

Administrative Department/Unit/Division:
Texas State University Diversity and Inclusion Strategic Plan
Administrative Support Plan 2017-2023

[Final – June 2017]

I. Introduction

State your administrative department/unit/division mission statement.

The 2017-2023 Texas State University Diversity and Inclusion strategic plan includes strategies that embrace, encompass, compliment, and accomplish the following portions of the University Mission Statement, Values Statements, and Diversity and Inclusion Initiatives:

University Mission Statement:

“The university strives to create new knowledge, to embrace a diversity of people and ideas, to foster cultural and economic development, and to prepare its graduates to participate fully and freely as citizens of Texas, the nation, and the world.”

University Value Statements – We Value:

“A diversity of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community as essential conditions for campus life.”

“The cultivation of character, integrity, honesty, civility, compassion, fairness, respect, and ethical behavior in all members of our university community.”

University Strategic Plan 2017 – 2023 Initiatives related to Diversity and Inclusion:

We prepare all students to achieve their career goals and make positive and meaningful contributions as they interact in a diverse and increasingly global society through an inclusive program of learning and engagement, rich with diverse perspectives.

- We provide a supportive environment for students, including student athletes that encourage academic excellence, character development, and respectful interaction with others.
- We provide all students with quality engagement opportunities that model the values associated with equitable competition, engender university pride, positive community relations, institutional prestige, and promote student well-being and development.
- We plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.
- We provide training and educational resources to enhance personal and community safety.
- We provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.
- We provide programs and services that support and enhance the health and wellness of the university community.

Outline briefly your “vision” for the 2017-2023 planning cycle.

During the 2017-2023 planning cycle, our vision for diversity and inclusion at Texas State University will focus on three areas:

• **Strengthening Our Culture Of Respect:**

- By building the capacity of all members of the university community to treat every individual with respect, to value and leverage differences, and to collectively work to enhance our safe and supportive environment that honors and promotes the physical, emotional, and intellectual well-being of all community members.
- By establishing an optional, internal inclusion skills certificate program for faculty and staff who desire to participate and by creating and implementing responsive strategies to improve our campus environment for all members of the campus community based on the analysis of the results of the Student Campus Climate Survey and other assessments.
- By creating and implementing strategies that are consistent with the understanding that: “College students are changing, not only in diversity and socioeconomic makeup, but also in the ways in which they interact with each other, the university, and eventually, the world. This is the largest and most diverse generation in U.S. history and

one of the most disenchanted with the American Dream.” [Quote from “Challenge and Change: Background Briefs to Assist in Planning Efforts” document]

- By creating and implementing strategies that encourage all members of the university community to find commonality and build alliances across differences; to promote character development both inside and outside the classroom; and to foster an environment that expects all community members to interact with one another civilly, honestly, equitably, compassionately, fairly, and ethically.

- **Strengthening Our Culture of Inclusion:**

- By creating and using a more inclusive definition of diversity that builds upon and broadens the race and gender diversity focus of previous diversity strategic plans.
- By increasing faculty and Senior-level administrator diversity and strengthening our efforts to better identify and overcome barriers to inclusion.
- By implementing strategies that provides an effective framework for student success as guided by the following beliefs:
 - *Learning in an inclusive environment with a broad array of differences prepares graduates for success in a global workforce.*
 - *Diversity leads to synergism, improves research and educational outcomes by including new and different points of view.*
 - *A diversity of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community are essential conditions for campus life;*
- By creating and implementing strategies that are consistent with the following: (a) “The significantly increased number of high school graduates over the next decade (+21 percent), their increasing diversity, and the rising number from low income families present predictable challenges, which can and should be viewed as opportunities.”; (b) “The 2017-2023 university plan will address the academic and social needs of a variety of populations while seeking to improve academic achievement, persistence, retention, and graduation rates.”; and (c) “In order to attract and retain high quality, diverse faculty, Texas State needs to employ a diversified strategy that consists of both adequate financial resources and a cultural/environmental context that encourages and

promotes teaching, research and shared governance.” [All quotes from our “Challenge and Change: Background Briefs to Assist in Planning Efforts” document]

- By being guided in our work by our shared values that: “A diversity of people and ideas, a spirit of inclusiveness, a global perspective, and a sense of community as essential conditions for campus life.”

