Diversity, Equity, and Inclusion Initiatives Completed or in Progress

as of November 2017

In its 2016 report, the Task Force on Diversity, Inclusion, and Equity submitted a comprehensive set of recommendations for improving inclusion and equity across campus. Just as we initiated the climate survey based on the task force’s recommendations, we have been working to implement elements of that report and have made substantive progress on improving data collection, ensuring access, and providing resources to programs. Below are the initiatives currently in progress, preceded by the corresponding recommendation from the task force’s report (in italics). Recommendations are broken into five broad categories: procedural, campus climate, student life, curriculum, and faculty/staff-related.

I. Procedural Recommendations and Initiatives

RECOMMENDATION: Improve data collection. In order to measure progress and understand patterns relevant to creating a diverse, inclusive, and equitable community, develop and maintain a much more extensive and intentionally designed repository of reliable data and analysis.

STRATEGY
Create structures or mechanisms to begin to collect and share information about the campus community in comprehensive and systematic ways that enable us to see problems and collaborate to solve them.

INITIATIVE
1. Implementing a centralized reporting and recordkeeping software (Maxient) that assists the College in the coordination, investigation, and tracking of student discipline, Title IX, care and concern records, FYIs, and academic integrity cases. Maxient provides us with accurate and detailed numbers along with prepopulated and custom statistical reports. This enables us to mine data; explore trends; address specific students, student cohorts, or locations of concern; and develop and implement educational programs to address trends, reduce concerning behaviors, and support students throughout their educational experience.

RECOMMENDATION: Establish a structured, adequately resourced mechanism for carrying out diversity, equity, and inclusion work and for ensuring accountability.

STRATEGY
Create a standing group, such as a council on diversity, inclusion, and equity, which would report directly to the president and be staffed by the dean of the College.

INITIATIVE
1. Currently developing a charge for such a group.
RECOMMENDATION: Define and commit adequate resources to achieve these goals to ensure that our resources match our aspirations. Incentivize and support diversity, inclusion, and equity work at all levels of the community. Funding and staffing reflect institutional commitments, priorities and values.

STRATEGY
Target fund-raising efforts to specific projects to ensure diversity, inclusion, and equity, for financial aid, study abroad, unpaid internships, assistive technologies, etc.

INITIATIVES
1. Created a mechanism for alumni to contribute financially directly to the Pugh Center.
2. Established DavisConnects to increase access to internships, research opportunities, and global opportunities.

RECOMMENDATION: Ensure that all Colby facilities and programs are fully and equitably accessible to all.

STRATEGY
Ensure that all new construction is fully inclusive and follows universal design principles to ensure equitable access for mobility and bathroom use.

INITIATIVES
1. Implementing recommendations of task force into design of two buildings now under construction—the downtown residential complex and the athletic complex—and did the same for recently completed projects (Grossman, new athletic fields, baseball/softball complex).
2. Assessing universal mobility and path of travel needs around the campus to identify opportunities in planned maintenance and renewal projects for existing buildings, paths, and landscape.

STRATEGY
Improve access for people with disabilities to spaces determined to be below acceptable standards. Address path of travel to ensure ease of mobility and access around campus. Make available gender-neutral bathroom (and locker room) facilities to ensure equitable access in all Colby buildings.

INITIATIVE
1. Changed signage on all single-use bathrooms in 2016 to gender neutral and made modifications to multi-use bathrooms in various campus buildings. (Drummond, Treworgy, Goddard-Hodgkins, Roberts, Dana, Keyes, Miller) where the bathroom location and configuration allowed gender neutrality. We continue to identify opportunities for gender-neutral restrooms in ongoing renovation work. At the request of many students, we are retaining a balance of gendered and non-gendered bathrooms (e.g. Roberts).
STRATEGY
Ensure adequate staffing and resources in the Dean of Studies Office/Center for Teaching and Learning to meet the needs of students with learning differences.

INITIATIVES
1. Hiring full-time student support services coordinator who will provide specialized oversight of the accommodations, services and training needed to support students and faculty.
2. Identified space to facilitate some exam proctoring.

STRATEGY
Create a faculty development program to ensure that all faculty members receive training on working with students with learning differences and on universal design principles for classes.

