



COLLEGE *of*
CHARLESTON

The President's Campus Diversity
Review Committee First Set of
Recommendations

May 31, 2016

Chairman's Overview

The President's Campus Diversity Review Committee (hereafter, DRC) performed its work based on this stated purpose: *The committee is to review, evaluate and make recommendations on the College's diversity programs with the priority to make the College a more diverse campus by being more affordable, accessible and inclusive.*

As of May 2016, the DRC has met 15 times with numerous divisions, offices and academic and student support services of the College of Charleston community, beginning with the co-chairs of the President's Commission on Diversity Access, Equity, and Inclusion: Joe Kelly (English) and John Bello-Ogunu (Office of Institutional Diversity). The DRC performed a historical review of the following documents:

1. President's Commission on Diversity Access, Equity and Inclusion, Five-Year Diversity Strategic Plan, Action Plan
2. Mapping a New Direction at the College of Charleston, Priorities and Outcomes-based Approach
3. Executive Summary, Campus Climate Assessment Project (by Rankin & Associates Consulting)
4. Top Five Initiatives from College of Charleston Campus Climate Survey Ad Hoc Committee
5. Ten Core Ingredients for Fostering Campus Diversity Success
6. Diversity Scorecard produced by the Office of Institutional Research, Planning, and Information Management

This document provides the first recommendations of the DRC. The DRC will continue to assemble throughout 2016 to meet with different College of Charleston constituencies and provide further recommendations.

The DRC recommendations begin with an agreement and endorsement of:

1. The President's Commission on Diversity Access, Equity and Inclusion, Five-Year Diversity Strategic Plan, Action Plan.
2. Mapping a New Direction at the College of Charleston, Priorities and Outcomes-based Approach.
3. Top Five Initiatives created by the College of Charleston Campus Climate Survey Ad Hoc Committee.

All recommendations to make the College of Charleston a more diverse campus by being more affordable, accessible and inclusive should be implemented, as resources allow, using the **SMART** evaluation matrix:

Specific
Measurable
Attainable
Results-Oriented and/or Realistic
Time-bound

- John Busch '85, Chairman, President's Campus Diversity Review Committee

Path to Institutional Change

For the College of Charleston to be a more diverse and inclusive institution, it must cultivate and foster an environment where access, equity and inclusion are recognized, accepted and embraced as part of its institutional culture. As stated in the College's Diversity Strategic Plan (DSP), diversity "refers to, but is not limited to, differences among groups of people and individuals based on age, ethnicity, race, socioeconomic status, gender, physical abilities, exceptionalities, language, religion, sexual orientation, nationality, and geographical area."

Emerging Themes from the Committee's Review

The following are a few themes that appeared throughout the DRC's work and, if addressed appropriately, will impact the College's culture of accessibility, equity and inclusion.

1. Accountability, Silos and Assessment:
 - Throughout the presentations and discussions among the DRC members, it became clear the campus needs one central office or division responsible for all aspects of diversity. In addition to the Office of Institutional Diversity's programs, there are diversity programs and initiatives operating in silos in other areas on campus. These silos need to be broken down, and a more collaborative environment needs to be fostered. Additionally, continuous, consistent and rigorous assessment of all diversity programs and initiatives should occur to determine what is effective and what can be improved.
2. Scholarships and Financial Aid Assistance
 - To aid in the efforts to recruit and retain more minority and first-generation students, additional scholarships and grants need to be created and awarded. Fundraising for these funds must be an institutional priority.
3. One Point-of-Entry for Diversity Information
 - This process also revealed that many students do not know where to go for help or to learn about the College's diversity efforts. A single point-of-entry that steers students in the right direction for diversity will be beneficial. The DRC recognizes the work that is already being done by the Division of Student Affairs to direct students when they have a problem or are seeking help. The DRC believes that these two areas (student affairs and diversity) can operate separately, while, at the same time, collaborating together to ensure that students have access to all the information, programs, and help they need to be successful at the College.
4. Diversity Training for Faculty and Staff and Diversity Education for Students
 - Mandatory diversity training for faculty and staff and diversity education for students should be a high priority.
5. Avery Research Center for African American History and Culture
 - The Avery Research Center is a signature asset of the College. It also is a hidden gem. With more promotion on campus and throughout the greater Charleston community, the Avery Research Center can serve as a visible manifestation of the College's emphasis

on diversity. Already, Google and other corporate organizations have recognized the central role that the Avery Research Center can play in steering more dialogue on race and social justice. The College has an opportunity to position the Avery Research Center as the region's leader in convening meaningful and thoughtful conversations on campus and in the community.

6. Mentoring

- Mentors are important to the development of a young person as a student, as an individual and as a professional. The College already has a mentor network in place, but there is an opportunity to expand that program to include more mentors from across campus constituents (such as the Alumni Association) and from the Charleston community.

