Division of Student Affairs  
Office of Intercultural Relations  
Diversity Strategic Plan  

Question # 1

“The university prides itself on our diversity and the role our diversity plays in accomplishing our educational, research and community service missions.”

- Given our current initiatives and our date on student, faculty and staff diversity, evaluate the state of the university’s diversity initiatives.

**Initiative 1: Foster a total campus environment that respects differences and encourages inclusiveness.**

**Objective 1:** Establish institutional expectations for the support of diversity as a core value.
- **Suggested Strategic Plan:** Needs to be developed  
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs  
  Measure: Definition and standards statement completed

**Objective 2:** Support and increase current programs and activities which enhance cultural awareness for the entire campus, creating opportunities for campus education, constructive dialogue, and honest reflection on diversity.
- **Suggested Strategic Plan:** Needs to be developed  
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs  
  Measure: Definition and standards statement completed

**Objective 3:** Provide all students, faculty, and staff an accessible secure campus environment.
- **Suggested Strategic Plan:** Needs to be developed  
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs  
  Measure: Definition and standards statement completed

**Objective 4:** Conduct an annual campus climate survey to monitor progress toward creating an inclusive environment, publicizing all data and findings and comparing results to baseline data to make additional recommendations.
- **Suggested Strategic Plan:** Needs to be formalized  
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs  
  Measure: Definition and standards statement completed (In progress through the Office of Intercultural Relations and collaborations with other Departments).
Initiative 2: Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff at San Diego State University to a level that reflects the appropriate relevant pool of availability for the target population.

Objective 1: Senior Administrative Levels, Department Heads, and Chairs
Seek to include all University constituencies including people of color, ethnic minorities, women, and members of other underrepresented groups in positions of President, Vice President, Dean, Provost, Assistant Provost, Department Head, and/or Chair, Directors of Programs and other non-academic departments.

  Suggested Strategic Plan: completed (In progress through the Harambee Weekend, Presidential Scholars, Compact for Success, Honors Program, etc.)
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs
  Measure: Definition and standards statement

Objective 2: Student Retention
Increase the graduation rate of students of color, ethnic minority students, women, students with disabilities, and other underrepresented groups to the same level as non-minority students who enter the University with comparable preparation.

  Suggested Strategic Plan: (A comprehensive Strategic Plan needs to be developed)
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs
  Measure: Definition and standards statement completed

Objective 3: Faculty Recruitment
Increase the recruitment of women, people of color, ethnic minorities, and other underrepresented groups to faculty positions.

  Suggested Strategic Plan: (A comprehensive Strategic Plan needs to be developed)
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs
  Measure: Definition and standards statement completed

Objective 4: Students
Increase the recruitment, retention and thus representation of people of color, ethnic minorities, women, and other underrepresented students.

  Suggested Strategic Plan: In progress through the Harambee Weekend, Presidential Scholars, Compact for Success, Honors Program, etc.)
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs
  Measure: Definition and standards statement completed
Objective 5: Staff Recruitment and Retention
Seek to increase employee diversity, including women, people of color, ethnic minorities, people with disabilities, and other underrepresented groups in higher level staff positions.

_Suggested Strategic Plan: (A comprehensive Strategic Plan needs to be developed)_
Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs
Measure: Definition and standards statement completed

Objective 6: Establish work life enhancement programs to attract and retain outstanding, diverse Faculty and Staff and better compete with peer institutions.

_Suggested Strategic Plan: (A comprehensive Strategic Plan needs to be developed)_
Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs
Measure: Definition and standards statement completed

Initiative 3: Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

Objective 1: Establish a baseline of assessment, training, education, academic courses, and experiences which are focused on diversity and/or elements of diversity.

- **Suggested Strategic Plan:** Create an operational definition of diversity and standards to serve as a guide for the training and behavioral assessment of all university employees.
  Partners: Office of the President, Office of Intercultural Relations, Human Resources, Division of Student Affairs
  Measure: Definition and standards statement completed
- **Suggested Strategic Plan:** Incorporate diversity as a performance dimension within the annual employee performance appraisal process for all faculty, administrative/professional and university staff.
  Partners: President’s Office, Provost and Human Resources
  Measure: Development of performance appraisal instruments for all University employees
- **Suggested Strategic Plan:** Create an operational definition of diversity with standards for academic courses and experiences.
  Partners: Provost, VP of Academic Affairs
  Measure: Definition and standards statement completed
- **Suggested Strategic Plan:** Establish a subcommittee to conduct an internal audit of all training, education, and academic courses and experiences which are focused on diversity and/or elements of diversity.
  Partners: Human Resources, Office of Diversity and Multicultural Affairs, College and Schools, Departments,
  Measure: Complete inventory published with identification of gaps and updated annually
Objective 2: Conduct diversity training, specific to a college campus environment for students, faculty and staff.

