

The Office of International Programs Diversity Strategic Plan

In a campus wide initiative to improve diversity and inclusion at Colorado State University, each department and unit has been charged by the Vice President for Diversity to develop a strategic plan to enhance and promote diversity and inclusion in their policies, practices and services.

In response to this initiative, the Office of International Program convened a committee comprised of members from each of the OIP units to develop a strategic plan to improve diversity and inclusion in employee recruitment and employment practices and policies.

The following is the proposed plan focused on employee recruitment, retention and ongoing staff training beginning in April of 2018 and continuing through 2019:

Employee Recruitment & Retention

Goal: Increase the diversity and retention of OIP staff so that we 1) better reflect the populations we serve and 2) infuse new ideas and perspectives into our work

Analysis

- Reach out to international offices at peer institutions for comparators of staff diversity.
- Analyze inclusivity of OIP job descriptions with a special focus on required and preferred qualifications.
- Explore engagement and climate within the division using staff surveys and exit interviews.

Design

- Re-envision OIP job descriptions for inclusive excellence
 - a. New language describing CSU, OIP and individual units which speaks to our mission, culture and values, especially as it relates to diversity and inclusion.
 - b. Fresh look at the required and preferred qualifications we have been using with the goal of making them as inclusive as possible. What are we really looking for from candidates? Who is an ideal candidate, and are our required qualifications unnecessarily precluding some from being able to apply?
 - c. Add statement addressing commitment to diversity to the preferred qualifications for all positions, and require candidates to address the statement in depth as part of their application.
- Commit to having diverse representation from outside OIP on all search committees, even when using the accelerated search process. The broadest definition of diversity as outlined on the VPD website will be used.
- Add advertising venues which target diverse populations to all searches. In addition to the 50 diversity recruitment venues automatically included with CSU's membership in DirectEmployers, OIP will advertise searches with one or more of the following: Diversity Abroad, NASPA, CESDA, and HERC.
- Ensure transparency of criteria used for promotions and salary increases within the division.
- Create a comprehensive onboarding process for new employees to include connections to resources and programs on campus as well as in the broader Fort Collins community.
- Develop a structure of applicant cultivation and mentorship to help individuals wanting to break into the international education field understand what skills are important, key associations to join, where to network, and what type of experiences (both academic and professional) can be beneficial.

- Reach out to diverse student organizations on campus to advertise student employment opportunities in OIP. This can include advertising open positions with them as well as presenting at meetings.

Implementation

- Establish a committee to lead recruitment and retention strategies with representation from each unit within the division. Diana Galliano is OIP's Hiring and Retention Manager and will lead the committee. She is certified by the State of Colorado in Selection which includes extensive training on equal opportunity and affirmative action, job analysis, and position creation. The committee will also include a representative from each of OIP's four units (ISSS, EA, II, Central).
- Ensure office-wide communication and outreach on strategies and solicit feedback on efforts. Communication will include unit and all-staff meetings as well as email communication.
- Continue to conduct internal employee engagement surveys and exit interviews; address issues that surface.

Evaluation

- Track numbers and percentages of underrepresented new hires and analyze trends.
 - Track by division and unit.
 - Include data on diversity within the entire applicant pool, finalists (if available), and actual hires (if available).
 - Use historic data on diversity within applicant pools over the past two years as a baseline and comparator.
 - Analyze impact of strategic advertising venues by tracking frequency in TMS
- Track numbers and percentages of diversity for new student employees.
- Track employee turnover by division and unit, as well as patterns of feedback from exit interviews over time.

Employee Training

Goal: Incorporate ongoing diversity and inclusivity trainings and dialogues into our office culture

Analysis

- Committee members will reach out to other departments on campus for ideas around diversity and inclusivity initiatives.
- Research trainings offered on campus throughout the year.
- Explore outside possibilities for training at staff retreats.

Design

- Initiate monthly OIP Diversity Dialogues – facilitated discussions for staff around diversity and inclusivity topics, to include current events, personal experiences and readings. Discussions will be led by an EA advisor who initiated and led diversity dialogues in Financial Aid, and co-facilitated by an ISSS advisor.
- Create communication plan around annual staff training expectations and opportunities.

Implementation

- Have management encourage (and make explicit) the expectation that all staff participate in some form of diversity training each year and include in annual review planning and assessment.
- Add diversity training to job duties on new position descriptions and updates of existing job descriptions.

- Communicate diversity and inclusivity training opportunities to staff throughout the year, both at staff meetings and via email.
- Work toward goal of 100% participation of staff in one or more diversity/inclusivity trainings per year.

Evaluation

- Track participation of staff in diversity trainings on an annual basis.
- Monitor attendance levels at monthly OIP Diversity Dialogues.
- Solicit feedback from staff on what trainings were effective and suggestions they have for future trainings.