



Diversity Action Plan

for 2016-2019

Statement on Diversity

Northland College strives to empower its students to address the challenges of the future. The complexity of that future requires the talents and perspectives of a diverse society. The College's long standing commitment to the environment, with its focus on social justice and sustainability, necessitates a diverse and inclusive campus culture. Additionally, the College's historical connections to and collaborations with the local Native American tribes have been central to our ongoing operation. Northland College believes that deliberate action to educate and engage its community is imperative in order to effectively address the changes facing the country and world. The Diversity Action Plan establishes these goals:

- To achieve the strategic initiative of recruiting and retaining traditionally underserved populations (e.g. students of color, low income students, and first generation students) and prepare students for a multi-cultural world.
- To establish a means for developing policies, processes, and procedures to attract, develop, and retain underserved populations to diversify the faculty, staff, and students of Northland College.
- To serve as a road map to guide the College into the future.

Advancing diversity will not happen quickly or easily and will demand commitment from individuals and the institution. Deliberation and compassion are essential to seeing the components of this plan come to fruition.

Northland College is committed to creating a diverse faculty, staff and student body. We define diversity as cultural, ethnic, racial, religious, physical, socioeconomic, sex, gender identity and expression, age, and sexual orientation.

Guiding Principles

The guiding principle of the Diversity Plan is to promote the core values of community, social justice, and respect in all of its students, faculty, and staff.

Community: *Northland College students, faculty and staff work to build and enhance the college community by:*

- Increasing the awareness of the lived experiences of all
- Understanding and embracing local tribal heritage and its influence on campus culture
- Questioning those who seek to target others out of stereotypes and prejudices
- Seizing the opportunity to get involved inside and outside the classroom
- Creating environments for everyone to learn, develop and flourish

Social Justice: *Northland College students, faculty, and staff work to create justice and equality in their treatment of all members of the college community and act to discourage and intervene to prevent unjust and inequitable policies and behaviors by:*

- Addressing inappropriate and insensitive policies and behavior
- Accepting that fostering diversity and inclusion is everyone's responsibility
- Moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within everyone
- Advocating for yourself and others to ensure equality and equity

Respect: *Northland College students, faculty, and staff show positive regard for each other and the community by:*

- Understanding differences
- Valuing other's abilities and skills
- Encouraging positive communication

Plan Objectives

- Increase our underrepresented student enrollment to at least **20%** within three years
- Increase our underrepresented faculty to at least **15%** within three years
- Increase our enrollment of international students to at least **3%** of the student body within three years
- Increase our underrepresented staff to at least **15%** within three years

Note: for these objectives we are using the federal definition of Underrepresented Minorities with includes African Americans, Native Americans, Alaska Natives, Pacific Islanders, Asian Americans, and Latinos/as.

Immediate Action

One key to achieving the goals laid out in this plan is to hire a Diversity Coordinator. The Diversity Coordinator will chair the Diversity Council, whose work will facilitate reaching the goals of this plan. The Diversity Council will work with key constituents (e.g. Cabinet, Staff Council, Faculty Council, NCSA) to implement the aspects of this plan. The Diversity Council will include:

- Three students (selected by NCSA)
- Diversity Coordinator
- Dean of Students
- NAICC Director
- Two non-exempt staff member (elected by Staff Council)
- Director of Human Resources
- One admissions staff member
- Two faculty members (elected by Faculty Council)

Recruiting and Retaining Diverse Students

The admissions office holds primary responsibility for recruiting students. The admissions office will undertake the steps listed below to increase the number of underrepresented students. To monitor progress in this area the admissions office, with the aid of the Institutional Researcher, will deliver a report to the Diversity Council in November of each year that outlines their efforts to recruit a diverse student body and identifies plans to meet the objectives of this plan related to students.

