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PRESIDENTIAL TASK FORCE TO
ESTABLISH AN
ISU FACULTY AND STAFF
DIVERSITY CENTER

FINAL REPORT
August 2007 (Revised Oct. 2007)

A PROPOSAL TO THE
UNIVERSITY PRESIDENT
TO ESTABLISH AN:

ISU FACULTY and STAFF
DIVERSITY CENTER

October 2007

OVERVIEW

Core recommendations of the Presidential Task Force to establish an ISU Faculty and Staff Diversity Center:

1. Create a *Faculty and Staff Diversity Center*, initially staffed with a part-time faculty coordinator, with the goal of hiring a full-time director within three years;
2. Formalize the governance structure of the Center with that of the existing diversity-related campus groups; and create a Center Advisory Council to coordinate with existing groups within the Center structure;
3. Locate the center on the 3rd floor of the Early Learning Center building, near the Student Diversity Resource Center (entrance from the Pond Student Union Building); and,
4. Meet with stakeholders to discuss the President's response to this report and recommendations.

History: In spring 2006, several female faculty and professional staff met informally to discuss campus climate issues affecting women at Idaho State University. The women gathered information about offices and organizations at other universities dealing with issues faced by women, as well as additional data on female faculty and staff at ISU. They compiled a report, which was presented to the Faculty Senate. In addition to detailing the women's concerns and findings, the report recommended that the administration at ISU explore the possibility of creating a women's center or office for faculty and staff at ISU. In November 2006 a couple of members of this group, and others, met with President Vailas to discuss their proposal. Dr. Vailas responded positively to the proposal, agreeing that such an office would benefit ISU. He suggested that the scope of a center should be broadened to include additional underrepresented groups on campus, not just women. He requested the attendees talk informally with potential stakeholder groups about such a center. (See Appendix A for a more in-depth discussion of the informal group's reports; and Appendix B for a letter to President Vailas reporting on the attendees' discussions with potential stakeholder groups).

Charge: In response to these discussions, in January 2007, President Vailas appointed a Task Force to develop a plan to establish an ISU faculty and staff center on diversity. The center would build upon, coordinate with, and expand upon the work and successes of the existing groups of underrepresented faculty and staff at ISU. The President asked that each Task Force member bring to the discussion the varied opportunities, priority needs, and a description of the constituency they represent, as well as the goals, mission, and other issues relevant to their individual groups. He asked that a written report with recommendations for a plan to establish a center be presented at the end of the spring semester. The plan should include information on the proposed center's:

- Purview,
- Administrative structure,
- Location within University governance,
- Relation to existing diversity-related campus groups,
- Funding source(s), and
- Mission and goals.

The Task Force membership was constituted to ensure broad representation from faculty, staff, student, and community groups.

Task Force Members	Title/Office/Group Representing
Barbara Adamcik, Chair	Associate Provost, Academic Affairs Office
Deb Easterly	Research Administrator, Office of Research, ISUPW Board Member
Donner Ellsworth	Native American Task Force (name changed to American Indian Advisory Council)
Connie Gomez	Management Assistant, Student Affairs (Idaho Falls)
John Gribas	ISU Faculty Ombudsperson
Johanna Jones	Director, Native American Academic Services
Rebecca Morrow	Director, Janet C. Anderson Gender Resource Center
Brian Norman	Co-Director, Women's Studies
Dan Plaut	Director, ELS Program (no longer at ELS)
Ryan Sargent	President, ASISU (06-07)
(Helen) Cathleen Tarp	Hispanic Task Force
Laura Woodworth-Ney	Co-Director, Women's Studies; Faculty Senator
James "Byrd" Yizar	Assistant Dean of Students; Director, Student Diversity Center

In addition to the above members, an additional community member active in diversity training, Barbara Nash, was invited to participate.

The Task Force met biweekly during the spring semester. The committee focused its discussions and efforts on development of the following aspects of a Center proposal, which are presented in the sections that follow:

1. Center Title
2. Vision Statement
3. Mission Statement
4. Global Goals
5. Organizational/Governance Structure
6. Core Functions/Responsibilities
7. Physical Location
8. Budget

ISU has a long history of providing support to diversity-related groups on campus. The University provides financial support and other resources to the ISU Professional Women, American Indian Advisory Council, Multicultural Committee, and Hispanic Task Force. In addition the Office of Enrollment Planning has recruiters and advisors who work specifically with Native American and Hispanic students.