INITIATIVES
1. Formed the academic collaborative, a partnership between the dean of studies, Center for Teaching and Learning director, Academic ITS, the Colby Writing Program, and Research and Instruction librarian to develop programming and provide resources to support faculty teaching, student learning and the development of accessible learning environments.
2. Offered two course design workshops in 2017.
3. Currently providing more resources for testing for learning differences and for appropriate assistive technology for those with learning differences.
4. Increased support to accommodate test taking outside classroom.

II. Campus Climate Recommendations and Initiatives

RECOMMENDATION: Revise College policies, procedures, and practices currently based on unspoken norms, values, assumptions, and perspectives.

STRATEGY
Use the results of audits and climate surveys to understand and to revise the policies, procedures, practices, values and assumptions that impede full inclusion and equity for all members of the Colby community. Seek structural understanding, not individual stories. Use data, experience, and attention to outcomes to provide guidance for these revisions.

INITIATIVES
1. Hired Title IX coordinator who in partnership with the Director of Gender and Sexual Diversity Program/Associate Director or Pugh Center are in the process of meeting with 20 student organizations as well as Student Government Association, Student Programming Board, and Community Advisors to discuss Title IX, including: policies, educational programs, resources available to students; implementing use of educational materials to increase understanding around healthy sexual relationships, consent, resources, and the Title IX Coordinator and processes for investigating cases; providing responsible employee training for incoming faculty, staff, and coaches; providing training for members of sexual misconduct panel.
2. Reviewed and updated policies and procedures to ensure compliance with U.S. Department of Education 2017 Dear Colleague Letter and revamped the sexual violence prevention training per policy changes.
3. Added required sexual violence prevention training session for every sophomore student.
4. Forming Title IX Working Group.
5. Conducted seven transgender workshops/trainings with Dr. Jeanne Stanley and received a set of recommendations for policy changes.
7. Currently using climate survey data to inform next steps and priorities.

RECOMMENDATION: Analyze both the campus environment and our presentation of Colby to the larger world to understand the ways we may be expressing implicit assumptions, values, and norms without clear intention.

STRATEGY
Create a committee of faculty, staff, and students to explore issues of free and open discourse at Colby and, if appropriate, develop and adopt a statement of freedom of expression in accord with Colby’s intellectual culture.

INITIATIVE
1. Task Force on Free Expression being convened by the president in fall of 2017.

III. Student Life Recommendations

RECOMMENDATION: Recruit, admit, enroll, and retain the most talented and accomplished students from varied backgrounds. Our broad goal is to reach the top third of NESCAC schools in the next 5-10 years with regard to the inclusion of historically under-represented groups.

STRATEGY
Seek students who wish to pursue their education in a diverse, inclusive, and equitable campus environment.

INITIATIVE
1. Enhanced admissions strategies to recruit a more diverse, more competitive student population. Class of 2021 is the most diverse in the history of the College and includes 28 percent students of color, 12 percent first-generation to college students, and 14 percent Pell grant eligible.

STRATEGY
Nurture and strengthen current partnerships with organizations like Posse, Questbridge, and KIPP, that enable us to reach a wide range of students from a variety of communities and contexts.
INITIATIVES
2. Continue relationship with Posse, now recruiting scholars from Houston.

RECOMMENDATION: Ensure that all enrolled students have equitable access to, and the opportunity to participate in, all Colby programs, on and off campus.

STRATEGY
Provide resources for students who can’t afford to travel home; provide travel funds, opportunities to stay in the dorms over break, or other arrangements.

INITIATIVES
1. Launched and funded transportation to airport for College breaks.
2. Created and funded JanPlan Winter Explorations Trips (e.g. skiing and snowboarding at Sugarloaf).
3. Introduced food accommodations for students on campus over breaks.
4. Incorporated parents into first-generation pre-orientation to enhance family and student support.

RECOMMENDATION: Create a genuinely inclusive and equitable student community in which every student is able to succeed.

STRATEGY
Restructure COOT training to ensure all leaders think critically about and facilitate discussions around sexual violence, vandalism, racism, and other forms of violence on campus.

INITIATIVE
1. Initiated a restructuring of COOT training and added sexual violence prevention training unit, inclusion and diversity training unit, and training on topics including integrating international students, mental health issues, safety while out on trips, and sexual misconduct policies.

RECOMMENDATION: Bridge the divide between students’ academic and cocurricular lives by building community around a vibrant intellectual and ethical culture.

STRATEGY
Create opportunities for dialogue on difficult intellectual and ethical issues and challenge incoming students intellectually and ethically by using the existing model of COOT, which pushes students to make connections through being challenged physically.

