



UNIVERSITY *of* WASHINGTON | BOTHELL

DIVERSITY COUNCIL

University of Washington Bothell Diversity Action Plan

By the University of Washington Bothell Campus Diversity Council, with contributions from key partners.

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Introduction

Diversity is a value that University of Washington Bothell holds as part of its core identity as an institution of higher education. Indeed, the third bullet point of our mission as an institution reads:

Build an inclusive and supportive community of learning and incorporate multicultural content and diverse perspectives on ethnic and racial groups, gender, sexual orientation, social class, and special needs.

Further, building an “Inclusive Culture” is listed as one of the University of Washington Bothell’s core values, and “Diversity” is one of the seven pillars of the 21st Century Initiative.

As an institution of higher education, the University of Washington Bothell has made great strides with regards to diversity, and relative to similar universities regionally and nationally we could even be considered a leader in diversity. For instance, we are the most ethnically diverse 4-year university in Washington, boasting a student body that is 56% non-white, and our classes of incoming students are regularly more than 50% first generation in their families to attend college. The significant numbers of women majoring in STEM disciplines at University of Washington Bothell (19% of those declared), the establishment of the Diversity Studies Minor, and our increasing course offerings that deal explicitly speak to issues of diversity also speak well to the progress

and strengths of the University of Washington Bothell as a diverse campus and learning environment.

The University of Washington Bothell has also grown tremendously since 2010, almost doubling its total student population by 2015. In the process the University has worked to add campus housing and shift our identity from more of a commuter campus to that of a destination campus that can meet the needs of our growing, and diversifying, student body. Growth often times comes with growing pains, and the University of Washington Bothell Campus Diversity Council recognizes that our entire campus community has struggled with significant space constraints created by the addition of so many new students, faculty, and staff, just as we recognize that such growth has also created strains on our institutional capacities to meet the expanding and diversifying needs of those same students, faculty, and staff. (To this end the Campus Diversity Council would like to publicly acknowledge and offer thanks to those students, staff, and faculty who have voiced their needs—publicly, privately, in committees, and out in the courtyard—with regards to diversity and critical opportunities for campus/institutional improvement.)

However, while the University of Washington Bothell has made such great strides in terms of student population in particular, like most other major state universities, we still face significant issues regarding the retention of the diverse students who walk through our institution's doors. Similarly, the increase in student diversity has highlighted some important contradictions on campus: Namely that our staff and faculty do not match the diversity of our students, and that some of our current staff and faculty have not yet developed the capacities required to meet the increasingly diverse needs of our students. This Diversity Action Plan was written with these issues explicitly in mind.

In March of 2015, as part of ongoing campus conversations, UW Bothell Chancellor Wolf Yeigh tasked the UW Bothell Campus Diversity Council with creating a concretely articulated Diversity Action Plan (DAP). Campus Diversity Council Chair, Wayne Au, coordinated the effort to produce the DAP, which was co-authored by the Campus Diversity Council with input from specific individuals and community members.

Along with select students, faculty, and staff outside of the Council, Campus Diversity Council members researched issues facing various diverse constituencies at UW Bothell: students of color, international students, English Language Learners, women, parents, veterans, practitioners of various religions, students with special needs or working with a disability, first generation students, undocumented students, LGBTQ identified students, and diverse faculty and staff. Based upon this research the Campus Diversity Council compiled a list of policy and programming recommendations. The Campus Diversity Council then looked at these reports for overlap and connections in order to distill informed, programmatic recommendations for the DAP (*Note: While the research and reports contained in the appendices informed the content of the DAP, they are included for informational purposes and do not supersede the actual recommendations made in the DAP*). In conversation with Chancellor Yeigh, these recommendations were then prioritized relative to cost considerations and feasibility for implementation beginning immediately, within a single academic year, and within five years.

The DAP was then reviewed by various campus constituencies during an extended period of public comment, as well as reviewed by specific campus groups at the invitation of the Campus Diversity Council. The purpose of these reviews was to ensure that the DAP took into account the needs and concerns of as wide a range of individuals and groups as possible here at UW Bothell.

It should be noted that the Campus Diversity Council sees the purpose of the DAP as being three-fold. First we view the DAP as a way to help focus diversity efforts campus-wide. Second, and subsequently, it is our hope that the DAP will increase the capacity of various campus constituencies in their coordination and communication of diversity efforts. Third, we hope this DAP can provide concrete steps that the UWB campus can take to support its current and future diversity initiatives.

