the demands of the changing demographic climate and workforce needs.

   a. Regular assessment of students’ appreciation of diversity must be an ongoing coordinated effort. Feedback from this assessment should guide future development of curricular and co-curricular efforts.

   b. Create a bi-annual audit of curricular offerings related to diversity learning objectives with a view to the breadth, depth and adequacy of these offerings to meet our diversity goals.

   c. Commit to ongoing analysis of demographic shifts in population and diversity issues with a view to adjusting our efforts to prepare culturally competent students for the emerging workforce and climate.

4. Create, maintain and increase the amount of faculty, student and staff research initiatives at all levels of education that enriches inclusion, equity and diversity.

   a. Increase the number and quality of research projects (including faculty and student research), and scholarly activities that advance equity, inclusion and diversity and are
mindful of the human condition by creation of a research incentive pool for qualified projects/activities.

**Dimension 4. UMKC and the Urban Community in Partnership**

1. Engage community leaders in advancing diversity strategic initiatives to improve and achieve UMKC strategic diversity objectives.
   a. Develop civic engagement activities that embrace the breadth of human experience in an urban community.
   b. Periodically review the potential for effective partnerships and engagement with community programs and services that support individuals with disabilities.
   c. Charge the UMKC Trustees with developing a plan for student, faculty and staff engagement in projects that improve the collaboration between UMKC and its community.

2. Engage in meaningful public outreach scholarship and experiential learning that supports UMKC diversity priorities and develop resources to sustain these endeavors.
   a. Develop student capstone experiences across academic units that support student learning objectives while addressing community needs as required curricular elements.

3. Utilize the expertise and experiences of UMKC constituent groups to enhance the contribution to and awareness of diverse community groups in campus life activities and environment.
   a. Develop cultural learning opportunities utilizing constituent group expertise that support campus life and learning.

**Dimension 5. Institutional Infrastructure and Resources**

1. Create infrastructure to develop new initiatives and sustain and expand ongoing initiatives across UMKC that meet the objectives of the campus Strategic Diversity Plan.
   a. Create and fund a budget to support activities of the Strategic Diversity Plan.
   b. Establish a centralized budget pool into which all divisions contribute that will be used to provide the necessary services for individuals with disabilities.
   c. Create structures, accountabilities and processes to sustain activities and benchmark outcome assessment monitoring throughout UMKC via a virtual resource center and dashboard of metrics that are reviewed semi-annually for progress, opportunities and challenges to diversity initiatives.
   d. Establish a mechanism through the Office of Diversity & Inclusion to support grant-writing and fund-raising to enhance diversity initiatives connecting UMKC, the urban community and regional initiatives that support the citizens of Kansas City and Missouri and our mission.
   e. Enhance the physical and technological infrastructure to provide accessibility for all campus members.
   f. Develop a process for review of campus policies and create guidance on topics addressing issues of diversity centered in the Office of Diversity & Inclusion.
   g. Coordinate organizational change to support our diversity goals centralized in the Office of Diversity & Inclusion.
h. Establish and maintain standards of excellence regarding staffing of diversity efforts that support the success of diverse students, faculty and staff.

i. Make diversity related Bridge Programs a component/priority of University development, including the Board of Curators

2. Develop a communication plan for the campus including academic and support units that has a high profile and visibly states UMKC’s ongoing commitment to enhancing diversity initiatives.
   a. Develop internal and external communication plans around UMKC appreciation for diversity, tolerance and appreciation of all peoples.
   b. Support the Office of Diversity & Inclusion in an expanded role in communicating the outcomes, metrics, and diversity activities at UMKC.

3. Support the Office of Diversity & Inclusion as UMKC’s accountability resource hub for all diversity information and activities across campus.

4. Develop enhanced visibility and access to campus policies and procedures for all activities related to diversity focused within the Office of Diversity & Inclusion.

5. Create infrastructure supporting academic and support-unit level accountabilities for implementation and ongoing review of unit diversity actions plans including objectives, strategies and outcome assessment.
Acknowledgement

The Chancellor’s Diversity Council thanks the faculty, staff, students, and administrators of UMKC, the Kansas City community, and friends for having the difficult conversations that are a necessary part of any open discourse related to improving diversity, culture, and environment. Because of the discourse, the Council is pleased to present this report to the broad community of UMKC and our city. It is a living document that the Council believes will provide direction for the future. In the end, ongoing sustained efforts will ensure our collective work has meaning for our campus.

As we have worked to conduct a needs assessment of UMKC faculty, staff and students, there were additional areas revealed that we believe will required attention. Therefore, the Council recommends that there be a standing Council that will invite, monitor and address comments, observations, critical incidents and recommendations that may not be addressed in the current report. Additionally, the Council should track accountabilities and progress as outlined in the document. As UMKC grows and expands, so will the unique needs of our constituents. Establishment of a standing Council will help assure that we maintain a consistent measure of our progress.

*References


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http://www.uc.edu/content/dam/uc/diversity/docs/What_is_a_Chief_Diversity_Officer.pdf
Chancellor's Diversity Council
UMKC Diversity Strategic Plan

Every Face Every Voice Every Experience Diversity Includes Me