

## DIVISION OF UNIVERSITY OPERATIONS

### Diversity Plan

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#### Preamble

Colorado State University's Division of University Operations (DUO) embodies 15 areas, each with its own express mission. Together these areas serve to support the University's mission of education, research, public service and extension.

DUO employees are an integral part of the very foundations of this institution. Our employees help create the learning spaces in which students can thrive; coordinate the budgets and fiscal policies that keep the university running year in and year out; create a safe place for all to learn and work; and keep the campus clean, organized, and beautiful all year round.

DUO is committed to increasing diverse representation, in a broad sense, among its staff members and encouraging a respectful community that values a variety of voices. Recognizing individual differences will ultimately advance the employee experience, produce a stronger work product, and help DUO better reflect the diverse student body.

The Division of University Operations strives to have an active and ongoing engagement with diversity, in the recruitment and support of employees, as well as the overall climate of inclusion.

#### I. PURPOSE

The overarching purpose of the Institutional Diversity, Equity, Inclusion, and Campus Climate Blueprint is to realize the vision that, "CSU will be the best place to learn, work, and discover." Supporting this vision, it is our shared desire to mobilize CSU towards being a rewarding, inspiring, productive, and inclusive community for all employees and students.

The purpose of the Division of University Operations (DUO) Diversity Plan is to further the institutional goals of diversity and inclusive excellence and to reflect those goals in our recruitment and hiring practices, workplace policies and norms, and the manner in which we provide services to the campus community.

## II. PLAN GOALS

Goal 1: The Division of University Operations will actively support efforts to increase recruitment, hiring and retention of employees from marginalized and excluded populations in all units within the Division.

### Assessment:

DUO will use the opportunity to add DUO-specific questions to the 2018 Campus Climate Survey to gather data as to how many employees have taken Search Chair training and/or are familiar with the Search Manual.

### Implementation Plan:

1. Require members of search committees to attend one of the search training sessions offered by the Office of Equal Opportunity, specifically search chairs attend search chair training and search committee members attend search committee training, before serving on a search committee. Search chairs that have not attended a session in the last five years, must attend a search chair training to refresh their knowledge of the search process.
  - a. Department directors should encourage and enable employees to attend these trainings.
  - b. Search chair training should be completed within twelve months of the DUO Diversity Plan approval.
  - c. Search chair training can be offered to a group of DUO employees if there is sufficient interest for a full session.
  - d. Those who have had the training, and those who will be serving on a search before a training is available, should review the [Search Manual](#) before commencing a search.
  - e. Search chairs will be provided with the Search Manual and advised to share it with all search committee members. All DUO directors will receive an email with a link to the Manual.
  - f. Within twelve months of the DUO Diversity Plan approval, the DUO Diversity Team will develop a best practices checklist to be given to hiring authorities within the Division, outlining the important elements to be covered by the search chair with the search committee. Hiring authorities will provide the checklists to search chairs
2. Each DUO department will review and revise advertising and recruitment resources, including potential resources for networking lists, in order to target diverse communities.
  - a. Related Resources:

- EO Coordinator, Office of Equal Opportunity (OEO) search manual, pages 14-17, (<https://oeo.colostate.edu/media/sites/144/2017/04/CSUSearchManual.pdf>) and recruitment resources webpage (<https://oeo.colostate.edu/recruitment-resources/>)
  - DUO Diversity team will take the initiative to gather and compile a list of organizations and publications that help reach a broadly diverse community in advertising for open positions, to be shared with search committees through the hiring authority and search chair.
3. Search committees will utilize availability data in the affirmative action program to assess the diversity in applicant pools during searches. If the diversity is not determined to be suitable by the search chair and EO Coordinator, the search committee will devise strategies to further diversify the pool.
    - a. Related Resources: OEO affirmative action webpage (<https://oeo.colostate.edu/affirmative-action/>)
    - b. Use of availability data will be a checklist item.
    - c. The DUO Diversity team will measure the increase in diversity in applicant pools annually to monitor effectiveness of advertising and recruitment strategies.
    - d. Related Resource: Reports can be accessed in the Talent Management System that indicate the levels of diversity in the applicant pools.
  4. Recognizing implicit bias and learning how to prevent it are important skills that are taught in search chair training and inclusive excellence training. Our goal in DUO is to increase awareness around implicit bias by encouraging diversity training and by continuing to unpack the concept of implicit bias at the division and departmental leadership level.
    - a. Each search committee should engage in a conversation about implicit bias, led by the search chair and EO Coordinator. Talking points will be provided in the checklist developed by the DUO Diversity Team.

Goal 2: The Division of University Operations will actively cultivate an inclusive institutional climate through opportunities for training, increased awareness of diverse cultures and identities, and positive reinforcement of measures taken to promote inclusive excellence.

Assessment:

DUO will add specific questions to the 2018 Campus Climate Survey to gather data as to how, and how well, departments are communicating messages about diversity and inclusiveness in the workplace, including the Principles of Community.

Implementation Plan:

1. Review and update websites of DUO departments to ensure our commitment to diversity and inclusion is demonstrated on our departmental websites, and that they are accessible.
  - a. DUO leadership team (unit directors) will be tasked with completing a simple survey of their department's website asking who developed the site, who maintains it, in what platform, and the status of it being reviewed for accessibility. The survey will be used to inform the leadership and VPUO about how much needs to be done and the tools and resources required to assess accessibility.
  - b. Within one year of the DUO Diversity Plan implementation, each unit within DUO will assign at least one individual within the unit to identify the necessary resources to make the website accessible.
  - c. The Division will dedicate resources as necessary to make websites accessible within two years.
  - d. Members of the DUO Diversity Team will reach out to unit directors to follow up on this action item and encourage progress.
  - e. Resources may include partnering with the Assistive Technology Resource Center and/or Subcommittee on Web Accessibility.
2. DUO leaders will be asked to review department materials such as brochures, promotional items, etc. to ensure our commitment to diversity and inclusion is illustrated on departmental materials.
3. Resources: Creative Services Style Guide that includes some direction on use of inclusive and authentic images:  
<http://brand.colostate.edu/d/sLlipb6y2ZT4/colorado-state-university-style-guide#/style-guide/photography>
4. Adopt the Principles of Community in the workplace.
  - a. Each department will display the Principles of Community on their website home page and post the Principles of Community in prominent places throughout work areas.
  - b. Supervisors will be asked to facilitate discussions of the Principles of Community at staff meetings as agenda items and ask employees what we can do to incorporate them into our practices.
  - c. Request the Vice President for Diversity's office to offer lunchtime "brown bag" learning sessions on the Principles of Community within our units.