The Campus Diversity Council also sees this DAP as being consistent with the system-wide, University of Washington Diversity Blueprint, which suggests that the university:

“Place top priority on creating accountability measures and incentives and embed diversity into the central University functions of teaching, research, service, and infrastructure development and management

- *Develop unit plans and measures consistent with the University Diversity Blueprint*
- *Include progress on diversity in the performance reviews of vice presidents, vice provosts, deans, directors, and chairs*
- *Develop multiple means of recognition that reward participation in diversity-related work and programs*
- *Strengthen data collection (quantitative, qualitative, and longitudinal) about diverse populations and share these data with University leadership for their use in decision-making and resource allocation”*

Further, the Campus Diversity Council would like the campus to recognize that these recommendations range in cost and timeline, making some recommendations more viable in the near term (relative to cost and existing campus capacities), while other recommendations require more study, planning, and reporting before they can be done. To that end this DAP includes suggested timelines and specific goals as part of these recommendations.

Note On The Role of the Campus Diversity Council

The University of Washington Bothell Campus Diversity Council would like to be clear about its role relative to the DAP. The Campus Diversity Council operates as an advisory council to Chancellor Yeigh. As such it is our role and responsibility to produce this action plan, which essentially constitutes a set of recommendations for supporting diversity at University of Washington Bothell. However, while several recommendations of the DAP are the responsibility of various units on campus, including the Campus Diversity Council itself, and represent important diversity work being done already (e.g., student, staff, and faculty recruitment and student programming), the Campus Diversity

Council would like to note that, as an advisory group, it is not our responsibility to put the DAP into action. The responsibility of implementing the DAP falls largely to the campus leadership and administration to create the institutional capacity and policy pathways to meet recommendations contained in the DAP.

Diversity Action Plan Summary

In terms of recommendations for this plan, the Campus Diversity Council suggests that the diversity work at UWB generally falls into five interlocking interdependent categories. Broadly these categories are:

- *Diversity-Related Institutional Assessment and Goal Setting for All Units* - Such assessment includes surveying all diversity-related activities and staffing, setting goals for increasing diversity (if needed), and developing plans to meet said goals. Assessment, goal setting, and implementation of plans can be done within current capacities and with little financial cost to UWB.
- *Diversity-Related Space* – If UWB continues to vocally and publically build its identity around being a diverse campus, and it continues to enroll a high percentage of diverse students, then the Campus Diversity Council suggests that the administration prioritize the establishment of diversity-related physical space with equal priority to that placed on classroom space and faculty offices.
- *Diversity-Related Training* - Developing the capacity of faculty, staff, and student employees to more successfully work with diverse student populations is critical, as is training related to the hiring of diverse faculty and staff. UWB currently has some capacity to undertake such training and well-developed plans, many of which are of low financial cost, currently exist and need implementation.
- *Diversity-Related Support Services* – Such support is part financial, part staffing, and part programming. Diverse students, faculty, and staff all need resources to develop and sustain supportive communities at UWB as a matter of recruitment and retention. Staffing can be increased in order to build capacity for providing student support in particular, and programming aimed at providing support to specific student populations in order to increase their success here at UWB needs to be developed.
- *Diversity-Related Programming* – UWB currently enjoys a substantial amount of diversity-related programming on campus, from the work of student affairs and groups like the Social Justice Organizers, the work of academic units, and the work of our Director of Diversity, however, increased programming is required in order to maintain and build a campus and institutional culture of diversity and inclusion. Not only do we need better communication about current programming between and amongst different campus groups, but a growth and a diversification of programming is required as well.
- *Diversity-Related Community Engagement* – UWB has prioritized community-engagement as one of its core values and areas of investment. This prioritization includes issues related to community-based learning and research (on and off campus), student recruitment/retention/success, and advancement and alumni. These efforts need to be assessed and prioritized in relation to the emerging goals for diversity across campus.

