The Diversity Center Steering Committee was charged by the Chancellor and Vice Chancellor for Academic Affairs in June of 2016 to provide recommendations for the UWB Diversity Center. It should be noted Rosemary Simmons and George Theo authored this report. Draft reports were provided to the entire Steering Committee for input on August 26th, November 30th and December 28th. Final feedback was requested by January 5th. This report was finalized after reviewing the feedback and input of the committee.

Specifically, the charge requested the following:

**Charge 1: Develop a plan for receiving input broadly from the campus community on the goals and purposes of a temporary diversity and inclusion center, including identifying the key stakeholders whose participation would be essential to this conversation;**

**Response:** The Steering Committee used three primary source documents for the basis of our recommendations. The three source documents were chosen because two of them were written by UWB students stating what their needs were for a Diversity Center and the third was written by an external consultant for UWB, Dr. D-L Stewart after conducting focus group meetings with students, staff, faculty and administrators.

**Charge 2: Based on this feedback, develop a goal and purpose statement for the temporary diversity, and inclusion center – What do we want from a diversity and inclusion center?**

**Response:** The University of Washington Bothell Diversity Center mission is to advocate for minoritized students and collaborate with others to support a safe and inclusive campus community where resources will promote equity and social justice for all students, advocate and support students through education, and foster student success to marginalized and underrepresented communities at the University. The Diversity Center is by students and for students.

**Charge 3: Develop a plan for implementing those goals and purposes, including projected activities, staffing, and budget;**

**Response:**

**Who is the Diversity Center for?** The Diversity Center will be centered on students’ needs and assist all students while respecting their individual identities and lived experiences. The Diversity Center will serve all students but will not serve everyone in the same way. Please read the sections “Who is the Diversity Center for”, “What will the Diversity Center Do” to gain an understanding of the statement that all students will be served yet in different ways, page 3 and 4 of the Recommendation Report.

**What will it do?** The Diversity Center will serve three primary roles:

- Provide support and resources for minoritized students.
• Offer educational opportunities to the broader campus about minoritized identities and social justice issues both independently and through partnerships.
• Advocate and support institutional transformation in policy and practice toward greater diversity, equity, and liberation.

How will it be funded – Immediate Future and five-year plan?
The funding needs to be from multiple sources. Student fees cannot be the sole source of funding for the Diversity Center. Faculty, staff and students all expressed concerns that raising student fees as a sole source of funding the Diversity Center would make UWB too expensive to attend by the very students the Diversity Center is here to support. The professional staff salaries need to be supported by the University central funding. Remodeling of temporary space will need to be funded through General Operating Funds (GOF) or Designated Operating Funds (DOF). The permanent Diversity Center facility should be funded primarily through fundraising by UWB Advancement and External Relations Office. See Appendix A for detailed budget.

How will it be staffed – Immediate Future and five-year plan?
Staffing would be hired in a two phase process. Phase I will include the hiring of the Diversity Center Director, a program manager to focus on serving Undocumented Students, and a Program Coordinator. All three of these positions should be hired in winter quarter 2017 to start no later than March 27, 2017. Phase two funding will include hiring program managers for the 2017-2018 academic year with specific subject matter expertise in the following areas: dis-ability, LGBTQIA+, and people of color. Phase Two will include hiring student employees for 2017-2018 academic year as well.

Charge 4: Based on projected activities, identify space needs; work with Office of Space Planning to identify possible locations for the temporary diversity and inclusion center;

Response:
What are the space needs for the immediate future?
The purpose and function of the temporary Diversity Center includes the need for a large room for community gatherings/events and trainings, moderate size rooms for student clubs and organizations, and staff office space. Additionally, the space needs to be physically accessible to all community members, central to campus, and preferably in a building with all-gender bathrooms and lactation stations. The location and space recommendations for the temporary Diversity Center were based on the functional needs regarding programming, services, resources, and staffing. Based on these needs it is recommended that four plans be considered for the temporary Diversity Center. See Appendix C for diagrams of the four recommendations.

Charge 5: Collate and assess the feedback that is received through this consultation process and keep the campus informed as your conversations move forward.

Response: See documents on Diversity Center website. Once website is live a link will be added here.
RECOMMENDATIONS:

1. **A Diversity Center Implementation Team** should be formed of subject matter experts consisting of students, staff, and faculty. The Implementation Team needs to be co-chaired by a Student and a Faculty/Staff member. The role of this team during winter quarter 2017 is to guide the process to secure the opening of the Diversity Center no later than March 27th, 2017. The Implementation Team will work closely with students and University employees to finalize temporary space, facilitate hiring processes, and guide programming, services, and resources. The team will also identify students, staff, and faculty to serve as consultants to the implementation team. See Appendix D for Draft Implementation Team Plan.

