

**4/15/05**  
**University of New Hampshire**  
**Addendum to the Diversity Plan**

- Item 1:       Composition of the Proposed Diversity Council
- Item 2:       Glossary of Terms
- Item 3:       Proposed Diversity Action Steps for Consideration by the Diversity Council

## Proposed Diversity Council

**Charge:** The Diversity Council will provide oversight for the planning and assessment of the implementation of the diversity strategies identified in the Diversity Plan. The Council will advise the Vice Provost for Diversity; provide recommendations for institutional practices and policies that foster inclusion, diversity, and equity; and develop diversity accountability measures as a part of the implementation process.

### Composition of the 26-member Diversity Council

- Appointed faculty representatives (6 to represent each school and college)
  - Four chosen by Academic Affairs and two chosen by the Senate
- Appointed representative from the Deans' Council (1)
- Appointed department chair (1)
- Appointed representative from Dimond Library (1)
- Appointed representative from the Graduate School (1)
- Vice Provost for Academic Affairs (1)
- Appointed representatives from Student and Academic Services (2)
- Appointed representative from the Vice President for Research and Public Service (1)
- Appointed representatives from the Vice President for Finance & Administration (2)  
(one from Finance & Administration and one from Human Resources)
- Appointed representative from University Communications & Marketing (1)
- Appointed representatives from the President's Commissions (3)
- Affirmative Action/ADA Officer (1)
- Appointed representative from Intercollegiate Athletics (1)
- Student Representatives, 2 undergraduate and 1 graduate (3)
- Vice Provost for Diversity (1)

## Glossary of Terms

**AAEO:** Affirmative Action and Equity Officer

**Diversity:** at the University of New Hampshire can be defined as a fully inclusive campus community that is enriched by persons of different races, genders, ethnicities, nationalities, economic backgrounds, ages, abilities, sexual orientation and gender identity or expression, and religious beliefs.

**Diversity:** Diversity is any collective mixture characterized by similarities and differences. It can refer to people, organizations, systems, etc. As a consequence, diversity can be defined as, or limited to, any dimension such as workforce diversity or functional diversity.

**Minority:** For EEO official reporting purposes, the term "minority" includes Blacks, Hispanics, Alaskan Natives or American Indians, and Asian or Pacific Islanders.

**OMSA:** Office of Multicultural Student Affairs

**S.T.E.M.:** Science, Technology, Engineering, and Mathematics

**APSAS:** Associate Provost for Student and Academic Services

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
<p><b>1. Monitor, advance and support University-wide and external diversity initiatives primarily using an advisory Diversity Council under the sponsorship of the Office of the Vice Provost for Diversity, which is the central organizational structure to direct diversity efforts at the University, while communicating clear consistent descriptions of UNH diversity objectives and initiatives by utilizing marketing strategies to support and advance our internal and external diversity initiatives.</b></p>	<p>Develop Web Site communications channel for information on campus diversity.</p> <p>Develop a Diversity Council with University –wide representation that is responsible for diversity planning and assessment of the Diversity Plan.</p> <p>Monitor campus-wide diversity accountability methods for hiring, admissions, climate, retention and funding efforts to measure percentage of change.</p> <p>Coordinate competitive funding awards that enhance diversity at UNH.</p> <p>Collaborate with University and external constituents to secure funding for University-wide diversity initiatives (grant writing, fundraising, etc.)</p> <p>Survey/inventory all existing communications including traditional and new media.</p> <p>Conduct Focus Groups with all underrepresented constituencies to determine the best messages and means of communication.</p> <p>Develop and disseminate communications guidelines to all campus constituencies to ensure consistency and clarity of diversity messages, themes, and goals</p> <p>Develop media campaigns and Online Comm. in selected targeted markets for prospective international students and faculty.</p>	<p># of Monthly Web Hits</p> <p>Type and # of annual initiatives, percentage of change</p> <p>Annual reports with percentage of change</p> <p># of proposals funded</p> <p>Amount and # of awards</p> <p># communicating the University’s commitment to diversity and # needing improvement</p> <p># of focus groups and % of reported findings acted on</p> <p># of guidelines development and disseminated, # of new publications generated using guidelines</p> <p># of new media campaigns and on-line communications, # of electronic hits</p>	<p>Vice Provost for Diversity and University Communication and Marketing</p>	