7. Advising

- The College of Charleston already advises its students on the courses they need to take to graduate, but the College should assess its advising program specifically in relation to underrepresented students to ensure it is operating effectively and efficiently. In an effort to address this particular population's needs, the College may provide additional training for advisors, require more communication between advisors, and more communication between advisors and students.

8. Recruitment and Retention

- The DRC endorses the President's Commission on Diversity Access, Equity and Inclusion, Five-Year Action Plan's goals 1 and 2 (and associated tactics) to improve the recruitment and retention of underrepresented students, faculty and staff. The DRC also supports the College's Top Ten Percent pilot program, which grants acceptance to the top 10 percent high school graduates in seven counties of South Carolina.

Committee Recommendations on Increasing Diversity by Addressing Affordability, Accessibility and Inclusion

The DRC endorses and recommends the work of the President's Commission on Diversity Access, Equity and Inclusion and the College of Charleston Campus Climate Survey Ad Hoc Committee. While not all of the recommendations made by the members of the President's Commission and the Ad Hoc Committee are explicitly restated here, the DRC would like to place special emphasis on some areas by making specific recommendations that have the potential for high impact. The DRC understands that implementation and/or funding part or all of these recommendations will be based on available resources.

The recommendations are not listed in order of priority or specific ranking, but rather under topic headers.

Organizational Structure and Management

Recommendation 1: Ensure minority representation at the highest levels of the administration and the Board of Trustees. This will only be accomplished by adequately funding personnel in those positions. The DRC also recommends the chief diversity officer attend executive team meetings.

Recommendation 2: Rename the Office of Institutional Diversity (OID) to reflect a more holistic approach to inclusivity at the College. A list of recommended names can be found in the document entitled "Mapping a New Direction at the College of Charleston" (attached).

Recommendation 3: Elevate the importance of diversity within the administration. The chief diversity officer should help evaluate all academic, fiscal, programmatic and administrative policy decisions regarding the College's diversity and inclusivity goals. The chief diversity officer should develop and implement an assessment of the College's diversity plan and its engagement on campus and in the community.

Recommendation 4: Centralize diversity efforts. The chief diversity officer (who directs OID) should be the senior administrative officer responsible for promoting collaboration among all members of the College community, including students, faculty and staff. The chief diversity officer should develop a plan for coordinating all identity-based resources on campus. This will require clarification of missions, goals and responsibilities of these various resources, will address programming and staffing gaps and will increase collaboration among campus diversity practitioners.

Recommendation 5: Provide timely and regular updates of diversity efforts. The chief diversity officer supplies the administration regular reports on all diversity initiatives and provides recommendations for funding and programming.

Recommendation 6: Fund diversity initiatives. The administration should make available a budget sufficient to carry out the mission and responsibilities of the diversity plan.

Recommendation 7: Establish a diversity presence at the Board of Trustees' quarterly meeting. The chief diversity officer will serve as a liaison to one of the Board's subcommittees, as determined by the trustees and the president. The chief diversity officer will provide a diversity report for these quarterly meetings.

Recommendation 8: Update and assess the College's Diversity Strategic Plan every three to five years. Diversity efforts must have widespread support across campus, and the Diversity Strategic Plan is a living document (meaning it should be changed/revised constantly to maximize its effectiveness and relevance).

Recommendation 9: Establish diversity committees. The president and chief diversity officer should form appropriate diversity committee or committees (internally and externally, including the President's Commission on Diversity, Access, and Equity). The membership of the committee(s) should represent a broad base of campus and community stakeholders, who will serve staggered terms, allowing more members to participate and contribute ideas and initiatives.

Recommendation 10: Relocate the Multicultural Student Program and Services (MSPS). MSPS should be housed in a more central location to the historic core of campus.

Recommendation 11: Grant MSPS director (and designees) student academic advising authority in order to better serve students who make regular use of that program.

Recommendation 12: Increase the visibility of the Office of the Ombudsperson across campus. The ombudsperson should address incoming students (regular and transfer) at various orientation sessions so that students and parents are more aware of the Office of the Ombudsperson's ability to help in times of need. The Office of the Ombudsperson should also address REACH parents/students during their orientation.

Recommendation 13: Add personnel to the Office of the Ombudsperson by 2017.

Recommendation 14: Encourage REACH's current advisory board to broaden its membership to include REACH parents, faculty, staff, the ombudsperson and community members. The DRC also recommends the REACH staff partner with the College's ORCA to seek additional grant funding in support of its programming.

Accountability

Recommendation 15: Implement the President's Commission on Diversity Access Equity, and Inclusion's Goals and Tactics Action Plan, as resources allow.

Recommendation 16: Generate an annual diversity report. All campus departments should cooperate with the chief diversity officer in producing an annual institutional report that summarizes and showcases progress in clear, measurable, data-based terms. The diversity report will

provide accountability for campus' diversity efforts through a planning and assessment system that builds on existing review systems.

