

The University of Toledo

# Strategic Plan for Equity, Inclusion and Diversity

2016

## Goals and Strategies





# GOAL Timelines

**Immediate:** 1 to 5 months

**Short:** 6 to 12 months

**Medium:** 13 to 24 months

**Long:** 25 to 36 months

ASSUMPTION: The primary assumption associated with this University Diversity Plan is that the University will allocate resources to establish the appropriate infrastructure for maximum operating efficiency.

The goals and strategies described in this Diversity Plan will focus on the following four areas of the University in order to provide focus and direction for the Plan:

- Leadership and Accountability
- Education and Awareness
- Recruitment and Retention
- Community Engagement

# Goal 1

**Increase the student, faculty and staff experience of inclusiveness, equity and respect incrementally each year over the next five years.**

**STRATEGY 1: Ensure commitment to diversity at the highest level of the institution through approval of this comprehensive Diversity Plan via a resolution of The University of Toledo Board of Trustees.**

RESPONSIBLE UNIT: Office of the President.

TIME PERIOD: Immediate: 1 to 5 months.

MEASURE: Plan approved and resolution passed.

**STRATEGY 2: Incorporate diversity as a performance dimension within the annual employee performance appraisal process for department chairs, deans, directors and administrative staff.**

RESPONSIBLE UNIT: Office of the President, Provost and Human Resources.

TIME PERIOD: Long: 25 to 36 months.

MEASURE: How well employee or unit engaged in efforts to promote and support diversity and inclusion.

**STRATEGY 3: Establish and publish a comprehensive Diversity Calendar of events, celebrations, historic dates, trainings and holidays.**

RESPONSIBLE UNIT: Dean of Students.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Calendar published.

**STRATEGY 4: Create a Vice President for Diversity position.**

RESPONSIBLE UNIT: Office of the President and Human Resources.

TIME PERIOD: Immediate: 1 to 5 months.

MEASURE: Position created and person hired.

**STRATEGY 5: Establish a new Diversity Council to advise President and Vice President for Diversity.**

RESPONSIBLE UNIT: Vice President for Diversity.

TIME PERIOD: Short: 6 to 12 months.

Measure: Council comprised and functioning.

**STRATEGY 6: Create multiple required segments in the orientation course labeled "Discovering Diversity at UT" for all incoming freshmen beginning with the Fall 2017 semester.**

RESPONSIBLE UNIT: Created by Department of Sociology and Anthropology and vetted by Diversity Council.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Course offered each semester beginning Fall 2017.

**STRATEGY 7: All disciplines add required segment in a course that highlights the rich diversity of that discipline.**

RESPONSIBLE UNIT: Each discipline within The University of Toledo.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Diversity of discipline reflected in new segments.

**STRATEGY 8: Create a required diversity course titled “Discovering Diversity at UT” for all new and current staff, faculty and administrative members.**

RESPONSIBLE UNIT: Course created by Department of Sociology and Anthropology and vetted by Diversity Council.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Course offered each semester beginning Fall 2017 semester.

**STRATEGY 9: Provide required training to all faculty and staff members who teach “Discovering Diversity at UT,” as well as resident assistants and graduate assistants.**

RESPONSIBLE UNIT: Vice President for Diversity.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Trained faculty and staff.

**STRATEGY 10: Create opportunities for open forums on diversity for students, faculty and staff. A monthly forum “Dialogues on Diversity” will focus on a contemporary issue or topic selected by the Vice President for Diversity.**

RESPONSIBLE UNIT: Vice President for Diversity, Dean of Students and a subcommittee to identify issues.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Forums held monthly beginning Fall 2016.

**STRATEGY 11: Increase collaboration among student organizations by assessing upcoming events of student groups, identifying events with similar themes, and encouraging collaboration and involvement across student groups.**

RESPONSIBLE UNIT: Vice President for Diversity and Office of Multicultural Student Success.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Successful collaborative programs.

**STRATEGY 12: Establish endowed professorships in the names of prominent University of Toledo minority alumni.**

RESPONSIBLE UNIT: Division of Advancement.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Endowed chairs established.

**STRATEGY 13: Establish and fund Diversity Speakers Series.**

RESPONSIBLE UNIT: Vice President for Diversity.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Prominent multicultural speakers visit campus.

**STRATEGY 14: Ensure prominent minorities are considered as part of ongoing awards of honorary degrees, outstanding alumni and other prestigious awards.**

RESPONSIBLE UNIT: Office of the President, Provost, administrative leaders and Faculty Senate.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Accolades awarded.