CORE PRE-EXISTING DIVERSITY-RELATED GROUPS

ISU Professional Women: The ISUPW, inc. originated in 1976. Currently ISUPW receives \$5,000 per year from the University from the President's office. The management/administration of ISUPW is by an elected Executive Board; it is uncertain from a review of its bylaws and constitution if the University has any responsibility for oversight of the ISUPW. Its mission statement indicates that the ISUPW "is an organization devoted to the improvement of the professional lives of women employees (faculty, staff, and graduate assistants) at Idaho State University." (See Appendix C.) Article II of the Bylaws (revised January 2003) further states that:

The primary activity of the corporation shall be to provide an opportunity for persons interested in or employed in professional capacities at Idaho State University to share and progress in educational activities; to promote the general welfare of Idaho State University professional women; to provide programs that facilitate personal development; to encourage increased communication and interaction among Idaho State University professional women; to work for enforcement of university policies and procedures that will ensure women of equal treatment in matters of hiring, retention, promotion, salary, access to funding for research, sabbatical leaves, appointment to committees, and appropriate representation in all areas of the work force; to promote the general welfare of Idaho State University female students.”

American Indian Task Force: The Task Force was convened under Interim President Michael Gallagher in May 2006 in response to a request from a group of faculty, staff, students, and community members who had been meeting informally since 2003, and has an annual budget of \$5,000 from the University out of the President’s office. The Task Force recently changed its name to the American Indian Advisory Council (AIAC), to better reflect the ongoing nature of this organization. Along with the name change, the AIAC has drafted a mission statement and Council Bylaws (see Appendix D). The Mission of the AIAC describes the Council as “a partnership of educational and cultural exchange between Idaho State University and the American Indian communities throughout the region whose purpose is to 1) Promote retention, recruitment, leadership, and academic success of American Indian students at ISU; 2) Promote an academic and social environment at ISU that recognizes, respects, and welcomes the great value of American Indian students and their cultures; and 3) Identify and support the cultural and educational needs of American Indian students.”

The group’s activities have included such efforts as facilitating a dual enrollment course at Shoshone Bannock High School, supporting American Indian cultural events such as the annual powwow, hosting a welcome barbecue for American Indian students at ISU, pursuing campus environment initiatives such as a Native plant garden and American Indian-themed murals in key public buildings, and offering a course in powwow management through the Native American Business program in the College of Business.

Hispanic Task Force: The Hispanic Task Force (HTF) was appointed by President Bowen in 2001, in part due to a request from Hispanic Community members, and charged to work on recruitment and retention of Hispanic students. The HTF operates with a current annual budget of \$5,000. The stated purpose of the HTF “is to promote an environment which encourages the successful attainment of higher education by Latino students in the state of Idaho.” The HTF is presently in transition and at work on a set of bylaws in anticipation of becoming a Council rather than a Task Force and being incorporated into the proposed Faculty and Staff Diversity Center. Governance of the HTF has been comprised of two officers: Dr. Angela Luckey and Dr. Rene Rodriguez. Membership is open to ISU faculty, staff and students, and to community members. HTF funding has been, historically, from the President’s Office, although they report one occasion where foundation funding was received. Meetings are held monthly and are run according to Roberts’ Rules of Order. Yearly written reports were given to President Bowen and yearly oral reports were presented in the President’s staff meeting. The Task Force has maintained a website which has not been updated due to both officers having been on sabbatical last year.

The HTF has co-sponsored a variety of events since its inception, including the Fiesta de HALO, ALMAS Activities, Recognition Awards for high school and college graduating Hispanics, Father & Son/Mother & Daughter conferences, scholarship workshops, and symposia in the Foreign Languages department. In 2004, the Hispanic Task Force hosted a Conference, “One Language Many Cultures,” which addressed the issues regarding the role of Latinos in Multicultural America and getting beyond labels and diversity. The minor in Latino studies was fostered and supported by the Hispanic Task Force; the naming of the street “Caesar Chavez Ave.” was backed by the HTF; and a proposal to

name the foyer at the entrance to ISU's Movie Theatre, "Caesar Chavez Foyer" was submitted to the Administration, all efforts to foster a welcoming atmosphere at Idaho State University for Hispanics.