Summary Recommendations/Dashboard

While the DAP recommendations are articulated more fully below, here is a summary of our recommendations and suggested timelines for implementation:

I. Immediate Recommendations (By December 2015)

- a. Identify additional, temporary, reflection room(s) to meet the needs of UW Bothell students, staff, and faculty, and to be mindful of the growing need for more reflection space as the campus grows.
- b. Begin the establishment of a temporary diversity and inclusion center to centrally house student affinity groups and to serve as a diversity-related meeting/programming room.
- c. Request a formal report from the UW Bothell campus constituencies that have been exploring childcare options for our community, and coordinate with the UW system-wide workgroup that was established to examine childcare issues and solutions at our university as a whole.
- d. With oversight and assistance from the Campus Diversity Council and the Director of Diversity, and under the authority of the Chancellor, all major academic and staff units will undergo self-assessment, diversity planning, and reporting
- e. Reconstitute the UWB Campus Diversity Council to more intentionally include membership from all campus units and appropriate diversity-related student groups, with the intention that, in addition to other Diversity Council duties, Council members will be responsible for regularly reporting diversity-related campus activities to both their units/groups and the council itself.
- f. Establish gender-neutral bathrooms in all buildings.

II. Academic Year 2015-2016 Recommendations

1. Institutional Assessments and Planning

- a. Charge the vice chancellors and deans, in partnership with the General Faculty Organization, the General Staff Organization and appropriate governance bodies, to examine ways that diversity and community engagement can be included in merit reviews and evaluations of faculty, staff, and administration, and faculty tenure and promotion processes.
- b. Develop a fully articulated bias response plan for UWB.
- c. Develop a **5-year plan** to establish a permanent diversity and inclusion center supported by full time professional staff.
- d. Develop and implement a plan to increase staff diversity, retain diverse staff, and support an inclusive environment for staff.
- e. Begin budget and resource planning to incrementally add professional staff to support diversity and inclusion for student populations such as, Veterans, students with disabilities, undocumented students, first generation college students, LGBTQIT students, international students, and students of color, amongst other groups.

2. Training

- a. Expand diversity training within all campus hiring/search processes
- b. Increase opportunities for faculty, staff, and student workers to develop capacities to more effectively work with UWB’s increasingly diverse student population.
- c. Increase education and training to prevent sexual harassment and assault.

3. Resources

- a. Enhance our capacity for more targeted, mindful, and specific programs and support for low income, first generation students, as well as other populations (e.g., undocumented students) attending UWB and develop stronger campus coordination of support services for these students.
- b. Provide the UWB Diversity Council with a consistent budget to offer diversity-related programming annually
- c. Support and expand funding to student workers coordinating diversity and social justice programming for specific student populations.
- d. Increase fundraising for scholarship monies, and the establishment of scholarships, for high impact communities
- e. Begin fundraising for resources to support the establishment of a permanent diversity space and associated staffing needs.
- f. Continue to develop supports for increasing faculty diversity at UWB

III. 2019-2020 Academic Year Recommendations

- a. Establish a permanent diversity and inclusion center that is sufficiently staffed to support student diversity, including populations such as, Veterans, students with disabilities, undocumented students, first generation college students, LGBTQIT students, international students, and students of color, amongst other groups.

IV. Ongoing Recommendations

- a. Continue to sustain and build its recruitment and admission of diverse students, faculty, and staff

The UWB Campus Diversity Council, working with the Chancellor and the Director of Diversity, will be responsible for assessing the ways in which the campus has met these recommendations, as well as the annual public reporting of any progress (or lack thereof) being made in our community efforts to concretize our commitments to a diverse campus. A more complete articulation of our recommendations follow.

UW Bothell Diversity Action Plan: Full Recommendations

I. Immediate Implementation By December 2015

- a. Identify additional, temporary, reflection room(s) to meet the needs of UW Bothell students, staff, and faculty, and to be mindful of the growing need for more reflection space as the campus grows.**

Spaces for reflection are a critical need on the UW Bothell campus. Given the centrality of “diversity” to the campus mission, 21st Century Initiative, and campus identity, and given that the learning experiences of students are paramount to our mission as a university, the Campus Diversity Council recommends that the UWB Administration identify additional space for the UW Bothell community to seek quiet time for meditation and reflection.

b. Begin the establishment of a temporary diversity and inclusion center to centrally house student affinity groups and to serve as a diversity-related meeting/programming room

The Campus Diversity Council fully understands the space constraints facing the UWB campus. However, the Campus Diversity Council also recognizes that physical space is one concrete way that any institution of higher education expresses its priorities and values. Space articulates a commitment to student support, safety, and community – all things that are central to the success of all of our students, and are particularly of importance to more vulnerable student populations. Space can be used to provide:

- Programming
- Training
- Communal Gathering
- Meeting and Strategic Planning
- Safe Space
- A Resource Center (jobs, scholarships, advising, mentoring)
- Networking

Given the centrality of “diversity” to the campus mission, 21st Century Initiative, and campus identity, and given that the learning experiences of students are paramount to our mission as a university, the Campus Diversity Council recommends that the UWB Administration make the establishment of diversity-related space as high of a priority as classrooms and faculty offices.

