

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Diversity Appraisal Report*Selected Sections of the Diversity Appraisal Report***I. Steering Committee Observations, Challenges, and Priority Recommendations**

The Diversity Appraisal Steering Committee, having reviewed the unit appraisals and reports of external evaluators, offers a set of significant observations and challenges that capture how units and leadership have engaged with diversity. As a result of these insights, the Committee offers priority recommendations. We provide more detailed observations, examples of strong practice, challenges and recommendations for the University community throughout the report.

The Committee observes that the University of Washington has clear strengths:

1. Despite the lack of clear rewards, almost all units, from departments to colleges and schools to the University as a whole, have undertaken initiatives to enhance diversity.
2. An expansion of pre-college programs has contributed to building an educational pathway for a more diverse undergraduate student body.
3. To advance the goals of preparing students for college, supporting economic development, and enhancing educational opportunity, many units are engaging in meaningful and sustained partnerships with diverse communities throughout the state.
4. A number of units have undertaken sustained collaborative efforts to address issues of curriculum and climate and integrate diversity into their missions, values, and goals.
5. Due to the sum of these efforts, the University is well positioned for the next stage of transformation in which diversity is increasingly integrated in the core missions of education and research.

The Committee had identified these diversity challenges for the University:

1. There are multiple understandings and lack of clarity about the meanings of terms such as “diversity,” “climate,” “underrepresented,” and “minority;” this lack of clarity extends to challenges conceptualizing diversity initiatives as inclusive practices.

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 2)

2. Implementation of institutional diversity goals remains uneven across units, due to lack of understanding and agreement about what practices, policies, and behaviors honor and support diversity as a core value.
3. Improving climate remains a critical challenge at all levels of the University.
4. There are few agreed-upon indicators and benchmarks for evaluating diversity initiatives.
5. Many existing efforts suffer from isolation, lack of coordination and communication.
6. There are no clear pathways to institutionalization, even for proven initiatives.

After assessing both strengths and challenges, the Committee offers the following recommendations:

1. Administration: Set institutional priorities for diversity, and review policies about resource allocation, admissions, hiring, benefits, access and retention, and promotion and tenure in terms of those priorities.
2. Assessment: Establish benchmarks and objectives consistent with institutional priorities for diversity.
3. College Readiness: Enhance the University's ability to provide effective and coordinated outreach for the preparation of underrepresented students for postsecondary education in the State of Washington.
4. Student access: Recognize and reward units that utilize effective approaches to student recruitment and admissions at the undergraduate, graduate and professional levels.
5. Student development and retention: Ensure that admissions policies, advising and mentoring, and access to majors and educational opportunities for all academic units encourage and support students to attain their educational objectives.

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 3)

6. Engagement with external communities: Continue to build, sustain, and coordinate relationships with diverse communities throughout the region to foster economic development, cultural vitality and educational opportunities.
7. Staff: Increase attention to climate issues for staff, recognize staff for their contributions to diversity, and assess the needs of staff with respect to diversity.
8. Faculty: Set high expectations for diversifying the faculty at the school/college level, monitor progress, and recognize success in recruitment and retention.
9. Curriculum: Ensure that students in all undergraduate, graduate and professional degree programs graduate with the requisite knowledge and competencies related to diversity as defined by the field.
10. Research: Support and promote research at UW to advance institutional diversity goals and knowledge about diversity in academic fields.
11. Climate: Articulate how historical, structural, and behavioral dimensions of climate affect interactions and opportunities on campus and address the concerns of diverse faculty, staff, and students at every level of the University.
12. Diversity as a Value and Objective: Engage the University community across all three campuses in discussion of defining and integrating diversity as an institutional and unit value and setting objectives for attaining diversity.

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 4)

II. Overview: Appraising Diversity

We will become an academic community that mirrors the varied faces of our society. The challenges of our time require the energy and ideas of all our people. We cannot afford to leave out the creativity and innovations of any segment of our society. But beyond this practical argument, equality of opportunity is a matter of simple justice.

It's the right thing to do, and this University will do it.

President Mark Emmert,
Come Together Washington,
October 15, 2004

The following Diversity Appraisal Report provides a summary of diversity initiatives at the three campuses of the University of Washington. Synthesizing over 150 individual reports by University departments and units, the report underscores the effectiveness of the work we have done and points out directions for next steps.

Scope and Process of the Diversity Appraisal—Phase I

Seeking to know more concretely how diversity is addressed across the three campuses of the University, President Lee Huntsman issued a charge to all units in December 2003, requesting a diversity appraisal. For the appraisal, diversity is defined as “race, gender, disability, class, sexual identity/orientation, religion, age, ethnicity, culture, region/geography, and indigenous status.” Vice President and Vice Provost for Diversity Nancy “Rusty” Barceló convened a steering committee that developed three core questions to guide these reviews:

1. How is diversity a visible and active part of your unit?
2. What are the specific ways that diversity is integrated into your academic mission in regard to your curricula, your undergraduate and graduate students, your faculty, and your staff?
3. What are the ways in which you have structured your unit so that diversity is institutionalized as part of your criteria for success?

Units were asked to address these questions in relation to the following categories:

- Student Access and Opportunities
- Student Development and Retention

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 5)

- Engagement with the External Community
- Staff and Administrative Diversity
- Faculty Diversity
- Curriculum
- Research
- Climate

These categories provide the organizing principle for the following report, although categories of Staff and Administrative Diversity and Curriculum and Research have been divided here for more focused analysis.