**STRATEGY 15: Ensure campus facilities are accessible and safe by conducting annual tour of campus facilities to ensure accessibility and reviewing policies and procedures with ADA Compliance Officer, the Disability Studies Program and students with disabilities.**

RESPONSIBLE UNIT: Vice President for Diversity, ADA Compliance Officer and Disability Studies Program.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Facilities are reviewed annually and action plans initiated.

**STRATEGY 16: Review campus facilities, policies and procedures with LGBTQA Initiatives to ensure campus facilities are accessible, safe and accommodating to the LGBTQA community.**

RESPONSIBLE UNIT: Vice President for Diversity, Department of Internal Audit and Compliance and appropriate affinity groups.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Facilities are reviewed annually and action plans are initiated.

**STRATEGY 17: Review campus facilities, policies and procedures with the Department of Women and Gender Studies to ensure campus facilities are accessible, safe and accommodating to women.**

RESPONSIBLE UNIT: Vice President for Diversity and appropriate affinity groups.

TIME PERIOD: 13 to 24 months

MEASURE: Facilities are reviewed annually and action plans initiated.

**STRATEGY 18: Conduct an annual Diversity Assessment Survey to monitor progress toward creating an inclusive environment, publicizing all data and findings and comparing results to baseline data to make additional recommendations.**

RESPONSIBLE UNIT: Vice President for Diversity and Office of Marketing and Communications.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Survey instruments developed, data collected and reports published and disseminated.

**STRATEGY 19: Establish a diversity mini-grant program for student organizations.**

RESPONSIBLE UNIT: Vice President for Diversity and Dean of Students.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Grant program developed and grants awarded.

**STRATEGY 20: Establish a diversity mini-grant program for staff members.**

RESPONSIBLE UNIT: Vice President for Diversity and staff unions.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Grant program developed and grants awarded.

**STRATEGY 21: All marketing and communication messaging in print, digital, web and video developed at UT needs to ensure they reflect the diversity of the campus. Also, ensure UT's diversity statement is included on print materials where appropriate.**

RESPONSIBLE UNIT: Vice President for Diversity, Office of Marketing and Communications and Office of Admissions.

TIME PERIOD: Long: 24 to 26 months.

MEASURE: Promotional materials reflect diversity.

**STRATEGY 22: Create an awareness of groups focused on religious and spiritual issues and such groups' attendant traditions at The University of Toledo.**

RESPONSIBLE UNIT: Center for Religious Studies, Dean of Students, Vice President for Diversity and Office of Marketing and Communications.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Increased campus awareness of groups focused on religious/spiritual issues as reflected in Diversity Assessment Survey.

**STRATEGY 23: Create a "Dialogues on Women" monthly discussion to focus on the challenges facing women and to highlight accomplishments.**

RESPONSIBLE UNIT: Vice President for Diversity and the Catharine S. Eberly Center for Women.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Dialogues established with exceptional attendance.



# Goal 2

**Based on Fall 2015 headcounts, incrementally increase the recruitment of minority students, persons with disabilities and other underrepresented students until the enrollment of these students reflects the community in Ohio served by The University of Toledo.**

**STRATEGY 1: Establish a recruitment strategy targeted at recruiting a diverse undergraduate student population from predominantly Latino and African American communities, as well as people who are disabled and other minority populations as appropriate. The strategy must include provisions to support and enhance programs that invite junior and senior high school students to The University of Toledo.**

RESPONSIBLE UNIT: Vice President for Diversity, Office of Admissions, Dean of Students, Vice Provost for Retention and Undergraduate Studies in collaboration with Latino and Black Faculty and Staff Associations, and Disability Studies Program.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: An effective strategy for the recruitment of a diverse student population launched within six months of development.

**STRATEGY 2: Invite guidance counselors from high schools from throughout Ohio and Michigan, in particular those from racially and ethnically diverse schools, to The University of Toledo for an orientation. This also should include counselors who work with students who are disabled.**

RESPONSIBLE UNIT: Vice President for Diversity, Office of Admissions and Division of Student Affairs.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: A successful orientation session with guidance counselors.

**STRATEGY 3: Establish graduate student recruitment strategy that includes a focus on women, ethnic minorities and other underrepresented groups.**

RESPONSIBLE UNIT: Vice President for Diversity and Dean of the College of Graduate Studies.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: An effective strategy for the recruitment of a diverse student population that is launched within six months of development.