- **Suggested Strategic Plan:** Implement a mandatory supervisory training program for all employees with direct reports to include diversity sensitivity and affirmative action/equal employment opportunity.
  Partners: Human Resources, Office of the President, Provost, Office of Intercultural Relations
  Measure: Commitment from senior administration and implementation and evaluation of Cultural Competency training

- **Suggested Strategic Plan:** Conduct diversity training for student leadership, i.e. AS, IFC, Residence Hall Leaders, Panhellenic Council, etc.
  Partners: Human Resources, AVP of Student Life, Residential Education, Office of Intercultural Relations
  Measure: Training implemented and evaluated

- **Suggested Strategic Plan:** Conduct diversity and multiculturalism training for faculty and staff.
  Partners: Office of the President, Office of Intercultural Relations
  Measure: Cultural Competency Training implemented and evaluated. Participation tracked and tied to performance

- **Suggested Strategic Plan:** Provide progressive diversity-oriented professional development opportunities for faculty and staff.
  Partners: Human Resources, Office of the President, Office of Intercultural Relations, Division of Student Affairs
  Measure: Cultural Competency Training established and evaluated. Participation tracked and compared with benchmark programs at other institutions

Objective 3: Ensure that the university’s academic curriculum creates global awareness and multicultural understanding in its students

- **Suggested Strategic Plan:** Continue to broaden the university curriculum which currently includes, ISCOR Studies, Afrikana Studies, Latin American, Chicana(o) studies, Asian-American studies, Women’s Studies, LGBTQ studies, Religious Studies
  Partners: Office of the President, Deans and Directors of target programs, Provost
  Measure: Number of faculty teaching; number of programs offered; number of students enrolled; annual number of classes reported to Student Affairs and Office of Intercultural Relations

- **Suggested Strategic Plan:** Create a Minor/Major in Cultural Competency and allow students to select from university approved diversity courses and study abroad options to meet the requirements
  Partners: Office of the President, Division of Student Affairs, Office of Intercultural Relations, LGBTQ Studies, Women’s Studies, Afrikana Studies, International Student Center, Diversity Initiative Committee, Core Curriculum Oversight Committee
  Measure: Menu of courses developed

- **Suggested Strategic Plan:** Expand the existing General Studies 100 and University Seminar classes to include a focus on diversity issues, working toward inclusion of the class as a requirement for all new students.
Partners: Office of the President, Division of Student Affairs, Office of Intercultural Relations, Provost
Measure: Establish requirement in curriculum and provide resources as necessary; level of cultural plunges.
  - **Suggested Strategic Plan:** Create a mentoring program to aid in retention of faculty members and provide for broad dissemination of the availability of such program, especially to underrepresented groups.
  Partners: Office of the President, Provost, Vice President of Academic Affairs, Division of Student Affairs.
  Measure: Program developed, implemented, and monitored for effectiveness

**Objective 4: Student Retention**
Increase the graduation rate of students of color, ethnic minority students, women, students with disabilities, and other underrepresented groups to the same level as non-minority students who enter the University with comparable preparation.
  - **Suggested Strategic Plan:** Review San Diego State University undergraduate student base for recruitment of graduate students.
    Consider alternate programs to encourage undergraduates to continue their graduate studies at San Diego State University.
    Partners: Graduate School, Colleges and Schools, Division of Student Affairs
    Measure: Percentage of students entering SDSU graduate programs
  - **Suggested Strategic Plan:** Conduct research to better understand the dynamics of current retention rates.
    Partners: Colleges and Schools, Graduate School, Student Affairs
    Measure: Report
  - **Suggested Strategic Plan:** Establish a mentoring program at the College/School level to focus on retention of students and provide for broad dissemination of the availability of such program, especially to minority students.
    Partners: Colleges and Schools, Graduate School, Student Affairs
    Measure: Program recommendations formed and implemented

**Objective 5: Faculty Recruitment**
Increase the recruitment of women, people of color, ethnic minorities, and other underrepresented groups to faculty positions.
  - **Suggested Strategic Plan:** Identify doctoral students who are women, people of color, ethnic minorities, or members of other underrepresented groups for possible recruitment to Auburn University faculty.
    Partners: All Colleges and Schools, Office of the President,
    Measure: Number of applications and resumes received; number of positions filled
  - **Suggested Strategic Plan:** Create Assistant or Associate Dean positions in each College or School to focus in part on recruiting, retaining, and mentoring underrepresented students and faculty.
    Partners: All Colleges and Schools, Office of the President, Division of Student Affairs, Provost,
    Measure: Positions are created and filled
• **Suggested Strategic Plan:** Develop College and School plans to increase the diversity of faculty applicant pools.
  