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
<p><b>2. Enhance recruitment and retention of a widely diverse faculty through funding, partnering, and retention programs, with a particular emphasis in the next 3 to 5 years on racial and ethnic minorities, as well as on women in traditionally under-represented fields with particular focus on the Science, Technology, Engineering, and Mathematics (STEM).</b></p>	<p>Incorporate diversity into all discussions of recruitment and retention at Regular Meetings of Deans and Chairs.</p> <p>Provide incentives and support for pro-active recruitment and hiring of under-represented faculty.</p> <p>Encourage and reward the integration of diversity in faculty teaching, research, and service.</p> <p>Develop strategies for promotion and tenure success with new hires (mentoring, professional development opportunities).</p> <p>Develop more accurate monitoring of candidate pool and new hires.</p> <p>Engage in Fundraising through the UNH Capital Campaign and Federal Grant opportunities.</p> <p>Continuing use of the Diversity Hiring Check-list with Presentations on Strategies for Diversity Recruitment &amp; Hiring".</p> <p>Establish pre-doctoral and post-doctoral scholarship program for scholars with a particular emphasis on racial and ethnic minorities, as well as on women in traditionally under-represented fields with particular focus on the STEM disciplines.</p>	<p>Annual Diversity Hiring Plan and # of diverse candidates and hires</p> <p>Funds Raised and # of faculty hired</p> <p># of faculty awards and/or recognitions annually</p> <p># of workshops dept. mentoring programs, faculty development</p> <p># of candidates interviewed and # of candidates hired</p> <p>Amount of scholarships established</p> <p># of Check-list submitted and # of presentations made</p> <p># of scholarships established and number awarded</p>	<p>Provost, Deans, Chairs, VPD</p>	
<p><b>3. Enhance recruitment and retention of a widely diverse student body with a particular emphasis in the next 3 to 5 years on racial and ethnic minority undergraduate and graduate students through funding, partnering, and retention programs.</b></p>	<p>Incorporate diversity into all discussions of recruitment and retention.</p> <p>Identify potential State and Federal funding sources (NSF, NASA, NIH etc.) that would provide support for minority undergraduate and graduate students.</p>	<p>Annual Student Retention and Graduation data by race and gender at the departmental level (# and %)</p> <p>Amount of financial resources, # of scholarships awarded, # of students enrolled,</p>	<p>Provost, VPSAS, VPD, AAEO, Deans, Chairs, Unit Heads, Admissions, Dean of Graduate School,</p>	

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
	<p>Enhance active recruitment and relationship building, including on-site visits to guidance counselors at surrounding schools with relevant constituencies, as well as visits to community centers, churches, NAACP, under-represented alumni, etc</p> <p>Explore grant possibilities for expanding the types and numbers of Pre-college Programs and Undergraduate Summer Research opportunities at UNH to undergraduates nationwide.</p> <p>Explore minority recruitment of graduate students for specific UNH programs via liaisons with sister undergrad programs at promising institutions with minority populations, as well as developing a more focused recruitment program from within our own undergraduate ranks.</p> <p>Develop Retention Strategies for new diverse students (e.g. departmental mentoring and advising).</p> <p>Develop enhanced relationship linking diversity and multicultural research at UNH to co-curricular out of class programs with stress on community building, leadership, professional development, social/cultural/academic mentoring, service learning, internships, both on campus and in the surrounding communities.</p> <p>Assess and enhance diversity in the living communities on campus (e.g. residence halls, Greek life, clubs). Coordinate this information and strategize with offices that focus on the recruitment and retention of under-represented students, and include faculty as well.</p>	<p># of application received from under-represented populations, percentage of increase, # of presentations and people attending, # of campus visits,</p> <p>Amount of funding, # of students, # of programs</p> <p># of contacts and visits, # of students enrolled, # of partnerships established</p> <p>Retention rate of first-year students, # and impact of programs, # of students participating and success rates</p> <p># of joint research and co-curricular programs, # of students participating and level of satisfaction</p> <p>Survey results of campus and residential life satisfaction</p>		