2. **Staffing for the Diversity Center.** Phase 1 for staffing the Diversity Center needs to be funded and hired for Spring, 2017 Diversity Center opening. Search committees should be formed immediately for these two positions. Funding for the Program Coordinator needs to be secured immediately through GOF or DOF in order to initiate this search as well. Phase II staffing and funding recommendations should be finalized by the Diversity Center Director in consultation with the Diversity Center Advisory Board.

3. **Diversity Center Location.** The four location and space recommendations for the temporary Diversity Center were based on the functional needs regarding programming, services, resources, and staffing. The committee wants to stress the importance of the Diversity Center opening on March 27, 2017. Therefore the committee encourages the Chancellor’s Office to make a final decision from the four plans early in winter, 2017 quarter.

4. **Programming and Services** — Programming (workshops, events, and trainings offered by the Diversity Center) and Services (the support services and resources the Diversity Center will provide). The Diversity Center Implementation Team Programming and Services sub-committee will use winter quarter to complete tasks which will provide needed data to guide the programming and services that will best meet the needs of UWB students, meet best practices for University Diversity Centers, will enhance programming through broadening the scope and increasing the depth of workshops, training and events, and will enhance services and resources through broadening the scope and increasing the depth of advocacy, mentoring, education, etc. rather than duplicating or replacing current services at UWB. The Programming and Services sub-committee of the Implementation Team will serve in an advisory capacity to the newly hired Diversity Center Staff.

5. **Permanent Diversity Center** — The Diversity Center Advisory Board, Diversity Center Director, Director of Physical Planning and Space Management, and other key constituents will work in collaboration to plan for the permanent Diversity Center opening for the 2022-2023 academic year.
Diversity Center Steering Committee Report and Recommendations

January 6, 2017

The Diversity Center Steering Committee was charged by the Chancellor and Vice Chancellor for Academic Affairs in June of 2016 to provide recommendations for the UWB Diversity Center. The Diversity Center Steering Committee members are Student and Alumni Members: Aretha Basu, Micaela Coronel, Tiara Fentress, Omar Gonzalez, Oneira Gonzalez, Dominick Juarez, Shugla Kakar, Alejandra Pérez, Hillary Sanders, Umar Shah, Armaan Singh, and Tia Yang. Faculty and Staff Members: Wayne Au, Dorothy Baumgartner, Warren Buck, Cheryl Cooke, Kari Lerum, Marlene Manzo, Terryl Ross, Leah Shelton, Janelle Silva, Rosemary Simmons, and George Theo (Chair). Please note that non-voting members are Marlene Manzo, Terryl Ross, and George Theo. It should be noted Rosemary Simmons and George Theo authored this report. Draft reports were provided to the entire Steering Committee for input on August 26th, November 30th and December 28th. Final feedback was requested by January 5th. This report was finalized after reviewing the feedback and input of the committee.

Specifically, the charge requested the following:

**Charge 1: Develop a plan for receiving input broadly from the campus community on the goals and purposes of a temporary diversity and inclusion center, including identifying the key stakeholders whose participation would be essential to this conversation;**

**Response:** The Steering Committee reviewed the prior work of the ASUWB, UWB Student Diversity Council, UWB Diversity Council, and UW Bothell consultant Dr. Dafina-Lazarus (D-L) Stewart. UWB Chancellor and Vice Chancellors, ASUWB student leaders, and UWB Student Diversity Council members who were in office during winter quarter, 2016 made the joint decision that an external consultant was necessary to facilitate open and honest conversations with students, staff, faculty, and administrators about their thoughts and reactions concerning the need for a Diversity Center at UWB, the purpose and role of the Diversity Center, and identify systemic barriers that have interfered with consistent progress toward creating a Diversity Center. Dr. D-L Stewart was chosen as the best candidate as a consultant for UWB by the Vice Chancellor of Academic Affairs, ASUWB and UWB Student Diversity Council student leaders.¹

¹Dr. Dafina-Lazarus Stewart (pronouns: ze, zim, zir) is a scholar, educator, and activist focused on empowering and imagining futures that sustain and cultivate the learning, growth, and success of marginalized groups in U.S. higher education institutions. Over the course of zir 25 year career in higher education institutions, ze has focused most intently on issues of race and ethnicity, sexuality, and gender, as well as religion, faith, and spirituality in zir research, teaching, and service to professional organizations and institutions across the nation. The author of over four dozen journal articles and book chapters, Dr. Stewart published an edited volume in 2011 on the work of multicultural student services in U.S. higher education titled, *Multicultural Student Services: Building Bridges, Re- visioning Community*. As a speaker and consultant, Dr. Stewart has been invited to work with and speak to a range of institutions including small, private colleges and larger, public institutions from the northeast to the west coast.
After a thorough review of this outstanding body of work the Steering Committee concluded that three primary source documents would be the basis of our recommendations. The three source documents were chosen because two of them were written by UWB students and the third was written by D-L Stewart after having focus group meetings with students, staff, faculty and administrators (See pages 3 – 5 of Dr. Stewart’s Consultant’s Report of Focus Group Conversations for a list of constituency groups Dr. Stewart interviewed, ran focus groups with, or invited to respond to an online survey). The source documents are