Activities currently underway:

- College Possible scholarship program and bus visit
- College Horizons participation
- Transitioning to test optional admissions
- Expanding our tertiary outreach to the southwest United States
- Regional admissions counselor in Chicago
- College Possible bus visit from Milwaukee, Minneapolis, and Chicago
- Enhanced partnership with College Possible (contract signed)

Further steps that can be taken with additional resources:

- Expand the College Possible scholarship program to other community based organizations
- Boys and Girls Club college programs in Milwaukee and Dane County
- Hmong College Prep Academy (Minnesota)
- Continue to build partnerships with College Possible
- Work to create a cohorts of underrepresented students

Activities that would enhance recruiting efforts and retention that need further action:

- Create Minority Recruitment and Admissions positions (two staff)
- Increase scholarship opportunities for underrepresented students (In conjunction with Advancement)
- Diversify Outdoor Orientation offerings (In conjunction with Outdoor Orientation Staff)
- Produce marketing materials that reflects the diversity we have at Northland (In conjunction with Public Relations)
- Create a Minority Scholars Program to foster success of underrepresented students (In conjunction with Academic Affairs)
- Create a College Bridge Program for students in need of remedial work before full admittance is granted (In conjunction with Academic Affairs)

Recruiting and Retaining a Diverse Faculty

Northland College recognizes the presence of a diverse faculty as essential to the recruitment and retention of a diverse student body, as well as crucial to the education of all of our students. Domestic minority faculty members serve as models of high achievement for all students and play a key role in establishing a creative, inclusive, and welcoming environment for teaching and learning. To realize strategic goals for enriching diversity on campus, the College regularly reviews its faculty recruitment process and examines curricular diversity and pedagogies that value diverse ways of knowing and acting in the world. Special attention is being directed at increasing the minority representation within each candidate pool.

Recruitment:

- Conduct the faculty search process with sufficient time and effort to build a pool with diverse candidates.
- Seek minority nominations from colleagues at other institutions.
- Conduct database searches focused upon minority graduate student associations and minority faculty associations and send position announcements to minority graduate student and faculty associations.
- Initiate and continue contact with diversity committees affiliated with major disciplinary associations, e.g., American Historical Association Committee on Minority Historians, Modern Language Association Committee on Minority Concerns, Association of Black Sociologists
- Seek recommendations for candidates with diverse backgrounds from Northland alumni, donors, and trustees, particularly those with ties to graduate programs.
- Educate and prepare individuals through the Dean's Office and the Office of Human Resources to conduct and manage the search process from recruitment to final selection to ensure that there is full understanding of intercultural competency, hidden biases, and procedural guidelines
- Identify and remain in close contact through the Dean's office with universities that graduate significant numbers of minority PhD's, e.g., Nova Southeastern University, Howard University, Ohio State, University of Michigan, Wayne State University, Teachers College of Columbia University.
- Strengthen relationships through the Dean's office and individual faculty with minority offices of the following professional organizations - American Association of Colleges and Universities, Office of Diversity, Equity, and Global Initiatives, American Association of University Professors, Committee on Historically Black Institutions and Scholars of Color, WAICU Multicultural Affairs group.

Retention:

- Provide strong mentorship from the Dean's office, at the department level, and with all faculty colleagues.
- Sponsor and promote social and academic activities for entering cohort groups both on and off campus and provide information and contacts with community organizations.
- Provide clear expectations for success as teachers, scholars, and members of the College community.
- Promote the involvement of minority faculty as conference attendees and presenters.
- Provide opportunities for leadership and for professional development for members of the faculty.

Staff Recruitment and Retention

In addition to its efforts to recruit and retain students and faculty, the College will increase domestic minority representation among the staff. In particular, the College will make efforts to increase the minority representation in administrative positions and provide a climate that is welcoming and offers opportunities for professional growth. The process for staff will include efforts to build a diverse candidate pool for national, regional and local searches, as appropriate to the position.

- Develop and utilize contacts at other colleges, universities and professional organizations that have a strong outreach to diverse job or program related applicants
- Develop and utilize contacts within the local community to improve minority representation of applicants in each support staff search
- Participate in recruitment opportunities at major professional conferences, particularly at conferences with strong minority representation
- Seek recommendations for candidates with diverse backgrounds from Northland alumni, donors, and trustees
- Educate and prepare individuals through the Office of Human Resources to conduct and manage the search process from recruitment to final selection to ensure that there is full understanding of intercultural competency, hidden biases, and procedural guidelines

The Campus Environment

In order for the College to be a vibrant community that embraces diversity, recruitment is important. However, recruitment alone is not enough: the College must retain its diverse students, faculty and staff by successfully establishing a campus climate that allows all persons to feel appreciated and accepted. Creating a welcoming, supportive environment is central to the retention of a diverse population. Our goal is to create and maintain an inclusive, positive environment for all those currently in our community while simultaneously welcoming greater diversity.