ISU Multicultural Committee: The Multicultural Committee was created in 1992. A task force was appointed by the University President, Dr. Richard L. Bowen, to investigate the issues and concerns of students of color at the institution and to provide recommendations to address those concerns. The Committee's mission statement below is from its website:

Idaho State University's Multicultural Committee seeks to enhance all ISU students' understandings of diversity and to provide opportunities for all to achieve educational excellence and personal growth.

Understanding by each individual of the other is essential if the region's quality of life is to reach its full potential with the increased demographic diversity within Idaho and the region. Understandings may be built through both curricular offerings and through extracurricular events. Understandings may also be built through the interaction of diverse individuals in a common environment and thus the committee will seek to bring together a diverse student body, faculty, and staff.

ISU is committed to provide the opportunity for all qualified Idaho residents to achieve a post-secondary education. This Committee will work to develop the living and learning environment supportive of the academic progress of all ISU students. Higher education is a participatory experience, thus the Committee encourages the participation of all peoples in all aspects of the University.

Best Practices for the Center and All Diversity-Related Campus Groups Recommends that Each Entity:

- Generate a charter that articulates mission and vision statements which are in line with ISU's mission and vision statements,
- Construct a constitution and by-laws that define governance structure and operational practices,
- Develop a guide to budget disbursement policies,
- Describe and establish a date for an annual report on activities, accomplishments, and financial status,
- Use evidence-based approaches to present issues for planning and decision-making, and
- Make use of appropriate representation, in line with the missions of ISU and individual groups, as well as in line with a philosophy of inclusion.

**RECOMMENDATIONS FROM THE TASK FORCE FOR DIVERSITY:
TO ESTABLISH AN ISU
ISU FACULTY AND STAFF DIVERSITY CENTER**

ISU MISSION STATEMENT

The mission of Idaho State University is to advance scholarly and creative endeavors through the creation of new knowledge, cutting-edge research, innovative artistic pursuits and high-quality academic instruction; to use these qualities to enhance technical, undergraduate, graduate, and professional education, health care, and other services provided to the people of Idaho, the Nation, and the World; and to develop citizens who will learn from the past, think critically about the present, and provide leadership to enrich the future in a diverse, global society.

Building upon the ISU mission statement, the charges to the Task Force from President Vailas, and reflecting the various constituencies a center might serve, the following center title and tagline, vision and mission statements, and global program goals were developed.

1. Center Title: The ISU FACULTY and STAFF DIVERSITY CENTER

2. Center Vision – *An Open and Welcoming University Environment:*

The ISU Faculty and Staff Diversity Center will be a premier leader on diversity-related issues among higher education institutions in the region. By creating a campus environment that fosters respect and understanding of the benefits of diversity, values cross-cultural dialogue, and advocates for the full participation of historically under-represented groups, the Center will support the University's mission in developing "citizens who learn from the past, think critically about the present, and provide leadership to enrich the future in a diverse, global society."

3. Center Mission:

The ISU Faculty and Staff Diversity Center fosters and promotes diversity, equality, professionalism, and excellence at Idaho State University. The Center will be an agent for change by working with existing groups and individuals to:

- Increase diversity within the faculty, staff, and student bodies;
- Advocate for the needs of faculty, staff and students from under-represented groups;
- Provide a physical space, administrative support structure, and resource center for campus diversity-related groups and initiatives, including programming, grant writing, and recruitment activities; and,
- Enhance appreciation of the benefits of diversity for the educational experience, work environment, and academic quality at Idaho State University.

Early on in its discussions, the Task Force concluded that although the focus of this proposed Center is to be faculty and staff, for many constituent groups the lines between faculty, staff and students are blurred, as is the line between graduate students and faculty. Therefore, the vision and mission statements above, and global goals discussed below, include students, even though the primary purpose of the Center is to meet the needs of faculty and staff.