- Student Diversity Council recommendation about proposed temporary Student Diversity Center campus space [http://www.uwb.edu/getattachment/asuwb/student-diversity-council/lettertoadministrationstudentdiversitycouncilsrecommendationsaboutproposedtemporarydiversitycenterspaces.pdf;](http://www.uwb.edu/getattachment/asuwb/student-diversity-council/lettertoadministrationstudentdiversitycouncilsrecommendationsaboutproposedtemporarydiversitycenterspaces.pdf); and
- Dr. Dafina-Lazarus (D-L) Stewart Consultant’s Report of Focus Group Conversations on June 27, 2016. Link to online report will be placed here once website is active.

These three source documents were used by the Steering Committee members to respond to the Committee’s charge. The Steering Committee unanimously agreed that a Diversity Center was critically needed for the UWB campus. However, meeting the goal of an equitable and inclusive campus environment for students, staff, and faculty will not be reached by merely opening a Diversity Center.

**Charge 2: Based on this feedback, develop a goal and purpose statement for the temporary diversity, and inclusion center – What do we want from a diversity and inclusion center?**

**Response:** The University of Washington Bothell Diversity Center mission is to advocate for minoritized students and collaborate with others to support a safe and inclusive campus community where resources will promote equity and social justice for all students, advocate and support students through education, and foster student success to marginalized and underrepresented communities at the University. The Diversity Center is by students and for students.  

2 The mission statement was created by combining three separate mission statements in two student documents. “The mission of the University of Washington Bothell Diversity Center will be to advocate a safe comfortable community where centralized resources will promote equity and social justice for all students and advocate support through education and wellness,” (Walk out mission and demands, page 2). “The mission and vision of the Diversity Center is to serve as a space that fosters student success, both inside and outside of the classroom,” (SDC recommendations about proposed temporary diversity center space, page 2). “The Diversity Center’s mission is to promote and exercise diversity, social justice, and equity through access to resources that will foster student success to marginalized and underrepresented communities at the university,” (SDC recommendations about proposed temporary diversity center space, page 3).
Charge 3: Develop a plan for implementing those goals and purposes, including projected activities, staffing, and budget;

Response:

Who is the Diversity Center for? The Diversity Center will be centered on students’ needs and assist all students while respecting their individual identities and lived experiences. The Diversity Center will serve all students but will not serve everyone in the same way. The following section, “What will the Diversity Center Do” provides examples of how all students will be served yet in different ways.

Students expressed that faculty and staff involvement be focused on serving students through mentoring, supervising undergraduate research and community engagement, and through the support of student-led activism. The Diversity Center is by students and for students. “By students and for students” means students are the experts on their experiences at UWB and in larger society. They are aware of their needs, assistance they are seeking, and which environments produce safety to be one’s true self. However, minoritized and non-minoritized students have lived in a society where systemic and institutional oppression and privilege have provided inaccurate and disparaging information about their and others’ personal and cultural identities.

Therefore, students may come to UWB having little knowledge of their personal and cultural history or have negative beliefs about themselves or others based on societal stereotypes. Faculty and staff who are subject matter experts on oppression, discrimination, privilege, and scholarly areas of study regarding ethnicity, race, gender/gender identity, sexuality, dis/ability, religion/spirituality/faith, and nationality/immigration status will work collaboratively with the Diversity Center staff and with students to provide opportunities for student’s to increase their understanding of such topics and how that has and is affecting their lives.

What will the Diversity Center do? The Diversity Center will serve three primary roles:

• Provide support and resources for minoritized students.
• Offer educational opportunities to the broader campus about minoritized identities and social justice issues both independently and through partnerships.
• Advocate and support institutional transformation in policy and practice toward greater diversity, equity, and liberation.

Provide support and resources for minoritized students. The Diversity Center will provide support, resources, and programs that focus on the intersections of students within and across minoritized student groups. The support and resources provided to minoritized students will build on their current knowledge, bolster resilience, and provide spaces in which minoritized students can develop counter-narratives about their personal identities and resilience. The Diversity Center will provide meeting space for minoritized student organizations and clubs and generally serve as a “hub” for coordinating diversity and inclusion efforts across campus.