- **Strengthening Our Culture of Intentionality and Accountability:**

- By creating a data “Portrait” of Texas State that reflects its intentional commitment to value diversity and maintain a climate of inclusion. Components will include as many categories and classifications of diversity as possible. The comprehensive data “Portrait” will tell our diversity and inclusion stories that are many and varied: HSI, growth of diversity over time, values/mission, history of campus support for diversity and inclusion. In addition, the “Portrait” will include an inventory of the diversity and inclusion activities provided on Texas State campuses historically and those planned for the future.
- By collaboratively creating unit specific data “Portraits” that portray the unit’s diversity and inclusion goals and recruitment and selection trends as analyzed and compared to national, state, and aspirational peer comparisons.
- By creating and implementing strategies that acknowledge and are consistent with the following: “Texas is experiencing a time of significant and dramatic growth and other change. Plans include expectations for improving the success of historically under-served populations, some of the fastest-growing groups in the state. Furthermore, Texas State is an Hispanic-serving institution and has observed substantial increases in Hispanic and African American student populations over the past decade, to the point at which these two groups together formed a slight majority of the most recent freshman class. And Asian American high school graduates in Texas (combined with Pacific Islanders in Western Interstate Commission for Higher Education data), will more than double in the next decade.” [Quote from our “Challenge and Change: Background Briefs to Assist in Planning Efforts” document]
- By being guided in our work by our shared values that: “Continued reflection and evaluation to ensure that our strengths as a community always benefit those we serve.”

Using University goals and initiatives as a guide list and briefly describe your top five priorities for the 2017-2023 planning cycle and indicate the university goal/initiative to which the unit's goal is linked.

GOAL 1: Strengthen Our Culture of Respect and Inclusion

- Develop and use a more inclusive definition of diversity that builds on and broadens the race and gender diversity focus of previous diversity strategic plans.
- Create and implement strategies that provide an effective framework for student success with exposure to a broad array of differences, new and different points of view, a global perspective, and a spirit of inclusiveness.
- Create an optional, internal inclusion skill certificate program for faculty and staff members to build capacity of all members of the university community to treat every individual with respect, to value and leverage differences, and to collectively work to enhance our safe and supportive environment that honors and promotes the physical, emotional, and intellectual well-being of all community members. It will be a voluntary program that requires completion of existing training programs: Veterans, Title IX, ADA, Managing at Texas State, Allies, Bystander Intervention, Faculty Hiring, Curriculum Transformation Institute, and potential new programs. It will also include required reading of selected literature.
- Increase faculty participation in Curriculum Transformation Institute.
- Create and implement responsive strategies based on an analysis of the results of the Student Campus Climate Survey and Great Colleges to Work For Survey and other assessments.
- Support research studies, scholarship, curricular development, and extra-curricular critical conversation opportunities for the university community.

[University goals and initiatives used as guides include: **4.5** Provide training and educational resources to enhance personal and community safety; **4.11** Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community; and **4.13** Provide programs and services that support and enhance the health and wellness of the university community.]

GOAL 2: Strengthen Our Efforts to Better Identify and Overcome Barriers to Inclusion

- Create and implement strategies that allow the university community to engage in conversations about inclusion with the goal

of identifying barriers to inclusion and ways in which the identified barriers may be overcome.

- In view of the changing demographics at Texas State, the more inclusive definition of diversity to be agreed upon as a part of this plan, and the emerging literature relating to the concept of intersectionality, explore the ways in which the Equity and Access Committee and affinity groups can assist in identifying, creating, and implementing strategies to overcome barriers.

[University goals and initiatives used as guides include: **1.12** Provide a supportive environment for students, including student athletes, which encourages academic excellence, character development, and respectful interaction with others and **4.2** Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.]

GOAL 3: Strengthen Our Ability to Better Understand and Define Our University Community

- Develop a data-based University “Portrait” that will tell our diversity stories: HSI, growth of diversity, values/mission, history of Equity and Access Committee.
- Develop unit-specific “Portraits” that contain relevant historic and comparative peer data.
- Complete analysis of results of the Student Campus Climate Survey Data and re-administer the survey during the planning period to provide comparative results.
- Conduct comprehensive data gathering and analysis using as many categories of diversity as possible.
- Recommend adding faculty and staff campus climate survey tool and re-administering the survey during the planning period to provide comparative results.
- Create inventory of all activities across the university that relate to diversity and inclusion efforts.

[University goals and initiatives used as guides include: **1.9** Leverage data and analytics to support growth in student success and institutional processes; **3.3** Encourage and promote student research opportunities; **4.2** Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce; and **4.11** Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.]