  Partners: Enrollment Services, All Colleges and Schools, Office of the President
  
  Measure: Plans reported to the Provost

**Objective 6: Students**

Increase the recruitment, retention and thus representation of people of color, ethnic minorities, women, and other underrepresented students.

• **Suggested Strategic Plan:** Establish scholarships, or better promote existing Opportunity Scholarships, to facilitate achieving a diverse student body including students of color, ethnic minorities and other underrepresented groups, and provide for broad dissemination of the availability of such scholarships especially to high schools populated by such groups.
  
  Partners: Office of the President, Enrollment Services Division of Student Affairs and all Colleges and Schools
  
  Measure: To reach 100% of the targeted high schools, number of scholarships awarded and the value to the resources committed to this recruitment effort

• **Suggested Strategic Plan:** Ensure that recruitment for graduate programs includes a focus on women, people of color, ethnic minorities, and other underrepresented groups, or establish a council to focus on this initiative.
  
  Partners: Office of the President, Enrollment Services, Graduate School, Colleges and Schools
  
  Measure: Require reports to Graduate School annually

• **Suggested Strategic Plan:** Establish a council charged with expanding the international student population, both undergraduate and graduate.
  
  Partners: International Student Center, Graduate School, Office of the President, Division of Student Affairs.
  
  Measure: Council established, increase in international students

• **Suggested Strategic Plan:** Support and enhance the program of High School Conferences by continuing to invite junior and senior high school students to SDSU for a day, and provide for broad dissemination of the availability of such program, especially to African American, Native American and LGBTQ students. This initiative should include analyzing actual applications submitted and projecting goal application rates for future High School Conferences.
  
  Partners: Office of Intercultural Relations, Division of Student Affairs
  
  Measure: Evaluate the program and document the number of visits and applications

• **Suggested Strategic Plan:** Invite guidance counselors from high schools in southern California, especially those from racially and ethnically diverse schools, to SDSU for an orientation.
  
  Partners: Student Affairs, Office of Enrollment Services, New and Parent Programs
  
  Measure: Evaluate the program and document the number of guidance counselors who attend

• **Suggested Strategic Plan:** Establish pre-college programs targeted at recruiting a diverse student population from predominately African American, Native American and economically disadvantaged communities.
Partners: Enrollment Services, Office of the President, Division of Student Affairs, Colleges and Schools
Measure: Programs developed and implemented with targeted high schools
- **Suggested Strategic Plan:** Examine current graduate curricula to determine if additional programs should be added in order to attract a more diverse graduate student population.
  Partners: Office of the President, Academic Affairs, Division of Student Affairs, Graduate School, Colleges and Schools
  Measure: Report of analysis

**Objective 7:** Staff Recruitment and Retention
Seek to increase employee diversity, including women, people of color, ethnic minorities, people with disabilities, and other underrepresented groups in higher level staff positions.
- **Suggested Strategic Plan:** Increase the recruitment of people of color, ethnic minorities, women, and other underrepresented groups in order to maintain diversity in staff positions.
  Partners: Human Resources, Office of the President, Hiring Managers
  Measure: Annual review and assessment of recruitment

- **Suggested Strategic Plan:** Implement a career development program for all employees and provide for broad dissemination of the availability of such program, especially to women, people of color, ethnic minorities, and members of other underrepresented groups so as to give them the opportunity to position themselves for advancement within SDSU University.
  Partners: Human Resources, Office of the President, Hiring Managers
  Measure: Development of programs and tracking systems to monitor progress

**Objective 8:** Establish work life enhancement programs to attract and retain outstanding, diverse Faculty and Staff and better compete with peer institutions.
- **Suggested Strategic Plan:** Explore options for assisting employees with child and elder care needs with facilities such as on-site day care and programs to balance demands of work and personal life, as exemplified by peer and competitive institutions.
  Partners: Human Resources, Office of the President, Division of Student Affairs
  Measure: Programs developed and benchmarked against successful programs at other institutions. Conduct demographic analysis of the San Diego State University workforce to determine the needs of employees.