We recommend that the administration begin to identify space to be converted into a temporary Diversity and Inclusion Center, and that this space be used to house desks or cubicles for student affinity groups to work from, as well as be used as a schedulable space for diversity-related meetings and gatherings for students, staff, and faculty alike.

Further, the temporary diversity and inclusion center should be given room to grow, as necessary, until a permanent Diversity and Inclusion Center opens in 5 years.

c. Request a formal report from the UW Bothell campus constituencies that have been exploring childcare options for our community, and coordinate with the UW system-wide workgroup that was established to examine childcare issues and solutions at our university as a whole.

Parents at UWB, whether students, staff, faculty, or administration, face particular issues and concerns in terms of their successful participation in our community. The UW Diversity council recognizes the importance of meeting the childcare needs of its community members, but also recognizes the exceeding complexity entailed by the

possibility of creating a campus childcare center. We also recognize that several students (with faculty guidance) have been researching childcare issues and that there are UW system-wide efforts to increase childcare options. The Campus Diversity Council requests a formal report from the UWB students who have been researching the following:

- Regulations associated with the establishment of a campus childcare center (space, licensing/state requirements);
- Costs associated with the establishment of a campus childcare center (startup, space, staffing, insurance, maintenance, utilities, supplies, etc.);
- Models of successful campus childcare centers at other universities.

d. In collaboration with the Campus Diversity Council, all major academic and staff units will undergo self-assessment, diversity planning, and reporting.

The UWB Diversity Council recommends that every major academic and staff unit at UWB immediately commence an assessment of the current status of its own diversity, set goals, and articulate a plan or set of strategies to meet those goals. Thus we recommend that each major Academic and Staff unit at UWB:

- Assess the diversity of all faculty and/or staff in their unit and any diversity related programs, courses, or initiatives currently being undertaken or in the process of development by the unit. At a minimum this assessment should include taking an inventory of the demographics of faculty and staff in the unit, cataloging diversity-related committees and programs being undertaken by the unit, and cataloging diversity-related community engagement being undertaken by the unit;
- For academic units in particular, assess the level of diversity included in the curriculum and courses offered in general, and the number of courses that meet the “D” requirement for graduation, with an eye towards curricular linkages between diverse global, local, and indigenous communities;
- Increase the capacity of all units to more successfully meet the needs of diverse student populations, including critical pedagogical practices and culturally relevant understanding and engagement;
- Establish goals to improve diversity in the unit;
- Articulate a plan and strategies to meet diversity goals;
- Report the assessment, goals, and plan to the Campus Diversity Council and the Chancellor during Spring Quarter 2016.

e. Reconstitute the UWB Campus Diversity Council to more intentionally include membership from all campus units and appropriate diversity-related student groups, with the intention that, in addition to other Diversity Council duties, Council members will be responsible for regularly reporting diversity-related campus activities to both their units and the council itself.

There are multiple pockets of significant and important diversity-related work happening across the UWB campus. However, there is not enough communication about diversity-related activities across campus and across units. Therefore the Campus Diversity Council, with the guidance of the chancellor, recommends that the Council be reconstituted to be more intentionally representative of major UWB campus units and groups as a whole. Such a reconstitution would increase student,

faculty, and staff participation in the Campus Diversity Council, and it would include a commitment from campus units to add Diversity Council reporting to their regularly scheduled faculty, staff, and student group meetings. The intent of this re-organization and re-focus on duties is to help campus-wide communication of diversity-related activities, using the UWB Diversity Council as a hub for such communications.

II. Implementation by End of 2015-2016 Academic Year

1. Institutional Assessment and Planning

a. Charge the vice chancellors and deans, in partnership with the General Faculty Organization and appropriate faculty and staff governance bodies (e.g. GSO and ASUWB), to examine ways that diversity and community engagement can be included in all merit reviews, faculty/staff evaluations, and faculty tenure and promotion processes.