3 Dr. Steward Consultant’s Report of Focus Group Conversations on June 27, 2016, page 9, scope and mission
An example of the programming and services focus was taken from Dr. Stewart's report to highlight how this support might look: "Minoritized identities and intersectionality. The focus on "minoritized students" usually includes recognition of the oppression and subjection of those who are minoritized by race, ethnicity, nationality/immigration status, sexuality, gender/gender identity, dis/Ability, and/or religion/faith/spirituality. The most effective DCs recognize the intersections of students within and across those groups, such that support and programming focused on Latinx students, for example, includes awareness and inclusion of undocu students, English Language Learners, queer and transgender Latinx, and issues of sexism and machismo in Latinx culture. Also, the most effective DCs offer support and programming of undocu, queer, and transgender and genderqueer students that intentionally includes undocu populations that are not just from Central and South America, that transgender and genderqueer students are not just White and have and express a range of sexualities, and that women's issues between White women and Women of Color are not synonymous" (Stewart, page 9).

Offer educational opportunities to the broader campus about minoritized identities and social justice issues both independently and through partnerships
The Diversity Center professional and student staff will seek and welcome active partnerships across campus. The Diversity Center is dedicated to being "a resource that activates, develops, and enhances diversity consciousness and intercultural competence making the campus climate more inclusive for everyone" (Student walk out mission and demand, page 2). This will be done through trainings offered to students, faculty, and staff. Ideas for such training include, yet are not limited to, multicultural competency for administrators, faculty, staff, and students; undocumented student trainings; sexual assault and intimate partner violence prevention; expanding representation of diversity in the curriculum; Safe Zone training; etc.

Advocate and support institutional transformation in policy and practice toward greater diversity, equity, and liberation
"The most sure-fire way to disable the Diversity Center and undermine its effectiveness would be to attempt to make the Diversity Center the sole place on campus where all diversity, inclusion, and equity efforts are coordinated. This would have the effect of unwittingly making the Diversity Center an albatross incapable of doing anything well, but with responsibility for doing everything" (Stewart, page 8 -9)

The Diversity Center, UW Diversity Council, UW Student Diversity Council, Director of Diversity, and School/Division/Department Diversity Committees such as those in the School of IAS and the Library need to work with the Council of Academic Deans, Chancellor and Vice Chancellor's Office to collaboratively address policy and practice that will forward the work of equity and inclusion. The Diversity Center Director, Director of Diversity, and Senior Advisor to the VCAA for Faculty Diversity and Initiatives, and other personnel who have been specifically charged with diversity, equity, and social justice must define, prioritize and carry out this work in collaboration with the campus community.

What shall it be called? The "Diversity Center" is the title used consistently by students. The Steering Committee supports the call for minoritized students to be given the authority to name the Center. At
this point we are referring to the Center as the Diversity Center. The final decision for the naming of the
Center will be confirmed by the Chancellor with recommendations from the implementation team
based on feedback from the ASUWB, representatives from minoritized student clubs, etc.

**How will it be funded – Immediate Future and five-year plan?**
The funding needs to be from multiple sources. Student fees cannot be the sole source of funding for
the Diversity Center. Faculty, staff and students all expressed concerns that raising student fees as a
sole source of funding the Diversity Center would make UWB too expensive to attend by the very
students the Diversity Center is here to support. The professional staff salaries need to be supported by
the University central funding. Remodeling of temporary space will need to be funded through General
Operating Funds (GOF) or Designated Operating Funds (DOF). The permanent Diversity Center facility
should be funded primarily through fundraising by UWB Advancement and External Relations Office. The
fundraising effort for the permanent Diversity Center should begin during the 2016-2017 academic year.
See Appendix A for detailed budget.

**How will it be staffed – Immediate Future and five-year plan?**
The need for a diversity center was identified as separate from and complementary of existing
resources, offices, and personnel whose work supports students on campus. There was “significant
agreement that existing resources, offices, and personnel whose work support diversity and provide
diversity education and advocacy (including race and ethnicity, sexuality, gender identity) not be
substituted or reduced for the establishment of a Diversity Center. Instead, participants across groups
overwhelmingly asserted a desire for a new partner in coordinated, collaborative, and intentional efforts
to support students from minoritized groups, as well as provide education for greater diversity and
cultural competency to the campus, including faculty, staff, and students” (Stewart, page 5).