In May 2004, UW commissioned Dr. Christine Cress, Associate Professor of Postsecondary, Adult and Continuing Education Program, Portland State University, to provide an external evaluation of the Diversity Appraisal reports (see Appendix I). Cress reports that “[i]n spite of the legal challenges and confusion presented by the passage of I-200, it is apparent that institutional strides to become an intellectually diverse and integrated university have been made. Enclaves of individuals have responded with a renewed creativity and enthusiasm for ensuring a pluralistic university through community outreach, curricular integration and scholarship, and programmatic support for students, staff, and faculty.”

The unit diversity appraisals, read collectively, have provided multi-layered insight into how each unit perceives itself in relation to diversity and allows for comparative reading of academic departments across disciplines and campuses. More than a quantitative diversity audit, Phase I has provided a series of developing narratives and practices yielding a rich picture of UW’s many diversity activities.

Limitations of this Report

The scope, depth, and detail of 150 unit reports submitted range from one-page responses with little attention to the critical questions or key diversity targets, to lengthy, comprehensive summaries infused with relevant assessment data. This variation of reporting led to unevenness in the overarching narrative and limits comprehensiveness of the report.

The report is further hampered by the lack of institutional and unit benchmarks for gauging the success of initiatives. The report offers examples of good practice as possible indicators for the establishment of benchmarks to guide further assessment. While a complete and comprehensive assessment of all the effective work at the UW would be ideal, this report summarizes what those units responding to President

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 6)

Huntsman and Vice President Barceló's request submitted, not all that exists at the University. This report will be updated as new information is received.

Next Steps in the Diversity Appraisal Process—Phase II

The reports raise a number of important questions that need to be further examined in Phase II of the Diversity Appraisal Process. Among them include:

- Are issues of diversity at the center of beliefs and practices for all University units and programs?
- What does this mean for daily interactions and experience of campus climate?
- How are diverse forms of scholarship and teaching/learning supported and rewarded?
- How are policies and procedures (*e.g.*, family leave) being applied?
- What kind of alignment exists between institutional goals for diversity and programmatic goals? How are these achieved within administrative and academic units?
- How are student, faculty and staff diversity and professional development issues being addressed?
- Do we have the right structures in place to recruit and serve students? Recruit and retain faculty and staff members? Integrate diversity into the curriculum and research? Engage with diverse external communities?

To address these questions and others raised by the Diversity Appraisal, President Mark Emmert has called for two implementation initiatives:

1. Best Practices Working Groups:

Many reports expressed the desire for assistance in achieving their goals for diversity, especially by having opportunities to learn from the good practices and success of others. To assist with inter-institutional learning, teams of students, faculty, staff and community experts will be constituted to provide consultation, training, resources and toolkits for departments to use to improve practice and results in recruitment and retention, curriculum, climate, and other areas of concern.

2. President's Diversity Appraisal Implementation Fund:

The sum of \$400,000 has been earmarked over the next two years to fund projects that address challenges and recommendations in this report, and which significantly enhance diversity at the University of Washington. The Call for

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 7)

Proposals, Section XII of this report, provides the guidelines for funding.
Proposals are due February 15, 2005.

Further information on both of these initiatives can be obtained by contacting, Dr. Nancy “Rusty” Barceló, Vice President for Minority Affairs and Vice Provost for Diversity, 206-685-0518, vpoma@u.washington.edu.

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 8)

XII. Call for Proposals: President's Diversity Appraisal Implementation Fund

Call for Proposals

The Vice President and Vice Provost for Diversity and the Diversity Appraisal Steering Committee request proposals from students, faculty members and staff at all three campuses of the University of Washington for projects to implement ideas, approaches and recommendations in the Diversity Appraisal Report. The report is available at <http://depts.washington.edu/oma/diversity>, or by calling 206-685-0518 to request a printed copy.

Funding Priorities

The Diversity Appraisal reveals that while the University has a long and impressive history of addressing diversity and is home to many excellent programs, there are still persistent barriers and challenges to be addressed. Report recommendations challenges the University to strengthen existing efforts; identify best practices; address persistent barriers with new strategies; coordinate efforts and establish partnerships; strengthen institutional structures and supports; and develop meaningful measures of progress related to diversity.

We invite innovative proposals for projects and initiatives that:

- Strengthen existing diversity initiatives by increasing their reach and impact;
- Significantly improve coordination of diversity initiatives;
- Disseminate proven diversity approaches to the University community;
- Improve campus, workplace or classroom climate;
- Improve the educational experience of all students;
- Enhance faculty and staff diversity;
- Identify and disseminate diversity assessment indicators;
- Create new diversity resources of benefit to the University community.

The sum of \$400,000 has been designated to fund projects in the areas of student outreach and retention, engagement with external communities, climate, curriculum, research, and faculty and staff diversity. We expect to award up 12-15 grants, with a maximum single grant award of \$50,000. The proposal should delineate other sources of funding for the project, especially source of funding to sustain the effort after the grant.

VII. STANDING COMMITTEE

A. Academic and Student Affairs Committee

Report on Diversity Appraisal (continued p. 9)

Proposal Content

Proposals of up to five pages should include:

- project overview and goals;
- description of intended beneficiaries of project activities and of project participants;
- rationale for the project's approach;
- impact in improving diversity efforts at the university;
- ways of assessing the project's success;
- personnel and project budget;
- plans for dissemination;
- sustainability—information about ongoing support.

Submission Date

The deadline for submission of proposals is February 15, 2005. Projects should be transmitted through deans or other senior administrators.

Review Process

A representative committee will review applications and make recommendations for funding. Final decisions will be made by March 15. Funds will be available immediately upon approval and available for a two-year period. All funding is one-time and temporary. Priority will be given to projects that provide ongoing support for projects beyond this funding or demonstrate considerable impact with one-time funding.

For more information, please contact the Office of the Vice President and Vice Provost for Diversity, vpoma@u.washington.edu, 206-685-0518.

http://depts.washington.edu/oma/diversity/diversity_appraisalfinal.pdf