The Campus Diversity Council charges the UWB vice chancellors and deans, working in partnership with appropriate staff and faculty governing bodies, to develop and implement concrete and explicit ways for all academic and staff units to incentivize diversity and community engagement work for annual reviews of merit and evaluation. Units should be allowed to exercise discretion in determining when diversity work is essential to a job requirement. However, the Campus Diversity Council believes that by formalizing incentives for diversity work, each unit can articulate that diversity-related activities are important to the work of both the unit and the university as a whole, and as such can explicitly acknowledge and formally value diversity work in the annual reviews of merit and evaluation for faculty and staff.

b. Develop a fully articulated bias response plan for UWB

The Campus Diversity Council recommends that a UWB Bias Response plan be created, under the direction of the Director of Diversity and in conjunction with existing campus response mechanisms (e.g., the CARE Team, University Ombud, Title IX leadership, etc.). This plan can then be disseminated for the campus community to use as a resource, as well provide a procedural blueprint for effectively handling bias incidents.

c. Establish a committee to develop a 5-year plan for a permanent, fully funded, diversity space, with full time professional staff

While the Campus Diversity Council believe it is critical that the UW Bothell administration create a temporary diversity space, we feel equally strongly that UW Bothell create a plan to establish a permanent diversity space/center that is fully staffed, within 5 years.

d. Develop and implement a plan to increase staff diversity, retain diverse staff, and support an inclusive environment for staff

UW Bothell staff plays a critical role at our institution. Not only are staff oftentimes the first faces that new and returning UW Bothell students see and interact with, staff are also responsible for most of the concrete functioning of the university. As

such the Campus Diversity Council recognizes that the recruitment and retention of a diverse staff, as well as the maintenance of a supportive, diverse UWB community, are important in meeting UW Bothell’s commitment to diversity. To this end, the Campus Diversity Council recommends that UWB Human Resources develop a fully articulated diversity recruitment plan for staff hiring committees, concrete strategies for retaining and building community for diverse staff, and incentivizing diversity work as part of regular performance management of staff.

e. Begin budget and resource planning in collaboration with appropriate staff leadership such as Student Affairs to incrementally add professional staff to support diversity and inclusion for student populations such as, Veterans, students with disabilities, undocumented students, first generation college students, LGBTQIT students, international students, sexual assault survivors, and students of color, amongst other groups.

The UWB Diversity Council recognizes the tension that exists between the reality that resources and institutional capacity to support various student populations needs to be developed and grown over time, and the immediate needs of those student populations. As such we are recommending that UWB administration, in collaboration with appropriate professional staff leadership, begin the process of budget and resource planning to incrementally add professional with the explicit intention of meeting the diversity and inclusion needs of our growing students population.

2. Training

a. Expand diversity training within all campus hiring/search processes.

The Campus Diversity Council recommends that diversity training be expanded within all search processes for staff and faculty hiring. Such training could include individuals or teams being trained in best practices for the diversifying applicant pools and confronting potential bias in hiring committee processes, functions, and outcomes. Indeed, such training is mandated for all faculty search committee members by Faculty Senate Class C Bulletin No. 539.

b. Increase opportunities for faculty, staff, and student workers to develop capacities to more effectively work with UWB’s increasingly diverse student population.

Given that in UW Bothell’s mission the relationship between faculty and students is “paramount,” and given that UWB staff are, more often than not, the first points of student interaction with our educational institution, the Campus Diversity Council recommends that UWB faculty, staff, and student workers are given increased opportunities to develop personal and professional capacities to work with our increasingly diverse student populations. For instance, such opportunities for faculty development could consist of an intentionally designed program led by the Teaching and Learning Center, with participation being noted for merit reviews. Staff efforts could be coordinated through Human Resources. Members of the Campus Diversity Council, as well as the Director of Diversity, would be available as resources in the development of this work.

c. Increase education and training to prevent sexual harassment and assault

Increase training and education of faculty and staff for sexual harassment and assault prevention. Such education could include education on best practices for prevention, education on resources available for students, faculty, and staff, education on mandatory reporting, and education on victim advocacy. Further we would like to see increased programming on preventing sexual harassment and assault. Such steps should be taken both to stop and eliminate attacks that harm members of the UWB community and to demonstrate how we as a campus put our values into practice. We should constantly strive to create and maintain a healthy, inclusive climate in which individuals and units may achieve their greatest potential.