# Goal 3

**Based on Fall 2014 to Fall 2015 retention rates, increase the rate of retention of minority students, persons with disabilities and underrepresented students by 10 percent within five years through targeted programming for groups with rates of retention below the institutional average.**

**STRATEGY 1: Provide University funding and supportive infrastructure to support and expand the Multicultural Emerging Scholars Program and other Early Arrival, Living Learning Communities, and Tutoring and Mentoring programs with proven success for retaining ethnic minorities and other underrepresented student groups.**

RESPONSIBLE UNIT: Provost, Deans, Division of Student Affairs and Office of Admissions.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: Increased retention rates for students who participate in programs.

**STRATEGY 2: Establish University-wide Retention Task Force comprised of faculty, staff and students to develop retention plan for the University.**

RESPONSIBLE UNIT: Provost, Vice Provost for Retention and Undergraduate Studies and Vice President for Diversity.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: A comprehensive plan for student retention.

**STRATEGY 3: Establish fund to support faculty research and initiatives on retention programming.**

RESPONSIBLE UNIT: Vice President for Diversity.

TIME PERIOD: Medium: 13 to 24.

MEASURE: Fund established with measurable goals to support new research and initiatives.

# Goal 4

**Increase and retain the numbers of faculty who are minorities, women, people with disabilities, and veterans over the next five years (goals and specific areas pending).**

**STRATEGY 1: Investigate the faculty hiring of minorities, women, people with disabilities and veterans, including but not limited to STEM areas, to assess whether the University's hiring is consistent with the available labor pool or has other systemic barriers to the success of such candidates. If any such barriers are found, develop appropriate programs to remove them.**

RESPONSIBLE UNIT: Vice President for Diversity, Human Resources, and the Provost.

TIME PERIOD: The assessment of faculty hiring, including STEM areas: 1 to 5 months.  
The development of any appropriate programs that may be needed: 25 to 36 months.

MEASURE: Program(s) created, as needed, and a resulting increase in minority hiring.

**STRATEGY 2: Develop college and department-level plans to increase diversity of faculty applicant pools.**

RESPONSIBLE UNIT: Vice President for Diversity, Provost and Deans.

TIME PERIOD: Long: 25 to 36.

MEASURE: Plans created and an increase in qualified, diverse applicant pools.

**STRATEGY 3: Create system to ensure all faculty hires held in conjunction with Vice President for Diversity for the next five years.**

RESPONSIBLE UNIT: Vice President for Diversity and Provost.

TIME PERIOD: Short: 6 to 12 months.

MEASURE: System created and increased minority hiring.

**STRATEGY 4: Supplement salaries to attract and retain faculty who are minorities, women, people with disabilities and protected veterans.**

RESPONSIBLE UNIT: Vice President for Diversity, Office of the President and the Provost.

TIME PERIOD: Medium: 13 to 24.

MEASURE: Fund developed.

**STRATEGY 5: Develop a career development program for faculty and staff, in particular women, minorities and members of other underrepresented groups to provide an opportunity for them to position themselves for advancement within The University of Toledo.**

RESPONSIBLE UNIT: Office of the President, Office of Equity, Diversity and Community Engagement, Vice President for Diversity, Human Resources and the Provost.

TIME PERIOD: 13 to 24.

MEASURE: Program in place to track and monitor progress.

**STRATEGY 6:** In collaboration with external partners, develop a work-life enhancement program that includes assisting employees with child and elder care needs with facilities to balance demands of work and personal life.

RESPONSIBLE UNIT: Vice President for Diversity, Human Resources and the Catharine S. Eberly Center for Women.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Programs developed and benchmarked against similar programs at peer institutions.

**STRATEGY 7:** Create a program that trains colleges and departments about recruitment strategies to attract faculty who have disabilities, are from minority populations or other underrepresented groups.

RESPONSIBLE UNIT: Vice President for Diversity

TIME PERIOD: Medium: 13 to 24.

MEASURE: Seminars conducted and resources created including a website and annual report detailing efforts to build a broader pool of faculty candidates.

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# Goal 5

**Increase the number of minorities, persons with disabilities, women and veterans in administrative positions (chair level and above) over the next five years (goals and specific areas pending).**

**STRATEGY 1:** Investigate the hiring of minorities, women, people with disabilities and veterans in administrative positions to assess whether the University’s hiring is consistent with the available labor pool or has other systemic barriers to the success of such candidates. If any such barriers are found, develop appropriate programs to remove them.

RESPONSIBLE UNIT: Vice President for Diversity, Provost, and Human Resources.

TIME PERIOD: Assessment of administrative position hiring: 1 to 5 months.

Development of any appropriate programs that may be needed: 25 to 36 months.