GOAL 4: Strengthen Our Efforts to Maintain a Safe University Environment Free From Discrimination and Sexual Misconduct

- Create additional Title IX trainings and poster campaigns to educate and raise awareness of sexual misconduct, the affirmative consent standard, reporting avenues, existing policies and procedures, and related issues.
- Create and implement strategies to prevent sexual misconduct and eliminate discrimination.
- Engage in research concerning Best Practices and peer-practices.
- Create and implement strategies that encourage all members of the university community to find commonality and build alliances across differences; to promote character development both inside and outside the classroom; and to foster an environment that expects all community members to interact with one another civilly, honestly, equitably, compassionately, fairly, and ethically.

[University goals and initiatives used as guides include: **1.7** Prepare all students to achieve their career goals and make positive and meaningful contributions as they interact in a diverse and increasingly global society through an inclusive program of learning and engagement, rich with diverse perspectives; **4.5** Provide training and educational resources to enhance personal and community safety; and **4.11** Provide a diverse and inclusive environment of support to achieve the highest level of performance for all members of the campus community.]

GOAL 5: Strengthen the Diversity of Faculty and Senior-level Administrators (Director & above)

- Increase training and consulting related to faculty recruitment and selection.
- Increase diversity of applicant pools in faculty and staff postings.
- Provide a trend analysis related to unit specific “Portraits” which includes historical review, internal comparisons, external comparisons with peers, and available workforce data.

[University goals and initiatives used as a guide: **4.2** Plan and implement programs to help improve faculty and staff recruitment, hiring, and retention in order to support a highly qualified, diverse, motivated, and satisfied workforce.]



Based on unit goals, list the number of new (not replacement) staff lines you plan to request in the 2017-2018 fiscal year and in the remaining 2-6 years.

Goal 1: Strengthen Our Culture of Respect and Inclusion:

2017-2018: 1 FTE Administrative Assistant in the Center for Diversity and Gender Studies

2018-2023: 1 FTE Administrative Assistant in Equity and Access office

Goal 2: Strengthen Our Efforts to Better Identify and Overcome Barriers to Inclusion:

2017-2018: 1 permanent Graduate Research Assistant in Equity and Access office

Goal 3: Strengthen Our Ability to Better Understand and Define Our University Community:

2018-2023: 1 FTE Prevention Strategies Coordinator in Equity and Access office

2018-2023: 1 permanent Graduate Research Assistant in Equity and Access office

Goal 4: Strengthen Our Efforts to Maintain a Safe University Environment Free From Discrimination and Sexual Misconduct:

2018-2023: 1 FTE Compliance Officer/Investigator in Equity and Access office

2018-2013: 1 Victim/Due Process Advocate in University Police Department (Housed in Equity and Access Office)

Goal 5: Strengthen the Diversity of Faculty and Senior-level Administrators (Directors and Above):

[See new permanent Graduate Research Assistant in Equity and Access office listed under goal 4 above]

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2017-2018 fiscal year and in the remaining 2-6 years.

Goal 1: Strengthen Our Culture of Respect and Inclusion:

- 2017-2018 and 2018-2023: Increase the number of stipends to reach a total of four faculty from each college to attend Curriculum Transformation Institute annually with requisite increase in funding for Institute operations (presenter stipends and program administration) \$35,000 [\$28,000 for stipends; \$7,000.00 for increased costs.]
- 2017-2018 and 2018-2023: Funding for staff positions indicated on new staff needed chart above (\$80,000).

Goal 2: Strengthen Our Efforts to Better Identify and Overcome Barriers to Inclusion:

- 2017-2018 and 2018-2023: \$50,000 each year for social media and poster campaigns, campus-wide events, and creation and distribution of communication material

- 2017-2018 and 2018-2023: Funding for staff position indicated on new staff needed chart above (\$15,000).

Goal 3: Strengthen Our Ability to Better Understand and Define Our University Community:

- 2017-2018 and 2018-2023: Funding for staff positions indicated on new staff needed chart above (\$65,000).

Goal 4: Strengthen Our Efforts to Maintain a Safe University Environment Free From Discrimination and Sexual Misconduct:

- 2017-2018 and 2018-2013: \$16,500 each year in increased funding to Equity and Access Committee which in turn funds the Affinity Groups and other diversity and inclusion initiatives.
- 2017-2018 and 2018-2023: Funding for staff positions indicated on new staff needed chart above (\$80,000).

Goal 5: Strengthen the Diversity of Faculty and Senior-level Administrators (Directors and Above):

- 2017-2018 and 2018-2023: Funding for staff positions indicated on new staff needed chart above (\$15,000).

State the facilities (e.g. offices, workspace) that will be required for anticipated growth and new unit goals.

No new facilities needed.

II. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of staff involvement.

The members of the Equity and Access Committee held discussions over a 6-month period to develop the plan. All members contributed to the development of the plan. The plan was presented to the campus community in an open forum held on May 4, 2017.