3. Resources

a. Enhance our capacity for more targeted, mindful, and specific programs and support for low income, first generation students, as well as other populations (e.g., undocumented students) attending UWB and develop stronger campus coordination of support services for these students

UW Bothell enjoys a large percentage of students who are the first generation in their family to attend college, and who are also from families with low income. The Campus Diversity Council recognizes the efforts of Enrollment Management and others on campus in getting these students to UW Bothell, and would like to publicly express our appreciation of the ongoing work of CUSP/First Year Programs (FYP) in working to meet the needs of these student populations. Further, we understand that, as a demographic group, first generation, low income students, include students from many other, quite diverse populations here at UW Bothell. However, it is clear to the Campus Diversity Council that, if UW Bothell is going to remain committed to serving these students, then it needs a long-term commitment of resources to support the coordinated development of programs and practices that are well documented in the contribution to the success of low income, first generation students (e.g., summer programs, support courses, learning communities, and “intrusive” advising). Thus we recommend that the campus work to increase coordination across units and continue to strategically build resources towards staff, supports, and programming to help retain these student populations.

b. Provide the UWB Diversity Council with a consistent budget to offer diversity-related programming annually.

The Campus Diversity Council formally requests that a clearly articulated budget of at least \$30,000.00 annually be given to the council to support ongoing, diversity-related programming in the interest of continuing to build an inclusive campus climate, with the expectation that this budget will grow to meet the needs of the council and that of the campus. This budget will be used to fund:

- An annual Diversity forum and reception each Fall Quarter
- An annual Diversity-related speaker each Winter Quarter
- An annual Diversity Week each Spring Quarter
- Operations of the Campus Diversity Council itself and caucuses directly supported by the Council, like the Staff and Faculty of Color Support Group

- Annual Diversity awards to recognize an individual student, staff, and faculty for their work or growth in diversity-related areas
- Diversity related conference attendance
- Pay for diversity-related training for the Campus Diversity Council

c. Increase fundraising efforts for scholarship monies, and the establishment of scholarships, for high impact communities

The Campus Diversity Council recognizes that the costs of higher education are exceeding prohibitive for low-income students, and that such costs negatively and disproportionately impact the ability of students of color and first-generation-to-attend-college students to afford joining the UWB community. Further, the Campus Diversity Council also recognizes that certain populations, particularly undocumented students and refugees, are often excluded from traditional funding streams due to their legal status. As such the Campus Diversity Council recommends that UWB Advancement raise money specifically to establish scholarship funds for undocumented students and refugees, as well as the establishment of scholarships associated with Día de Avanzando Latinos en Educación (DALE), Pacific Islanders Pursuing Education (PIPE), Black Opportunity and Leadership Day (BOLD), and Reaching American Indian Nations (RAIN) scholars.

d. Begin fundraising for resources to support the establishment of a permanent diversity and inclusion center and associated professional staffing needs.

In order to meet the goal of establishing a permanent, fully professionally staff diversity and inclusion center at UWB, the Campus Diversity Council recognizes that there be resource planning and fundraising to support such a space. Further, the Campus Diversity Council recognizes that such a process takes time. We therefore recommend that fundraising for a permanent diversity and inclusion center at UWB begin in the 2015-2016 academic year.

e. Continue to develop supports for increasing faculty diversity at UWB

Our campus has a more diverse faculty than the UW system overall. However, as many students and observers have noted, the faculty remains much less diverse than the UWB student body. We should aspire to exceed the target for the tri-campus system and work toward parity with the diversity of our student body. As of 2014, UW system-wide, 6.6% of UW faculty were “underrepresented minorities.” Outpacing UW generally, UW Bothell had 11.2% faculty identified as “underrepresented minorities” in 2014. While we are pleased with UW Bothell’s progress in this area, the Campus Diversity Council further recommends that UW Bothell:

- Follow best practices for recruitment and hiring as specified in the UW Faculty Recruitment Toolkit.
- Designate faculty lines for target of opportunity hiring to address underrepresentation—e.g. provide funding for “over-offers” when search committees do an exceptional job identifying outstanding candidates from diverse backgrounds

- Promote cluster hiring (within and across schools) to recruit faculty in fields that prioritize diversity in research, teaching, and service.
- Provide funding and recognition for collaborative teaching and research related to diversity. Collaboration encourages innovative pedagogy and interdisciplinary scholarship while also emphasizing forms of teamwork and relationship building that aid faculty retention
- Continue to lead the UW system in faculty diversity by maintaining current percentages and striving to reach 16.5% “underrepresented minority” faculty as soon as practical.