INITIATIVES
1. Expanded partnership of the “Green Is Not White” program to the Pugh Center and worked with COOT leaders to incorporate challenging discussions and outdoor activities.
2. Designing new dining hall inclusivity program, “Meet a Mule,” which aims to create open tables in Colby’s dining halls devoted to meaningful conversation and active engagement among fellow Colby students. Topics could range from the way we view success to dialogues on diversity and will be facilitated by Colby students to help the conversation flow and remain
inclusive. All students are welcome to participate; faculty members and staff will be invited to participate.

3. Initiated Men of Color Alliance (MOCA) Dinner Dialogues.
4. Revitalized and reimagined Faculty-in-Residence Program; currently four faculty members living in residence.

**STRATEGY**

Devote resources to developing spaces on campus to bring people together: coffeehouse, comfortable lounges, places to cook together, space for informal music and theatre performances, identity housing around intellectual interests.

**INITIATIVE**

1. Renovated Mary Low Coffeehouse, which currently houses regular weekend substance-free entertainment.

**STRATEGY**

Pursue innovative options in residence life—first-year clusters, more chemical free housing, living-learning options, intellectual theme housing, classes held in dorms—to build intellectual community.

**INITIATIVES**

2. Expanded Lives of Purpose Program.

**RECOMMENDATION:** Ensure all students have the support and guidance they need to remain physically and psychologically healthy.

**STRATEGY**

Provide additional support resources for students with chronic or mental health problems to promote health and wellness.

**INITIATIVES**

1. Hired additional counseling staff, including a Latinx psychologist.
2. Working with students to develop responsive policies for students with chronic illness: creating new policy and accommodations for storing medications that require refrigeration.

**IV. Curriculum Recommendation**

**RECOMMENDATION:** Ensure that all faculty members are well prepared to teach and advise a diverse student body in inclusive and equitable ways.

**STRATEGY**

Create faculty development opportunities to support inclusive pedagogy and learning and other high-impact practices.
INITIATIVES
1. Reinstated civic engagement course development grants.
2. Invited Nick Longo on November 13th to lead civic engagement course development workshops.

V. Faculty- and Staff-related Recommendations

RECOMMENDATION: Establish policies, practices, and procedures to ensure that all staff and faculty members have equitable access to resources that enable them to succeed and thrive as respected, valued members of our community.

STRATEGY
Develop a method to systematically track key aspects of staff demographics, including composition of current staff, hiring of new staff, and progress of all staff. Analyze who leaves and why.

INITIATIVE
1. Included staff and faculty members in all-College Campus Climate Survey; currently reviewing data.

STRATEGY
Establish best practices for retention of historically under-represented groups. Support faculty/staff of color groups on campus and/or among campuses.

INITIATIVES
1. Provost and dean of College created gathering for faculty and staff who identify as women of color.
2. Formed cross-Institutional faculty of color group with Bates and Bowdoin; group has met twice in the 2016-2017 academic year at Bates and Colby.

STRATEGY
Ensure on-going Professional Development Opportunities for staff and administration around importance of diversity, inclusion, and equity and what it means to diversify our community. Provide resources in budget (HR and EEO) for diversity programming.

INITIATIVE
1. Increased professional development opportunities focused on diversity, equity, and inclusion offered by HR.

STRATEGY
Create associate provost for faculty diversity and development.

INITIATIVE
1. Created position, currently held by Carleen Mandolfo.
STRATEGY
Join national consortia like National Center for Faculty Development and Diversity.

INITIATIVE
1. Obtained institutional membership to the National Center for Faculty Development and Diversity.

RECOMMENDATION: Develop and sustain a diverse faculty at Colby, with the broad goal of reaching the top third of NESCAC peers with regard to historically under-represented groups in the next 5-10 years.

STRATEGY
Improve data collection.

INITIATIVE
1. Shared, analyzed and began using data from the COACHE survey to enhance our understanding of faculty work experience.

STRATEGY
Establish best practices for recruiting and hiring a diverse workforce and train chairs and faculty members in those practices.

INITIATIVE
1. Associate provost now meets with departments conducting faculty searches to discuss best practices for recruiting and hiring diverse candidates.

STRATEGY
Develop and strengthen current Target of Opportunity Program (TOP).

INITIATIVE
1. Hired two target of opportunity candidates in the last two years.