4. Center Goals:

The global goals the Task Force has proposed for this Center are to:

- Advance the mission of Idaho State University by promoting programs and activities that address and value differences in race, ethnicity, culture, gender, sexual orientation, age, religious preference, functional ability, socioeconomic status, educational level, and nationality in the ISU community and beyond.
- Provide physical space and administrative support for existing diversity-related groups, including, for example, the American Indian Advisory Council, Hispanic Task Force, ISU Professional Women, and the Multicultural Committee. Where appropriate and supported, the Center will facilitate collaboration among these groups, other campus centers (e.g., Student Diversity Resource Center, ADA Resource Center, Janet C. Anderson Gender Resource Center, International Programs and Services), as well as specific academic programs (e.g., American Indian Studies, International Studies, Latino Studies, Women's Studies, and the WeLEAD project).
- Work with community groups and members to improve two-way communication and trust between the University and the diverse groups in the region, and support and facilitate the recruitment and retention of faculty, staff, and students from historically under-represented groups.
- Foster a psychologically supportive and culturally affirming environment in which all faculty and staff feel welcome and supported, and all students can learn and develop.
- Work with the Office of Institutional Research and other academic support units to compile diversity-related institutional data as a resource to support the Center's planning, development of diversity-related initiatives, decision-making, and grant proposal writing.

5. Organizational/Governance Structure:

In discussions of the proposed organizational and governance structures for the Faculty and Staff Center it became apparent that the Center will interact and work with a number of existing campus support units. The majority of these units report directly or indirectly to the Provost and Vice President for Academic Affairs – Institutional Research Office, Center for Teaching and Learning, Faculty Senate, and Enrollment Management, which includes student recruiting and advising offices, and International Studies/International Office. The Vice President for Student Affairs has oversight responsibility for the Student Diversity Resource Center, Janet C. Anderson Gender Resource Center, Multicultural Committee, ADA Office, TRiO, and ASISU. The Task Force believes that for the Faculty and Staff Diversity Center to be successful it must have direct access to upper level administration. Therefore, the Task Force recommends that the Faculty and Staff Center operate under the aegis of the Provost's Office, while the Student Diversity Resource Center remains under the supervision of the Vice President for Student Affairs' Office.

ISU Organization Reporting Structure – Units with Diversity Interests/Responsibilities

Provost and V.P. For Academic Affairs	V.P. for Student Affairs	V.P. for Financial Affairs	General Counsel
↑	↑	↑	↑
Enrollment Planning: - International Studies - Minority Advising - Minority Recruitment Academic Council: - College Deans (faculty, staff, student recruitment) Institutional Research Center for Teaching & Learning	Student Diversity Resource Center TRiO Student Services ADA & Disability Center Anderson Gender Resource Center	Human Resources	Affirmative Action Office

Note: currently the ISUPW, American Indian Advisory Council and the Hispanic Task Force receive funding from the University (\$5,000/year), but to whom these groups report is unclear. In general, the groups have historically perceived their funds to come directly from the President’s Office. Clear reporting lines will benefit all involved.

The Center will be staffed by a faculty coordinator (initially serving as “director”) and at least one support staff. The faculty coordinator will work with a Center Advisory Council and report directly to the Provost or his designee. Initially, the faculty coordinator will have a one or two course per semester release/buy out for the first year or two as the Center develops. In the future, with additional funding, a half-time or full-time director could be hired, and filled at the professional (non-classified) staff level.

For FY08, a Presidential Internship has been awarded to a student, Katrina Volbrecht, who will work closely with Byrd Yizar, Assistant Dean of Students, Dr. Adamcik, Associate Provost, and the Center faculty coordinator in helping to get the two Diversity Centers (Faculty and Staff Center, and Student Resource Center) established and functioning. Perhaps in the future other students will be available to provide staff support to one or both of the Centers. The clerical and support staff responsibilities likely will be assigned to one or two work study students.

The Advisory Council for the Faculty and Staff Center will work closely with the faculty coordinator in designing the Center and articulating its priorities and activities. The Advisory Council will be composed of representatives from the various diversity-related and other interested campus and community groups.

6. Center Core Functions/Responsibilities:

The following core functions and responsibilities of the Center personnel, as envisioned by the Task Force, are listed below. Once the Center is formed, these may, of course, be modified, added to, and further defined.