Implementation by End of 2019-2020 Academic Year

Establish a permanent, fully funded diversity space/center on campus, with full time professional staff

We feel that if the university is going to prioritize diversity on campus, continue to recruit diverse students, shift to being a destination campus (as opposed to mainly a commuter campus) and undertake significant growth, then establishing a fully, professionally staffed diversity space/center is paramount to meeting the needs of current and future students, as well as our growing campus community. The Campus Diversity Council also feels that 5 years is ample time for planning, fundraising, and securing space to meet the needs of our diverse student body. Such permanent space *could* include, but not be limited to, a fully staffed support center for undocumented students, a fully staffed support center for women, a fully staffed support center for the LGBTQIT community, a fully staffed support center for Veterans, a fully staffed support center for international students, a fully staffed support center for students of color, and a fully staffed support center for first generation college students, a fully staffed support center for undocumented students, amongst other needs (e.g. refugees, foster youth, etc.) of specific students groups not included here or that should arise any shift in the UW Bothell student population.

General and Ongoing Recommendations

The Campus Diversity Council recommends that UWB continue to sustain and build its regional recruitment and admission of diverse students.

While the ongoing practices of Enrollment Management have done an exceptional job of recruiting, admitting and bringing diverse students to UW Bothell, the Campus Diversity Council would like to see these practices not only sustained, but amplified. Such recruitment practices include:

- Targeting school districts with high populations of first generation, low income, and students defined as “at-risk” by traditional metrics
- Continue regular high school visits and maintaining a strong presence on targeted high school campuses
- Continue to promote UWB through whole-school assemblies, parent nights, and participation at culturally relevant events with community partners

- Expansion of culturally relevant, UWB hosted, diversity recruitment events into a year-long program.

Such admissions practices include hosting senior applications days on campus, on-site at local high schools, in communities at local venues (e.g. coffee shops), and recruiting current UWB students and staff to serve as mentors for those completing applications to UWB.

Such practices for getting diverse students to select UWB as their institution of choice include hosting receptions for students (and parents of students) admitted through our diversity-related recruitment programs specifically, visiting admitted students in their schools and communities, marketing and promoting Husky Promise and FAFSA process and providing workshops on funding higher education more generally, frequent check-ins with admitted students as well as students with incomplete applications, *establish a scholarship program for DALE, PIPE, BOLD, and RAIN scholars*. See Appendix L for further suggestions.

Diversity Action Plan Checklist

Issue	Lead	Status
I. Immediate Recommendations (By December 2015)		
a. Identify additional, temporary, reflection room		
b. Begin the establishment of a temporary diversity and inclusion center		
c. Formal report from UWB childcare researchers		
d. Major academic and staff units self-assessment, diversity planning		
e. Reconstitute the UWB Campus Diversity Council		
f. Gender-Neutral bathrooms		
II. Academic Year 2015-2016 Recommendations		
1. Institutional Assessments and Planning		
a. Diversity and community engagement merit in reviews & evaluations		
b. Develop a fully articulated bias response plan for UWB		
c. 5-year plan to establish a permanent diversity and inclusion center		
d. Plan to recruit & retain diverse staff		
e. Budget & resource planning to incrementally add diversity-related staff		
2. Training		
a. Expand diversity training within for all hiring/search processes		
b. Increase capacities to work with UWB's diverse		
c. Education and training to prevent sexual harassment & assault		
3. Resources		
a. Enhance our capacity for more targeted student programs		
b. Provide the UWB Diversity Council with a consistent budget		
c. Expanded funding for student diversity programming		
d. Increase scholarship fundraising efforts		
e. Begin fundraising for a permanent diversity center		
d. Continue to develop supports for increasing faculty diversity		
III. 2019-2020 Academic Year Recommendations		
a. Establish a permanent diversity and inclusion center		
IV. Ongoing Recommendations		
a. Continue diverse students, faculty, staff recruitment & retention		