Diversity Center Steering Committee Report and Recommendations

Executive Summary

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, Tiarra 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 25th, 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, Revisioning 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

- the Student walk out mission and demand [Link to document]
- Student Diversity Council recommendation about proposed temporary Student Diversity Center campus space [Link to document]
- 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

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, UWB Diversity Council, UWB 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 that 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, 111, 113, 115, 117, 119.
   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, &
      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>
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</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 - LGBTQIA+)</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>
</tbody>
</table>

**TOTAL (phase 2 operational funds): $385,164**

**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.
Appendix B

- 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

Diversity Center Implementation Plan and Team Recommendations

The Steering Committee recommends that a Diversity Center Implementation Team be formed for the creation and establishment of a temporary Diversity Center for a March 27, 2017 opening. The Implementation Team will be formed from a combination of existing student, staff, and faculty Steering Committee members and with the addition of subject-matter experts from current UWB employees. The Steering Committee recognizes that a specific scholarly background and professional experience is needed to adequately advise and create a diversity center. 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, Queer 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. The student voices need to continue to be a strong representation during the implementation process to support the mission of “by students and for students”. The Implementation Team appointments will end when the Diversity Center opens. The Diversity Center Director will form an Advisory Board for ongoing feedback.

Implementation Team Structure

Co-chairs of the Implementation Team: A current UWB student and a staff and/or faculty member will serve as a co-chairs. The co-chairs’ role is to oversee the entire Implementation process including:

1. Oversight of the four sub-committees and facilitate clear communication between the sub-committees;
2. Request SAF funding for 2017-2018 student employment;
3. Ongoing communication with the Chancellor and Vice-Chancellor Offices regarding Implementation progress;
4. Establishing frequency of and facilitation of Implementation Team meetings;
5. Collaborate with co-leads to determine frequency of subcommittee meetings;
6. Facilitate clear and transparent communication between the Implementation Team, students, staff, faculty and administrators of the UWB community.

Four Subcommittees with student lead and a faculty or staff co-lead:

- **Space**: A student and a Faculty/Staff co-lead with 2-4 student/staff/faculty members.
- **Staffing**: A student and a Faculty/Staff co-lead who will work with the Diversity Center Director Hiring Manager.
• **Programming and Services:** A student and a Faculty/Staff co-lead with 2-4 student/staff/faculty members.

• **Communication:** A student and a Faculty/Staff co-lead who will work with the Student Affairs Marketing and Communications Supervisor.

The Sub-Committee co-leads role is to
1. Conduct work on behalf of the sub-committee;
2. Ensure the workload is divided equitably among sub-committee members;
3. Ensure tasks are being completed in a timely manner to support the March 27th opening;
4. Providing weekly updates to Implementation Co-chairs;
5. Establishing frequency of and facilitation of sub-committee meetings.

**SPACE SUB-COMMITTEE:**
The four locations and space recommendations for the temporary Diversity Center were based on the functional needs regarding programming, services, resources, and staffing. The Diversity Center Steering Committee strongly encouraged the Chancellor’s Office to make a final decision for the Diversity Center location from the three recommended plans early in winter, 2017 quarter. The Space Sub-committee will work collaboratively with Physical Planning and Space Management, units affected by the location decision, and other key constituents to address the following partial list of activities
1. Review pros and cons generated by the Diversity Center Steering Committee regarding chosen location;
2. Seek input from any unit(s) impacted by relocation regarding their needs and concerns to ensure a smooth transition of their current work with minimum disruption;
3. Identify an appropriate new space for current operations/programs/services/staff/faculty being displaced;
4. Determine cost and timeline of relocating current services;
5. Determine cost and timeline of needed construction, revisions for Diversity Center;
6. Consideration of how continued enrollment growth will be accommodated or challenged with relocation.

**STAFFING SUB-COMMITTEE:**
The Staffing Sub-Committee will oversee the implementation process to hire the staff members for Phase I hiring – the Diversity Center Director, Program Manager for Undocumented Students, and Program Coordinator. Sub-committee members will engage in the following work
1. Work collaboratively with Diversity Center Director Hiring Manager to ensure the hiring process is proceeding smoothly and in a timely fashion (New Appointment Checklist, Job Descriptions, Compensation, Search Committee formation, Job posting venues, on site interviews, etc.);
2. Recommend advertising venues for positions to optimize diverse applicant pool;
3. Ensure search committee members have received training on diversity recruitment to promote diversity, equity, and inclusion within staff recruitment and hiring processes.
PROGRAMS AND SERVICES SUB-COMMITTEE:
The Programming and Services Sub-Committee will assist in determining the scope of programming and service delivery offered through the Diversity Center. Members are charged with various tasks during Winter, 2017 quarter 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 programs at UWB.