- a. **Faculty Coordinator** - With assistance from the Center support staff, existing campus diversity-related groups, and other ISU support units (e.g., Institutional Research, Enrollment Management, and Office of Research), the faculty coordinator of the Center will primarily be responsible for:
 - Data collection and compilation
 - Compile existing diversity-related data (e.g., from Institutional Research, SBOE, IPEDS, U.S. Census, etc.).

- Collect diversity-related data not otherwise available that will be useful in grant proposal writing and diversity-related decision-making (e.g., campus surveys, surveys of universities in northwest, etc.).
 - Support scholarly efforts of faculty and staff related to diversity, when appropriate.
 - Grant development and fund raising
 - Support diversity-related grant proposal writing from other units, individuals, and groups.
 - Initiate and advocate for diversity-related grant proposal writing to support the Center's operations.
 - Work with the Development Office in seeking external funding to help support the Center.
 - Diversity awareness programs
 - Sponsor diversity training workshops for faculty and staff.
 - Sponsor diversity-related programming not otherwise covered by other groups/units.
 - Advocate for the study abroad office, and possibly secure external funding for students to take advantage of study abroad opportunities.
 - Provide support and possibly seed grants to other groups and individuals interested in putting together diversity-related programs and initiatives.
 - Support for faculty and staff recruitment and retention efforts
 - Work with departments as a resource to facilitate attracting and hiring minority and female faculty and professional staff.
 - Work with enrollment planning and affiliate groups as a resource to facilitate minority student recruitment.
 - Serve as a resource for female/minority faculty and staff, when appropriate (e.g., sponsoring workshops to bring minority faculty into conversation across different units).
 - Develop and support networking opportunities that increase the involvement of minority/female faculty, staff, and students in all aspects of the university setting.
 - Create an awareness of how family/personal situations of faculty and staff interact with one's professional career.
 - Represent diversity issues in university governance
 - Serve as a liaison to facilitate appointment of Center-related representatives to University committees, councils, and boards where appropriate.
- b. **Support staff** - In addition to supporting the core functions/responsibilities of the faculty coordinator as outlined above, any support staff will be primarily responsible for provision of:
- Administrative/clerical support to affiliate faculty, staff, community groups
 - Offer clerical support (e.g., minutes of meetings, budget accounting, etc.) to existing diversity-related groups, when requested/desired by that group.
 - Offer physical meeting, storage, or office space to existing diversity-related groups, as appropriate and space permits.
 - Offer a space and environment that facilitates coordination of efforts or events between existing diversity-related groups.
- c. **Center by-products** - As a result of the core functions/responsibilities of the faculty coordinator and support staff and by virtue of being housed in the same physical space as the Student Diversity Resource Center, it can reasonably be expected that by-products of the Center will include:

- Physical space for faculty, staff, and students
 - Serve as an informal and/or formal meeting place for students, staff, and faculty to discuss and work on diversity-related issues.
 - Provide a lounge space open to faculty, staff, and students to “hang out” in a diversity-positive area.
- Work with the Student Diversity Resource Center
 - Coordinate Faculty and Staff Center-related functions with ASISU, the Student Diversity Resource Center, and other diversity-related student groups.
 - Facilitate cooperation and coordination between existing diversity-related faculty, staff, and community groups and existing diversity-related student groups.

7. Location of Center:

When the time is right, things just seem to fall into place! Although space is at a premium on campus, somewhat “out of the blue” an offer of space was presented to the Task Force. Dr. Lee Krehbiel, Vice President for Student Affairs, and Byrd Yizar, Assist Dean of Students, met with Dr. Adamcik, and subsequently with the Task Force, to discuss locating the Faculty and Staff Center in the same general area as the Student Diversity Resource Center, on the third floor of the Early Learning Center (ELC) building. The Student Affairs Office is in the process of moving staff and functions associated with the Program Board, Student Community Service, and Student Leadership and Involvement to the lower level of the Student Union Building, which will free up space to house the two Diversity Centers on the top floor of the ELC building. The only cost for this space will be for any minor remodeling (adding partitions, etc.), creating a conference room, and furnishings. There will be approximately 540 square feet of “private” office space, 855 square feet of common, open space, and approximately 297 square feet for a shared conference room. The Task Force fully supports this location and sees great potential for integration and cross-fertilization of a number of diversity-related groups and interests in this central location.