MEASURE: Program(s) created, as needed, and a resulting increase in minority hiring.

**STRATEGY 2:** Develop a career development program for faculty and staff, in particular women, minorities and members of underrepresented groups to provide them an opportunity to position themselves for advancement in an administrative appointment within The University of Toledo.

RESPONSIBLE UNIT: Vice President for Diversity, Human Resources and the Provost.

TIME PERIOD: 13 to 24 months.

MEASURE: Program in place to track and monitor progress.



# Goal 6

**Cultivate mutually beneficial community-university partnerships that further the mission of the University to serve Toledo, with an emphasis on historically and currently underserved communities.**

**STRATEGY 1: Establish biennial Latino Caucus Conference at The University of Toledo designed to educate legislators about efforts and research at the University to encourage an open forum for broader discussion of statewide issues affecting diversity, and to update legislators and others on the state of diversity at The University of Toledo.**

RESPONSIBLE UNIT: President, Vice President for Diversity, Division of Student Affairs and Latino Faculty and Staff Association.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Conference organized and well received.

**STRATEGY 2: Establish biennial African American Caucus Conference at The University of Toledo designed to educate legislators about efforts and research at the University to encourage an open forum for broader discussion of statewide issues affecting diversity, and to update legislators and others on the state of diversity at The University of Toledo.**

RESPONSIBLE UNIT: President, Vice President for Diversity, Division of Student Affairs and Black Faculty and Staff Association.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: Conference organized and well received.

**STRATEGY 3: Establish a yearly symposium on disability topics at The University of Toledo designed to educate legislators about efforts and research at the University, to encourage an open forum for broader discussion of statewide issues affecting diversity, and to update legislators and others on the state of diversity at The University of Toledo.**

RESPONSIBLE UNIT: Vice President for Diversity, Division of Student Affairs, and the Disability Studies Program.

TIME PERIOD: Medium: 13 to 24 months.

MEASURE: An initial plan and then ongoing meetings.

**STRATEGY 4: Establish a University of Toledo-City of Toledo-Lucas County Community Enrichment Board comprised of University faculty and staff, as well as city and county officials and community residents, to identify issues that can be jointly addressed by the University, city and county.**

RESPONSIBLE UNIT: Vice President for Diversity, Jack Ford Urban Affairs Center and Government Relations.

TIME PERIOD: 13 to 24 months

MEASURE: Symposium organized and well received.

**STRATEGY 5: Increase inclusion of minority suppliers in competitive bid events conducted by the procurement team. Provide education to business units on where to find diverse suppliers for under-bid limit purchases.**

RESPONSIBLE UNIT: Supply Chain Management.

TIME PERIOD: Education: Immediate: 1-5 months; procurement inclusion of minority suppliers ongoing.

MEASURE: Use online bid book to capture minority suppliers included in bid events and report annually. Identify minority spend in annual spend report analysis. Report annually to identify if education and efforts increase spending with diverse suppliers.

**STRATEGY 6: Develop a communication strategy to attract potential minority suppliers by hosting a supplier fair.**

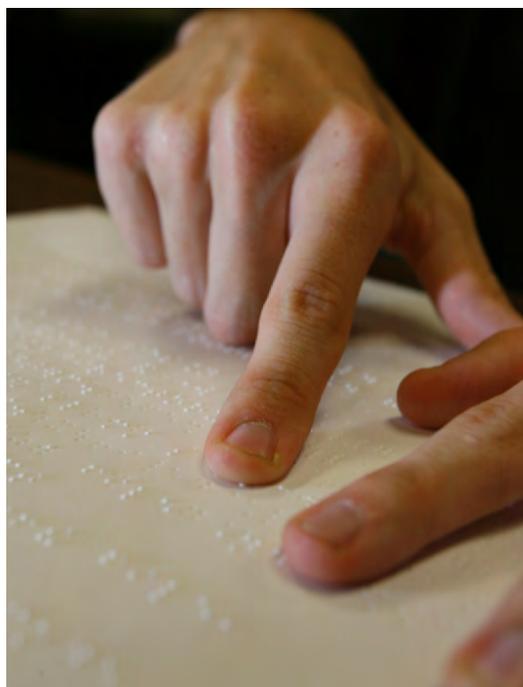
RESPONSIBLE UNIT: Office of Marketing and Communications and Supply Chain Management.

TIME PERIOD: Short: 6-12 months.

MEASURE: Successful completion of the event. Track spending of the diverse suppliers who participated in the event for impact on spend report and increased inclusion.

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