The Steering Committee recommends that a full-time, 12 month staff position be created for a Diversity
Center Director (See Appendix B for detailed Job Description). The Steering Committee recommends
the Diversity Center Director report to the Chancellor or the Dean of Student Affairs. The Chancellor’s
Office should make this decision prior to posting the position. Under the advisement of the
Implementation team and the Hiring Manager a search committee should be created and formed at the
start of the 2017 Winter quarter. The Diversity Center Director needs to be hired during the Winter
quarter so they can effectively and efficiently collaborate with the Diversity Center Implementation
Team who will work for the opening of the Diversity Center for the start of Spring 2017 quarter. This
new position is best suited for a minoritized individual who has strong awareness of intersectionality,
multicultural competency, a professional record of working with issues and individuals across a range of
minoritized identities, and advocacy for minoritized communities. The search committee for this
position must include student representation from the student affinity groups the Diversity Center will
serve as well as staff and faculty. The Diversity Center Director will help define the staffing requirements
for the Center, recruit, hire, train, and supervise professional and student employees. The Diversity
Center Director in consultation with an advisor board will create a 5-year plan for staffing as the University moves toward the opening of the permanent Diversity Center.

Staffing would be hired in a two phase process. Immediate funding for the Diversity Center Director and one program manager to focus on serving Undocumented Students has been secured and will be hired in winter quarter 2017. A Program Coordinator needs to be hired for Spring, 2017 to support the Diversity Center (funding for this position needs to be secured).

Phase two funding will include hiring program managers for the 2017-2018 academic year with specific subject matter expertise in the following areas: dis-ability, LGBTQIA+, and people of color. Finally, Phase Two will include hiring student employees for 2017-2018 academic year.

The Office of Student Affairs has secured GOF funding for hiring an Advocate/Educator to serve as an advocate for students who experience power based violence including sexual assault, stalking, sexual harassment, and relationship violence and to provide outreach and educational workshops to students regarding power-based violence prevention, healthy relationships, and empowerment. This position will be filled by the beginning of Spring, 2017 and will report to the Counseling Center Director. The Advocate/Educator will work collaboratively with the Diversity Center in terms of service delivery and educational programming.

Charge 4: Based on projected activities, identify space needs; work with Office of Space Planning to identify possible locations for the temporary diversity and inclusion center;

Response:

What are the space needs for the immediate future?

The purpose and function of the temporary Diversity Center includes the need for a large room for community gatherings/events and trainings, moderate size rooms for student clubs and organizations, and staff office space. Additionally, the space needs to be physically accessible to all community members, central to campus, and preferably in a building with all-gender bathrooms and lactation stations. If all-gender bathrooms and lactation stations are not currently present, this would be a priority regarding renovation needs. It must be decorated to empower marginalized groups with art, quotes, etc. The space must contain photographs documenting student activism for a Diversity Center and have supporting documents (i.e., Student walk out mission and demand, Student Diversity Council recommendation about proposed temporary Student Diversity Center campus space, etc.) readily available. It is imperative that we preserve this history within the center. Students must take the lead in designing how the space is decorated with the support of Diversity Center professional staff.

There is not a perfect space for the temporary Diversity Center that will meet all of the students’ needs and not significantly disrupt key departments and functions of the University. Therefore, the Diversity Center Steering Committee created a matrix of the student’s expressed needs for each of the previously
identified spaces on campus as well as some newly identified space for a temporary Diversity Center presented by the UWB Director of Physical Planning and Space Management. The Steering Committee considered all of the presented spaces and generated a recommendation for four locations to be presented to the Chancellor's Office who will make the final decision for the temporary Diversity Center from one of these four plans. The Steering Committee generated pros and cons for each of these four locations and acknowledges that the members don't have all of the needed information to generate an exhaustive list of pros, cons, or cost implications. The Steering Committee encourages the Chancellor's Office to consult with the Director of Physical Planning and Space Management and other personnel to gather needed information to make the final decision from the four recommended plans presented by the Steering Committee.

The location and space for the temporary Diversity Center were based on the functional needs regarding programming, services, resources, and staffing. It is important to clarify that to date, there has been no assessment work done about the impact on programs or services that would be relocated in any of the following options.

Based on these needs it is recommended that the following four plans be considered for the temporary Diversity Center. See Appendix C for diagrams of the four recommendations. Plan 1 and 2 were the top two choices of the student representatives on the Steering Committee. The committee acknowledges that the Chancellor's Office will make the final decision for the temporary Diversity Center from one of these four plans.

1. **Plan 1: UW1 – Northwest hallway of the Student Success Center and Southwest section**
   a. **Rooms:** UW1-161, 165, 167,169,171,173,175,177,179,181,183,185,191A, 191B.
   b. **Current Function:** IDEA Project, FYPP staff and Academic Advisors offices, SSC Director, DRS testing room, DRS Program Coordinator, Career Director & workroom.
   c. **Rooms:** UW1-103, 109,119,117,115,113,111.
   d. **Current Function:** Student Affairs Conference Room, Faculty Offices of Alan Boss, Mark Kochanski, Karen Gourd, Joydeep Chatterjee, Michael Goldberg, Part-time faculty for nursing.