Affordability/Accessibility

Recommendation 17: Create a president's unrestricted needs-based grant-in-aid fund for students who find themselves in a moment of financial crisis and need help to continue their studies at the College. This fund would have an application process that is reviewed by a four-person committee (such as the executive vice president of student affairs or his/her designee, a representative from financial aid, the senior director of community relations and the ombudsperson).

Recommendation 18: Make diversity fundraising a top priority. For many students, there is a huge annual unmet need for the cost of attendance. Unmet need is the amount that's left to be paid after financial aid is awarded. By creating and funding grant-in-aid to cover the unmet cost of attendance for students in greatest need, the College will both attract and retain more students from underrepresented populations. The DRC recommends the use of the College's Standards of Academic Progress as the minimum requirement for awarding these funds.

Recommendation 19: Develop an alumni donor program that targets former work-study students who may want to help fund an increased number of work-study opportunities on campus. This is similar to, and in addition to, federal work-study, which provides part-time jobs for undergraduate and graduate students with financial need.

Recommendation 20: Create and endow scholarships in honor of people (such as Lucille Whipper, Jim Campbell, Truman Smith, and others) who contributed to the diversity of the College of Charleston. These scholarships should be awarded to students from underrepresented communities. Additionally, work to double the financial endowment of the Judge Richard E. Fields scholarship.

Recommendation 21: Cultivate relationships and seek financial support from community foundations and other outside entities that raise money for underrepresented and minority populations. The DRC recommends the Division of Institutional Advancement establish measurable fundraising targets by May 2017.

Recommendation 22: Assign a development officer to the Avery Research Center and to OID to place special emphasis on raising funds for those entities' programs and priorities as well as help expand the College's network of diversity champions and advocates.

Recommendation 23: Lower the costs of textbooks for students of underrepresented populations. The DRC suggests that the Divisions of Academic Affairs, Student Affairs and Business Affairs collaborate to find ways of lowering the cost of textbooks for students (perhaps through rentals, online textbooks, eBooks and other means).

Recruitment

Recommendation 24: Increase the underrepresented student, faculty and staff populations at the College with specific goals to be established by May 2017.

Inclusivity

Recommendation 25: Provide diversity training for all faculty, staff and Trustees on a wide range of diversity topics, such as Safe Zones and cultural sensitivity. OID should research and identify suitable training programs and develop a plan to provide this training across campus.

Recommendation 26: Transform the First Year Experience into a standardized curriculum similar to University 101 or University College courses offered at other universities. The DRC recommends the Division of Academic Affairs work with the appropriate faculty members and staff to develop content for classes. A greater emphasis should be placed on diversity education in order to increase students' cultural awareness and create a more tolerant campus environment. Additionally, the curriculum should include other topics to foster success and stronger retention, such as a more thorough understanding of campus services and resources (library, OID support, advising and tutoring services, etc.).

Recommendation 27: Create programming that educates and engages entire student body about differences and identity. The DRC recommends OID, Student Affairs and the Avery Research Center work together on the planning and coordination of this programming.

Recommendation 28: Require training for all faculty advisors using the Faculty Advising Module, located in the Academic Advising and Planning Center (AAPC). The DRC also recommends that the training address the needs of transfer students, active military and veteran students.

Recommendation 29: Distribute funds to student groups in an equitable manner. The DRC recommends the Division of Student Affairs to work with the Student Government Association/Cougar Activities Board to ensure an equitable distribution of funding for various student groups.

Recommendation 30: Increase the visibility of diversity programs in recruitment efforts. The DRC recommends that the Office of Admissions work with the Division of Marketing and Communications to incorporate information on OID and MSPS on the campus tours.

Conclusion

The DRC believes this first set of 30 recommendations will contribute in making the College of Charleston more affordable, accessible and inclusive to a wider group of constituents. Commitment to all types of diversity – sexual orientation, religion, race, culture, gender, physical abilities and more – is and must be one of the highest institutional priorities shared by all members of the College of Charleston community.

President's Campus Diversity Review Committee Membership

The President's Campus Diversity Review Committee

John Busch, College of Charleston Board of Trustees Member (Chair)

Conrad Festa, Former Interim President and Administrator of the College of Charleston

Debbie Hammond, Senior Executive Administrator, President's Office, College of Charleston

Devon Hanahan, Faculty member in the Department of Hispanic Studies, College of Charleston

Linda Ketner, President of KSI Leadership and Management Development

Denise Mitchell, Institutional Ombudsperson, College of Charleston

Keith Waring, Charleston City Council Member

Non-Voting Members

Michael Adeyanju, Director of Executive Communications, College of Charleston

Emily Carrig, Senior Administrative Assistant, College of Charleston

Betty Craig, Executive Administrative Support Staff to the Commission, College of Charleston