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
	Develop an institutionalized and integrated social, cultural, and academic support network for diverse students.	# of joint co-curricular programs, # of students participating and level of satisfaction		
<b>4. Enhance recruitment and retention of a widely diverse staff with a particular emphasis in the next 3 to 5 years on racial and ethnic minority staff through funding, partnering, and retention programs.</b>	<p>Incorporate diversity into all discussions of recruitment and retention.</p> <p>Enhance active recruitment, including on-site visits to target constituencies and associated organizations for entering and senior-level staff and administrators.</p> <p>Offer professional development training on diversity competence</p> <p>Add diversity competency to annual staff evaluation and reward contributions to diversity.</p> <p>Develop an incentive and award system for efforts contributing to UNH's diversity efforts.</p> <p>Develop strategies for retaining new hires (e.g. mentoring and professional development opportunities</p> <p>Develop and sustain professional development opportunities/education for all staff such as diversity awareness seminars, speaker forums, luncheons, social justice education, etc...</p>	<p>Annual recruitment and retention rate of staff and Performance Evaluation</p> <p># of application received from under-represented populations, # of contacts at conferences, # of campus interviews and hires</p> <p>track # of diversity training workshops, level of participation, and units of attendees</p> <p># of units with competency component and unit overall ratings</p> <p># of unit incentives &amp; awards established</p> <p># and impact of programs, # of students participating and success rates</p> <p># of workshops, mentoring &amp; professional development programs, # of attendees, level of satisfaction reported in</p>	VPs, Unit Heads, HR, VPD,	

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
	Accelerate the development of family friendly and inclusive policies and programs, such as spousal/partner hires and family relocation programs.	evaluations # of hires provided program funds and services		
<b>5. Increase the number of experiences and/or courses in the curriculum that focus on diversity, and integrate diversity concerns into all levels of UNH student's education by tailoring curriculum in the first-year, electives, capstones and graduate courses, as well as co-curricular and outreach scholarship opportunities.</b>	<p>FIRST YEAR – Conduct Town Hall Meetings and University Dialogues on the theme of Construction of Race.</p> <p>FIRST YEAR – INQUIRY COURSES: Encourage faculty to submit proposals for Inquiry courses that explore diversity themes</p> <p>ELECTIVES IN FORMER GENERAL EDUCATION encourage interdisciplinary course-design and teaching for courses to satisfy new Discovery category of Social Identity and Individual Rights.</p>	<p># of meetings and dialogues</p> <p># of proposals submitted annually and # of courses taught</p> <p># of courses designed and # of courses taught</p>	Vice Provost for AA, Associate Provost for Student & Academic Services	
	<p>Encourage faculty and advisors to think of Capstone courses/experiences and courses in major as opportunities to address diversity.</p> <p>Utilize co-curricular educational experiences to advance diversity.</p> <p>Design and schedule UNH Dialogues and courses in residence halls-review history of academics in UNH residence halls to spot issues; compare to working examples in other institutions; consider and select among alternatives: in-house faculty members and their families; in-house or visiting "Senior Tutors" (faculty teaching small course/seminar in residence halls, e.g. Inquiry courses or Capstones).</p> <p>Incorporate Social Identity and the Individual theme into curriculum and co-curricula planning.</p>	<p># of Capstone courses and experiences</p> <p># of co-curricular experiences advancing diversity and participant evaluations</p> <p># of dialogues and courses designed for residence halls and # of dialogues and courses scheduled in residence halls</p> <p># of courses incorporating the Social Identity and the Individual theme</p>	<p>Discovery Committee, Orientation Committee, in coordination with VPSAS staff, VPAA, President's Commissions</p> <p>VPAA and President's Commissions</p>	