2. **Plan 2: UW1- Northwest hallway of the Student Success Center**
   a. **Rooms:** UW1-161, 165, 167,169,171,173,175,177,179,181,183,185,191A, 191B.
   b. **Current Function:** IDEA Project, FYPP staff and Academic Advisors offices, SSC Director, DRS testing room, DRS Program Coordinator, Career Director & workroom.

3. **Plan 3: Quantitative Skills Center space**
   a. **Rooms:** UW2-030, 030A, B, C.
   b. **Current Function:** The QSC, Offices of Erin Hill, Amber Parsons, and Vacant.
   c. **Proposed Move:** The QSC would move to Southwest section of UW1 so it is adjacent to the SSC (UW1-103, 109,119,117,115,113,111).
   d. **Note:** The vote to forward these four plans was held at the December 8, 2016 meeting. Several Steering Committee members were unable to attend due to academic
demands and poor weather that led to the University closing at 7:00 pm that night.

Three students or recent alumni who were not able to attend this meeting yet later read this report do not support Plan 3. Two students who were able to attend the December 8th meeting also noted in their comments of this report that they did not support Plan 3. The authors of this report want to honor these five students feedback and note their descent in this report. The authors want to reiterate that Plan 1 and 2 are the first two options supported by the students.

4. Plan 4: The Student Success Center and Option B
   a. Rooms:
      i. UW1-161, 165, 167,169,171,173,175,177,179,181,183,185,191A, 191B.
      ii. UW1-160, 170, 172, 174, 176, 178, 180, 182, 184, 186, 188, 192, 194.
      iii. UW1-103, 109,119,117,115,113,111.
   b. Current Function:
      i. IDEA Project, FYPP staff and Academic Advisors offices, SSC Director, DRS testing room, DRS Program Coordinator, Career Director & workroom.
      ii. SSC Reception and Peer Advising Center, DRS Program Manager, SSC Kitchen, Career Staff, Global Studies Staff, CBLR Staff, & workroom.
      iii. Student Affairs Conference Room, Faculty Offices of Alan Boss, Mark Kochanski, Karen Gourd, Joydeep Chatterjee, Michael Goldberg, Part-time faculty for nursing.
   c. Proposed Action: These three areas would be viewed as three separate “pods” and the Student Success Center leadership/staff and Implementation Team (students, staff, faculty) would determine which “pod” would be occupied by the SSC departments and which space would be used by the Diversity Center.

For the five-year period?

The permanent Diversity Center facility should be funded primarily through fundraising by UWB Advancement and External Relations Office. The fundraising effort for the permanent Diversity Center should begin during the 2016-2017 academic year. Some student funding may be needed to supplement these efforts. The Director of the Diversity Center will chair a Campus Diversity Center Advisory Board that will assist the Diversity Center staff in creating a 5-year strategic plan for the opening of the permanent Diversity Center in 2022.

Charge 5: Collate and assess the feedback that is received through this consultation process and keep the campus informed as your conversations move forward.

Response: See documents on Diversity Center website: Once website is live link will be added here.
RECOMMENDATIONS:

1. **A Diversity Center Implementation Team** should be formed of subject matter experts consisting of students, staff, and faculty. The Implementation Team needs to be co-chaired by a Student and a Faculty/Staff member. The role of this team during winter quarter 2017 is to guide the process to secure the opening of the Diversity Center for March 27, 2017. The Implementation Team will work closely with students and University employees to finalize temporary space, facilitate hiring processes, and guide programming, services, and resources. The team will also identify students, staff, and faculty to serve as consultants to the implementation team. These individuals will not serve as an official team member, but will be consulted with regarding specific Diversity Center needs and spaces (e.g., Latinx space, Veteran's space, etc). We understand that serving on the Implementation Team will be time consuming and want to offer additional ways for individuals to provide input. See Appendix D for Draft Implementation Team Plan.

2. **Staffing for the Diversity Center.** Phase 1 for staffing the Diversity Center needs to be funded and hired for Spring, 2017 Diversity Center opening. GOF funding has been secured for the Diversity Center Director position. The Undocumented Program Manager funding has also been secured, 50% by GOF and 50% by SAF. Search committees should be formed immediately for these two positions. Funding for the Program Coordinator needs to be secured immediately through GOF or DOF in order to initiate this search as well. Phase II staffing and funding recommendations should be finalized by the Diversity Center Director in consultation with the Diversity Center Advisory Board.

3. **Diversity Center Location.** The four location and space recommendations for the temporary Diversity Center were based on the functional needs regarding programming, services, resources, and staffing. The committee wants to stress the importance of the Diversity Center opening on March 27, 2017. Therefore the committee encourages the Chancellor’s Office to make a final decision from the four plans early in winter, 2017 quarter.