**Initiative 4:** Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

**Objective 1:** Develop a comprehensive plan including an assessment protocol for managing the university’s spending with diverse communities/
**Suggested Strategic Plan:** Establish current spending with minority businesses by implementing a spending tracking mechanism that identifies central and decentralized purchasing activities and discretionary spending.
  Partners: Purchasing, Office of the President, Vice President of Business Affairs
  Measure: Quarterly spending reports published
• **Suggested Strategic Plan:** Identify list of current and potential minority suppliers and communicate this information campus wide.
  Partners: Purchasing, Office of the President, VP of Business Affairs
  Measure: Supplier list available to entire campus

• **Suggested Strategic Plan:** Develop a communications strategy to attract potential minority suppliers by hosting a supplier fair.
  Partners: Office of Communications and Marketing, Career Services, Division of Student Affairs
  Measure: Strategy published; relationships generated from supplier fair

• **Suggested Strategic Plan:** Join key trade organizations to establish collaborative relationships.
  Partners: Office of the President, Business Affairs, Purchasing and Accounts Payable
  Measure: Document memberships

**Objective 2:** Support an environment of respect for the multiple religious/spiritual faiths represented within the university and community.

• **Suggested Strategic Plan:** Assist in creating awareness of the many religious/spiritual groups and their traditions at SDSU and in the community.
  Partners: Office of Intercultural Relations, Office of the President, Division of Student Affairs, Office of International Students Office of Communications and Marketing
  Measure: Measure through the campus climate survey

**Objective 3:** Create and foster a partnership with the City of San Diego and other community and state concerns to support and value a commitment to diversity.

• **Suggested Strategic Plan:** Campus and city leadership will meet to determine a course of action.
  Partners: Mayor’s Office President’s Office
  Measure: Course of action defined and reported

• **Suggested Strategic Plan:** Establish an annual Diversity Caucus Conference at SDSU designed to educate legislators about diversity research and outreach at SDSU to encourage an open forum for broader discussion of statewide issues affecting diversity, and to update legislators and others on the state of diversity and cultural competency at SDSU.
  Partners: Outreach, President, Division of Student Affairs
  Measure: Conference organized and well-received

• **Suggested Strategic Plan:** Establish AU initiatives in connection with Alabama’s Black Belt as an official priority for the university
  Partners: Outreach, President, Communications and Marketing
  Measure: Priority established formally, funding adjusted as needed, initiative promoted
Initiative 5: Develop and execute a comprehensive Communication Plan for Diversity.

Objective 1: Through multi-media forms, promote diversity as a core value at SDSU.

- **Suggested Strategic Plan:** Examine ALL current communications to ensure a global perspective.
  Partners: Office of Communications and Marketing
  Measure: Inventory complete and reported

- **Suggested Strategic Plan:** Develop a campus wide diversity communication strategy through full and open consultations with faculty, students, and staff to ensure that all internal and external communications are consistent with the operational definitions of diversity.
  Partners: Office of Communications and Marketing, AS, governance groups leadership (Faculty Senate, President’s Cabinet, College Councils)
  Measure: First draft complete and reviewed

- **Suggested Strategic Plan:** Ensure campus events and visual displays are inclusive of religions or faiths represented on campus.
  Partners: Office of Intercultural Relations, AS, Colleges and Schools, President’s Cabinet, ALL VP’s, Faculty Senate
  Measure: Completed calendar, annual report

- **Suggested Strategic Plan:** Include a column entitled “Discussions on Diversity” authored by the President, Provost or their designees in regularly published documents as appropriate.
  Partners: President, Provost, Division of Student Affairs
  Measure: Articles published

- **Suggested Strategic Plan:** Publish a semi-annual electronic diversity/multiculturalism publication
  Partners: Office of Diversity and Division of Student Affairs
  Measure: Semi-annual report published

- **Suggested Strategic Plan:** Seek and identify other university and community collaborations that highlight diversity as a core value. Publicize these collaborations by featuring articles, editorials and stories on diversity initiatives.
  Partners: Office of Communication and Marketing, President’s Office, Office of Intercultural Relations, Division of Student Affairs.
  Measure: Articles and editorials published and distributed

- **Suggested Strategic Plan:** Disseminate the diversity plan and promote it among all San Diego State University audiences.
  Partners: Office of Communications and Marketing, Schools and Colleges, President, Provost, Deans, Directors, Department Heads, Student Government Association, student organizations
  Measures: Plan publicized and distributed to media, online, and in print