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
<p><b>6. Develop a UNH community that advances a climate of inclusion, diversity, and equity for all persons through education and programming, and by developing campus partnerships to enhance knowledge of campus groups, offices, and units and to establish collaborative working relationships.</b></p>	<p>Enhance our knowledge of campus constituent groups and develop partnerships in University community (e.g. the Commissions, OMSA, Graduate School, HR, UNH-M, Schools/Colleges.</p> <p>Work collaboratively with academic, student services, and other services areas.</p> <p>Recruit volunteer ambassadors from across divisions to help create a welcoming, diverse, and equitable environment through programming, services, and social events.</p>	<p># of joint programming, social activities, # of joint professional development activities</p> <p># of joint programming, social activities, # of joint professional development activities</p> <p># of joint programming, social activities, # of joint professional development activities</p>	<p>President, Provost, VPs, Deans, Chairs, Unit Heads, AAEO, OMSA, Minors Program, Grad School Dean, VPD</p>	
	<p>Inventory the study away programs and assess the opportunities they provide for students to work/study in diverse communities.</p> <p>Inventory and develop internship and service learning opportunities based upon community needs to insure that opportunities are provided for students to work/study in diverse communities.</p> <p>Inventory the programs offered through student support services (OMSA and others) and develop partnerships that provide opportunities for students to collaborate with organizations that support diversity in the community.</p>	<p># of study away programs and # of diverse placements</p> <p>Assessment of community needs, # of internships/service-learning assignments made, site evaluation &amp; student ratings</p> <p>Assessment of community needs, # of internships/service-learning assignments made, site evaluation &amp; student ratings</p>		

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
<p><b>7. Develop mutually beneficial collaborations between UNH and diverse external partners for the purpose of generating and applying relevant knowledge to directly benefit the public, while developing external community partnerships to enhance knowledge of community groups and agencies, and to establish collaborative working relationships to advance diversity and inclusion.</b></p>	<p>Identify faculty (tenure track, research and extension), staff, and students to “champion” UNH outreach scholarship with diverse external partners.</p> <p>Hire diverse faculty and staff who show an interest in outreach scholarship.</p> <p>Identify “best practices” in outreach scholarship that include working with diverse partners.</p> <p>Enhance opportunities for faculty to mentor students as a part of larger research grants.</p> <p>Support the development of mutually beneficial collaborative partnerships between faculty, extension educators, staff (e.g. NHPTV, Office of Outreach Education), students and external partners with a special emphasis on outreach scholarship and diversity.</p> <p>Enhance opportunities for faculty and diverse external partners to successfully submit funded research and education grants to federal agencies and foundations.</p> <p>Enhance our knowledge of constituent groups and develop partnerships in broader communities (e.g. the NAACP, churches, community centers, under-represented alumni, off-campus scholarship organizations, graduate programs, high schools).</p> <p>Create equitable, mutually beneficial, long term, community partnerships with diverse communities consisting of shared vision and goals, shared work load and responsibilities, and shared expertise.</p> <p>Recruit volunteer ambassadors from the surrounding community to help new UNH recruits (faculty, staff, and</p>	<p># of faculty, staff, and students champions</p> <p># of faculty &amp; staff hires</p> <p># of new outreach scholarship initiatives launched annually</p> <p># of faculty-student research mentors</p> <p># of collaborative partnerships</p> <p># of grants submitted with diverse external partners.</p> <p># of joint programming, social activities, # of joint professional development activities</p> <p># of joint programming, social activities, # of joint professional development activities</p> <p># of joint programming, social activities, # of joint</p>	<p>Presidents, Provost, VPs, VPD, Deans, Directors, Chairs, faculty</p> <p>VP for Research and Public Service, Provost, VPs, Deans, Directors, Chairs</p>	

STRATEGIES	PROPOSED ACTION STEPS	ASSESSMENT	RESPONSIBLE PERSONS	TIME-LINE
	<p>students) integrate into the larger community.</p> <p>Reach out to our sister institutions in the NE region that have been more diversity-successful than us for advice, info sharing, etc</p>	<p>professional development activities</p> <p># of joint programming, social activities, # of joint professional development activities</p>		