4. **Programming and Services** – Programming (workshops, events, and trainings offered by the Diversity Center) and Services (the support services and resources the Diversity Center will provide). The Diversity Center Implementation Team Programming and Services sub-committee will use winter quarter to complete tasks which will provide needed data to guide the programming and services that will best meet the needs of UWB students, meet best practices for University Diversity Centers, will enhance programming through broadening the scope and increasing the depth of workshops, training and events, and will enhance services and resources through broadening the scope and increasing the depth of advocacy, mentoring, education, etc. rather than duplicating or replacing current services at UWB. The Programming and Services sub-committee of the Implementation Team will serve in an advisory capacity to the newly hired Diversity Center Staff.
5. **Permanent Diversity Center** – The Diversity Center Advisory Board, Diversity Center Director, Director of Physical Planning and Space Management, and other key constituents will work in collaboration to plan for the permanent Diversity Center opening for the 2021-2022 academic year.
Appendix A: Diversity Center Staffing and Budget Recommendations

**Phase 1 - Winter 2017**

<table>
<thead>
<tr>
<th>Staff Position</th>
<th>Salary</th>
<th>Benefits</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>$90,000</td>
<td>$29,160</td>
<td>$119,160</td>
</tr>
<tr>
<td>(Payroll Title: Academic Services, Director)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Manager</td>
<td>$27,503</td>
<td>$8,911</td>
<td>$36,414</td>
</tr>
<tr>
<td>(Payroll Title: Counseling Services Coordinator - (Payroll Title: Counseling Services Coordinator -- total salary is $55,006 and benefits $17,280. Funding is split (50/50) between General Operating Funds (GOF) and the Services and Activities Fee (SAF) for serving Undocumented students. The funds listed above represent the GOF portion of the request.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Coordinator</td>
<td>$47,004</td>
<td>$17,815</td>
<td>$64,819</td>
</tr>
<tr>
<td>(Shared services support for Diversity Center, Diversity Office, Diversity Council and Student Affairs)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Annual Operating Budget:**

- Programming, Supplies, Training, Professional Development, etc. $50,000
- **Sub –Total** $270,393
- **SAF contribution** $36,414
- **Total Operating funds for Phase 1** $306,807

**Temporary Funding**

- Space renovation/remodeling and furniture $500,000
- **Total (ongoing and temporary funds for Phase 1; not including SAF contribution)** $770,393

**Phase 2 - July 2017**

<table>
<thead>
<tr>
<th>Staff Position</th>
<th>Salary</th>
<th>Benefits</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Director</td>
<td>$65,000</td>
<td>$21,060</td>
<td>$86,060</td>
</tr>
<tr>
<td>(Payroll Title: Academic Services, Assistant Director)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Manager</td>
<td>$55,000</td>
<td>$17,820</td>
<td>$72,820</td>
</tr>
<tr>
<td>(Payroll Title: Counseling Services Coordinator - LGBTQQIA+)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Manager</td>
<td>$55,000</td>
<td>$17,820</td>
<td>$72,820</td>
</tr>
<tr>
<td>(Payroll Title: Counseling Services Coordinator - dis-ability)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Manager</td>
<td>$55,000</td>
<td>$17,820</td>
<td>$72,820</td>
</tr>
<tr>
<td>(Payroll Title: Counseling Services Coordinator - people of color)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Employees</td>
<td>$68,400</td>
<td>$12,244</td>
<td>$80,644</td>
</tr>
<tr>
<td>(Hired Winter quarter 5 employees who may work up to 19 hours per week or more employees with fewer hours) [95 hours/week at $15.00 hour = $1425.00 a week; 48 weeks at $1425.00 per week = $39,900 winter and spring term]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL (phase 2 operational funds)</strong></td>
<td>$385,164</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Annualized Budget (not including temporary funds for Phase 1 and 2 operations)** $691,971
Appendix B

Diversity Center Director
Job Description

Position Purpose:
• The Director will provide vision and leadership for the Diversity Center and collaborate with campus partners to provide support and resources for minoritized students, which allow them to fully engage in all aspects of their educational experience. The Director will also work with staff and faculty to offer educational opportunities to the broader campus about minoritized identities and social justice issues both independently and through partnerships that support student success. The Center will advocate and support institutional transformation in policy and practice toward greater diversity, equity, and social justice.

Position Complexities:
• Supervising support and professional staff (who oversee multiple programs and supervise professional and student staff); advising of student groups; developing and monitoring of several budgets; resolving complaints and crises related to the Diversity Center; planning for the growth and development of new services and programs; managing projects with short deadlines and competing priorities; responsible for creating long-term strategic vision and goals through a highly collaborative process with students and community members; and implement a feedback loop to monitor progress over the first year of the center and the position.

Position Dimensions and Impact to the University:
• This position is key to the development and implementation of programs and initiatives that support students. The programs are developed to attract and retain students, leading to student success. All of these programs are key to building student connectedness to the institution and for building an engaging campus community.