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III. Program Maintenance

Maintenance Need	Reason for Need	Cost	Result of Funding
Increase in Equity and Access Committee funding	Increased support to Affinity Groups and Grant program	\$41,500 for inclusion initiatives and adjustments to E & A Committee funding	\$25,000.00 increase for grant program (recurring funding) and \$16,500 for funding adjustments to support Affinity Groups and inclusion initiatives (recurring funding)

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IV. Planning Goals (University Goal Statements)

Dept.	Unit Goal	1 yr	2-6 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
University Goal 1: Promote the success of all students.								
Equity and Access Office	Inclusion Skills Certificate Program for Faculty and Staff and Creating and Implementing Strategies to Strengthen Culture of Respect and Inclusion	X	X	1 FTE Administrative Assistant	\$35,000. Annually	Increase in budget to Equity and Access Office	Certificates issued to faculty and staff that complete trainings included in program and office administration	Diversity Strategic Plan; University Plan 1.7; 1.9; 1.12
Center for Diversity and Gender Studies	Inclusion Skills Certificate Program for Faculty and Staff and Curriculum Transformation Institute	X	X	1FTE Administrative Assistant	\$35,000. Annually for Salary; \$7,000.00 increase in M&O	Increase in budget to Center for Diversity and Gender Studies	Increase in total number of completed participants in annual Institute	Diversity Strategic Plan; Faculty/Staff Development; University Plan 1.7; 1.9; 1.12
Equity and Access Office	Strengthen Our Efforts to Better Identify and Overcome Barriers to Inclusion	X	X		\$16,500 @ year increase to E&A Office for E&A Committee funding and inclusion	Increase in M&O funding to Equity Office	Increase events and activities in support of student success	Diversity Strategic Plan; University Plan 1.7; 1.9; 1.12

					initiatives			
Equity and Access Office	Increase in Grant Program Administered by Equity and Access Committee	X	X		\$25,000 @ year increase to E&A Committee	Increase in M&O funding to Equity and Access Office & Committee	Increase in number of annual programs supporting diversity goals	Diversity Strategic Plan; University Plan 1.7; 1.9; 1.12
University Goal 2: Offer high quality academic and educational programming.								
University Goal 3: Achieve significant progress in research and creative activity as measured by national standards.								
Equity and Access Office	Conduct comprehensive data gathering and analysis	X	X	1 Graduate Research Assistant	\$15,000 Annually	Increase in budget to Equity and Access Office	Conduct research, create Texas State Portrait, unit-specific portraits, and assist in creation of activities inventory	Diversity Strategic Plan; University Plan 3.3
University Goal 4: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.								
Equity and Access Office	Create and Implement Improvement Strategies to Strengthen Our Culture of Respect and Inclusion	X	X	1 FTE Prevention Strategies Coordinator	\$40,000 Annually	Increase in budget to Equity and Access Office	Campaign raises awareness of diversity, inclusion, and safety on campus	Diversity Strategic Plan; Campus Climate Survey; University Plan 4.2; 4.5; 4.11; 4.13
Equity and	Create and	X	X	1 FTE Compliance	\$40,000	Increase in	Conduct EEO	Diversity Strategic

Access Office	Implement Improvement Strategies to Strengthen Our Culture of Respect and Inclusion			Officer/Investigator	Annually	budget to Equity and Access Office	and Title IX investigation; engage in data analysis, consulting, prevention strategy, and training	Plan; University Plan 4.2; 4.5; 4.11; 4.13
University Police Department	Create and Implement Improvement Strategies to Strengthen Our Culture of Respect and Inclusion	X	X	1 FTE Victim/Due Process Advocate (to be housed in Equity and Access office)	\$40,000 Annually	Increase in budget to University Police Department (first year grant-funding possible) Serve as victim/due process advocate	Diversity Strategic Plan; Campus Climate Survey; University Plan: 4.2; 4.5; 4.11; 4.13	
Equity and Access Office	Strengthen diversity of faculty and senior-level administrators (Director & above)	X	X	None needed	None needed	Increase in information provided to assist in searches for faculty and administrator hires; increase in faculty applicant pools	Diversity Strategic Plan; University Plan: 4.2; 4.5; 4.11; 4.13	
Equity and Access Office	“Portrait” of Texas State Diversity and Inclusion including Activity Inventory	X	X	1 Graduate Assistant	\$15,000 Annually	Increase in budget of Equity and Access office	Data reports and development of university and unit portraits	Diversity Strategic Plan; University Plan 4.2; 4.5; 4.11; 4.13