The proposed space for the Faculty and Staff Center (F/S Center) has great potential as a physical resource. The area is located to the left (east side of the floor) as one stands facing the large reception desk area seen as one enters from the top floor of the Student Union (see floor plan in Appendix E). This space has a number of private offices, some with exterior windows and some without. The bulk of the space is open, offering a great deal of functional versatility. Upon entering that side of the floor, there are two smaller offices immediately to the left and an open nook off those offices. The nook could work well as a space for administrative support. The larger of the two adjacent offices might serve for a Center faculty coordinator (or director) depending on space needs to be determined at a later date. Though the F/S Center will focus on faculty and staff needs/issues, it will also provide a point of connection to the Student Center and other diversity focused student entities. Within the proposed F/S Center space and adjacent to the large open area are three medium sized private offices. These offices could provide designated space for some existing faculty/staff groups and constituencies, as well as other groups with natural association to the F/S Center (e.g., American Indian Advisory Council, Hispanic Task Force, WeLEAD, ISUPW and, possibly, an Office on Women).

The large open area could serve many purposes. Since the entire floor will serve both faculty and staff, as well as student diversity interests and needs, some of the open space could be partitioned and used as a shared informal meeting/networking area, encouraging mixing and integration across and among faculty, staff, and student groups. Additional space would be available for such things as semi-private (partitioned) work spaces for groups without access to available private office areas, shared faculty/staff/student computer work stations, and diversity resources/information/library (reading

materials, grant announcements, video materials, etc.). If remodeling resources are available, some of the open space could be redesigned relatively easily to provide more private office space for groups needing a dedicated institutional home. More detailed space allocation recommendations will be put forth after further consideration of available resources for space alteration and furnishings, with fuller input from the F/S Center Advisory Council and representatives of relevant groups with a stake in the F/S Center. Finalization of space allocations will be tasked to the Faculty Coordinator/Director.

8. Draft of Center Operating Budget and Funding (once Center established):

a. Ongoing Annual Operating Budget (estimated) = ~ \$30,000

- **Salaries & Wages:** = ~ **\$20,000**
 - Faculty Coordinator (up to 2 course release/semester = ~ \$15,000/yr)
 - Support Staff (0.5 FTE student internship, work study, or graduate student = ~ \$5,000/yr)
- **Material & Supplies** (office supplies, library, reference materials, etc.): **\$5,000**
- **Communication** (phone, computer hookup and monthly charges): **\$3,000**
- **Travel** (in-state, and one national meeting for faculty coordinator): **\$2,000**

b. One-Time Funding: **\$10,000**

- Equipment (2 computers, printer, etc.): \$3,500
- Remodeling (1/2 cost of partitioning for conference room, etc.): \$3,500
- Furnishings (2 desks, 2 chairs, conference table & chairs, etc.): \$3,000

c. Possible Funding Sources

- Fees charged to groups/occupants of the three offices; and/or fees for services
- “Donations” from academic support units (including time and effort, surplus furnishings, computers, etc.)
- University support for first 3 years, gradually diminishing until Center becomes self-supporting
- External funding, grants, gifts, etc., expected to kick in after 3 years (note, we have already begun to investigate potential funding sources and anticipate submitting proposals to a number of foundations over the next six to nine months).

The budget above is only estimated. Depending on the funding available and who might be appointed as faculty coordinator, this position likely will require buyout of up to two courses per semester (up to four courses per academic year). Eventually a director could be hired to handle the day to day activities and ongoing planning and at that point the faculty coordinator could drop to one course per semester release/buyout. The Center will use as much student help as is available and the budget will allow. Given all the remodeling and renovation of offices, classrooms, etc. going on at ISU currently, it may be possible to scrounge for furniture, older computers and printers, etc. For example, Institutional Research has two extra file cabinets (donated from Academic Affairs) that can be given to the Center.

The Center must have adequate start up funding to get it established. Without some funding the opportunity to develop the Center in tandem with the Student Diversity Resource Center likely will be lost, and the physical space identified for the Faculty and Staff Center will quickly be claimed by some other unit. This is “prime real estate” connected to the Student Union Building, and we have been given the first opportunity to make use of it.