Position Duties and Responsibilities: Identify the present time spent on each major duty, listed in decreasing order of importance. The total job duties must equal 100% FTE.)

*Department management (35%):

• Manage and directly support the overall operations of and planning for the Diversity Center.
• Establish and maintain collaborative working relationships with various offices on campus including the Student Engagement and Activities, Director of Diversity, Enrollment Management, the Student Success Center, Disability Resources for Students, Veterans Services, Counseling Center, Career Services, Residential Life, Financial Aid, etc. to develop and implement the programs and services of the Center.
• In collaboration with the University’s Retention Committee, review and analyze retention and matriculation data to assist with evaluating policies, programs, and processes related to underrepresented student persistence and satisfaction.
• In collaboration with other campus partners will facilitate activities, programs, and campus-wide trainings on how to best support minoritized students and create a socially just campus.
• Develop short-term and long-term strategic goals for the diversity center, which is inclusive of, but not limited to:
  • Inclusive of the support and retention of minoritized students that leads to degree completion and graduation.
  • Development of the 5-year plan for the permanent diversity center space.
• Serve as a member of the Bias Response Team.

Supervise, recruit, train, and evaluate professional and student staff (30%):
• Oversee the recruitment, hiring, training, and evaluation of professional and student staff.
• Directly supervise the staff of the Center including an Assistant Director and Program Manager(s).
• Develop, assess, and revise learning outcomes for professional staff and students for the department.
• Implement highly collaborative professional development opportunities for professional and students working in the Center

Administrative and operations management (30%):
• Promote student thriving and success through advocacy and academic support, diversity education, leadership development, and mentoring that provide opportunities for intentional student engagement.
• In partnership with Student Engagement and Activities, the Director of Diversity, and Diversity Council Develop to implement programs and professional development trainings to educate and engage the entire campus community on issues of diversity and social justice.
• Create collaborative partnerships among minoritized students (inclusive of race, ethnicity, sexual orientation, gender identity, disability, immigration status, and religion) and student organizations through programming efforts that creates socially just institutional transformation.
• Assess the needs, learning outcomes and satisfaction of students served by the Center.
• Will have oversight for budgetary management and development of the Diversity Center, which includes operational and programming budget.

Other duties as Assigned (5%):
• Serve and participate on University committees as assigned or designated.
• Other duties as assigned by their supervisor.

Lead Responsibilities:
• Provide oversight and direction to the Diversity Center and programs and opportunities provided.
• Advise, supervise, and train professional staff and student employees.

Supervisory Responsibilities:
• Directly supervise (2-5) professional staff (2.0 – 5.0 FTE).
• Oversight of approximately 5 student workers.
Appendix B

- Support student groups, inclusive of, but not limited to race, ethnicity, sexual orientation, Gender, disability, immigration status, and religion.

**Required Experience:**

- Bachelor’s degree with 7+ years of experiences in Education, Administration, and Supervision, Student Personnel Services, Sociology, Counseling, or related fields.
- Substantive experience leading diversity and inclusion initiatives and programming.
- Supervisory experience of professional and student paraprofessional staff.
- Demonstrated commitment to advancing diversity, equity, and social justice or minoritized groups.
- Demonstrated excellent record of leadership, managerial, supervisory, and administrative skills.
- Demonstrated experience working with minoritized communities with a focus in diversity, equity and social justice.
- Well-developed skills in listening to and responding to people from diverse backgrounds across the institutional spectrum that includes students, faculty, staff, and community partners.

**Desired** – Education, work experience: Describe education and/or work experience beyond the minimums that would be desirable but not required to satisfactorily perform the position and responsibilities.

- Master’s Degree plus 5+ years experiences in Education, Administration and Supervision, Student Personnel Services, Sociology, Counseling, or related field.
- A demonstrated record of leadership, supervisory, and administrative skills of an office or department.
- Demonstrated excellence in leadership and managerial skills and the capacity to supervise and lead a Student Affairs staff.
- Background / Subject Matter Expertise (SME) in diversity and social justice work.
- Familiarity with research and best practices on retention and student success of minoritized populations.
- Professional competencies should include:
  - Leads innovation and change
  - Collaborates and builds inclusive relationships
  - Consistent role model for inclusive behavior
  - Coaches and develops others
  - Strategic and critical thinking skills
  - Problem Solving/Analytic skills
  - Negotiation and collaboration
  - Experience with creating professional development curriculum with a focus on equity and social justice.
Appendix D

Student Diversity Center Implementation Plan and Team Recommendations

This report is still in draft form and members have not been officially appointed to this team. We anticipate the Implementation Team membership and structure being finalized by January 31, 2017 at the latest. This website will host the names and structure of the Implementation Team as soon as it is finalized.