1. Map current programs, services, events, and trainings for students at UWB in regard to diversity, equity, and inclusion (social justice);
2. Review existing survey data generated by UWB students regarding programs and services requested by minoritized students at UWB;
3. Meet with minoritized student groups/affinity groups at UWB to listen and learn what needs are currently not being met and which needs are being met successfully;
4. Review UWB student’s written demand and protest documents to glean useful information regarding programming and service needs;
5. Consult with subject matter experts (SME) at UWB regarding suggested programs and services;
6. Consult with other University and College Diversity Centers to learn about their programs and services;
7. Share gathered information with the newly hired Diversity Center Director. This information will serve as a foundation for decision making regarding programs and services offered by the Diversity Center, programs and services that will be provided in collaboration with existing units on campus, and acknowledge programs and services that are successfully being offered at UWB.

COMMUNICATION SUB-COMMITTEE:
The Communication sub-Committee will create and implement a communication plan to keep the campus community informed of the Diversity Center Steering Committee and Implementation Team’s Work and Progress. Sub-committee members will engage in the following work:

1. Work collaboratively with the supervisor of the Student Affairs Marketing and Communication Assistants to create and update the Diversity Center Implementation website. The website will contain historical documents produced by students during the two walk-outs and during DC Steering Committee meetings, Dr. Stewart’s consultation report, meeting notes and documents from the DC Steering Committee, a timeline of events, documents, etc. from the spring, 2015 walk-out to current day. Scheduled meeting dates of the Implementation Team during Winter, 2017 quarter along with meeting notes and all documents produced by the Implementation Team;
2. Ensuring website is updated with new information in a timely manner;
3. Identify social media and other strategic methods to keep students informed of ongoing developments regarding the opening of the Diversity Center and opportunities to have their voices heard regarding their needs;

4. Collaborate with Implementation Team co-chairs and Sub-Committee co-leads to facilitate communication regarding meeting times, meeting minutes, goals accomplished, opportunities for student input, etc.

**Implementation Team Recommendations:**

The team recommendations were based on the need for continuity of progress made thus far and the need for subject matter experts to be added to the process. Therefore, current Diversity Center Steering Committee Members and new subject matter experts are being recommended for the Diversity Center Implementation Team. All appointments of faculty and staff should be approved by their supervisor.

**Membership:**

- Implementation Team Co-Chair – Dominick Juarez
- Implementation Team Co-Chair – Rosemary Simmons
  - Aretha Basu
  - Omar Gonzalez
  - Oniera Gonzalez
  - Micaela Coronel
  - (3 additional students to be named by ASUWB)
- Subject Matter Experts (SME) of Faculty and Staff
  - Historical/Advisory - Janelle Silva
  - Programming and Services - Sam Al-Khoury
  - Programming and Services/Tri-Campus - Terryl Ross
  - Space - Amy Van Dyke
  - Alumni - Hillary Sanders
  - Diversity Recruitment - Scott Kurashige
  - Marketing and Communications - Gina Christian
  - Chair of the Diversity Council – Kari Lerum
- Ex-officio members
  - George Theo
  - Administrative support – Marlene Manzo

**Commented [4]:** As noted by SSC staff, there was no opportunity for students, outside of those who were involved with the Student Diversity Council or ASUWB, to serve on the Steering Committee, despite interest expressed by other students. This recommendation for membership of the Implementation Committee includes most of the students who were on the Steering Committee, and “3 students to be named by ASUWB.” There needs to be an open and transparent opportunity for representation from other student voices outside of those assigned by ASUWB.

**Commented [5]:** I recall the letter of rebellion demanded “Steering Committee meetings should be accessible and open to all UMB Students, Faculty, and Staff for transparency and knowledge accumulation”

**Commented [6]:** Also the QSC suggestion belongs to you.

**Commented [7]:** Can someone clarify how membership was decided for the Implementation Team? I was not present at the last meeting but was in communication with Leah via text and this was not

**Commented [8]:** Janelle - you are right the details of the implementation team have never been discussed by the Steering Committee. We’ve just agreed that would be the next step. George and I are aware that

**Commented [9]:**

**Commented [10]:** I’m a little confused by the opening paragraph and what is listed here as the implementation committee membership. Are the SMEs full-members of the committee or advisory as needed?

**Commented [11]:** If we are doing recommendations I believe students have their list of recommendations of staff and faculty we want to see in the implementation team.

**Commented [12]:** Ale has worked on the Historical Context with Janelle Silva and is also an Alum that has dedicated a lot of work into the Diversity Center I think she should be added

**Commented [13]:** I'd be happy to be part of this too. It is important to continue to involve alumni who are not on campus too.

**Commented [14]:** I would encourage us to meet as a committee before this plan is put forward so we can discuss this as a group.

**Commented [15]:** Agreed