



2016-2017 Office for Diversity and Inclusion ANNUAL REPORT

Hendrix College strives to be an institution that demonstrates its understanding of how the College's mission reflects the diversity of society. Hendrix's mission, ratified in 2015, is guided by its statement of purpose, which notes a commitment to diversity, inclusion, and justice. Additionally, President Tsutsui emphasizes diversity and inclusion in his 2015-2020 strategic plan for the College that emphasizes:

- Increasing access to Hendrix for Pell-eligible, first-generation, and racial and ethnic minority students;
- Establishing a Center for Inclusive Community;
- Designating a Chief Diversity Officer;
- Implementing regular, systematic training on diversity and inclusion;
- Conducting comprehensive climate surveying; and
- Exploring the development of programs to support students from underrepresented groups.

Hendrix's Statement of Purpose and President Tsutsui's strategic plan for the campus led to the appointment of Dionne Jackson, Ed.D. as the College's Vice President for Diversity and Inclusion and Chief Diversity Officer (CDO) beginning the 2016-2017 academic year. During this year, the College also ratified its Diversity Statement:

Hendrix College values a diverse learning environment enriched by the race, ethnicity, age, religion, sexual orientation, gender identity/expression, socioeconomic status, ability, culture, political philosophies, geographical backgrounds, and intellectual perspectives of its students, faculty, staff, and administrators. We believe diversity makes the whole richer, and that participating in a dynamically inclusive community provides a framework for successful leadership and engaged citizenship in the 21st century.

Inclusion is our name for an active and constructive engagement with diversity. Inclusion consists of developing and implementing programs and policies that 1) respect the dignity and civil rights of all persons, 2) help prevent prejudice and discrimination, 3) recruit and retain diverse students, faculty, and staff, 4) promote capacities for understanding diverse cultures, 5) cultivate capacities for generous listening, especially to those who might otherwise not be heard, 6) introduce the arts of dialogue across differences, and 7) afford opportunities for mutual transformation through multicultural cooperation, all with the aim of creating an atmosphere that is welcoming, hospitable, and true to the best of liberal arts education.

To effectively meet the goals of the College, the CDO worked to develop a strategic plan for the office. The CDO completed the following timeline for strategic plan development:

2016	July	<ul style="list-style-type: none"> -Chief Diversity Officer (CDO) continues her review of literature and best practices related to diversity, inclusion, and equity in higher education. -CDO continues to meet with those who engaged in diversity strategic planning processes and reviews the generated formal reports (Diversity and Climate Strategic Planning Working Group-December, 2014 and the President's Task Force on Inclusion and Climate-April, 2016) -Academic Affairs designates committed staff time to the Aspire Scholars program. Meeting held to plan Aspire Scholars programming.
	August	Institutional Researcher and CDO begin climate survey planning.
	September	CDO meets with the following groups to discuss her office's vision, purpose, and implementation plans: Diversity Concerns Committee, Minority Faculty, Student Affairs, Provosts, and Student Senate.
	October	CDO meets with the following groups to discuss her office's vision, purpose, and implementation plans: Administrative Managers Group, Board of Trustees Diversity Committee, and Minority Alumni.
	November	CDO meets with the following groups to discuss her office's vision, purpose, and implementation plans: Dining Services and Facilities.
2017	January	Six Hendrix students and the CDO attend Just Communities of Arkansas <i>Ourcampus</i> retreat. The students will develop an action plan aligned with the strategic plan goals.
	February	<ul style="list-style-type: none"> -Senior Leadership Team provides feedback regarding strategic planning vision, mission, goals, and implementation plans. -Board of Trustees Diversity Committee discusses reports and data and provides feedback regarding strategic planning, vision, mission, goals, and implementation plans. -Diversity Concerns Committee, Minority Faculty, and Minority Alumni provide feedback regarding strategic planning vision, mission, goals, and implementation plans.
	March	Faculty and student climate surveying and staff focus groups begin.
	May	Presentation of strategic plan overview at the Board of Trustees Meeting.
	August	Review of climate survey data with updating to implementation plans based on survey data.

From this process, the following 2017-2022 Strategic Plan was developed to achieve the College's diversity mission.

Vision

The Office for Diversity and Inclusion will assist with the fulfillment of Hendrix College's Diversity Statement by promoting an equitable, diverse community for its members.

Mission

The Office for Diversity and Inclusion will design and implement sustainable policies, initiatives, and programming to increase and maintain diversity and ensure inclusion among Hendrix's community of students, faculty, staff, administration, alumni, and Board of Trustees.

Strategic Goals

GOAL 1

Access: Create successful pathways for underrepresented individuals to become members of the Hendrix community.

GOAL 2

Campus Culture: Promote efforts that create a more equitable, inclusive Hendrix community.

Office for Diversity and Inclusion (ODI) Strategic Goals, Objectives, Objective Implementation Plans, and Metrics

Access Strategic Goal: Create successful pathways for underrepresented (racial/ethnic, socioeconomic, and/or first-generation) individuals to become members of the Hendrix community.

Objective 1: By 2022, the ODI will successfully maintain and expand mutually beneficial partnerships and initiatives that foster campus diversity.

Implementation Plan

- Develop and implement a League of United Latin American Citizens (LULAC) and Aspire Scholarship Network partnership plan for annual implementation, including expansion strategies.
- Create and implement a plan for underrepresented (racial/ethnic) faculty recruitment.
- Collaborate with other administrators to review, and possibly enhance, hiring of underrepresented (racial/ethnic) administrators and staff through new initiatives.

Metrics

- Partnership survey with satisfactory results.
- Number of partnerships and initiatives.
- At least 20% average Pell-eligible, underrepresented minority, and first-generation college student populations.

- Increase and/or maintain representation of underrepresented faculty, staff, and administrators within candidate search pools and within the faculty, staff, and administrator populations.

Objective 2: By 2022, the ODI will have support mechanisms in place for the success of individuals who benefit from access to Hendrix due to diversity partnerships and initiatives.

Implementation Plan

- Develop and implement a plan for LULAC and Aspire Scholars programming.
- Create a Minority Faculty Network that will assist with supporting and mentoring minority faculty.
- Collaborate with faculty, administration, and the Board of Trustees Diversity Committee to obtain funding for student support programming related to engaged learning, research, and/or skills development.
- Develop a Minority Alumni Network that will work to connect minority alumni to the College, while serving as a mentoring umbrella for underrepresented students.
- Develop a minority staff affinity group.

Metrics

- LULAC and Aspire Scholars retention and graduation rates above the rates for the populations they represent.
- Number of minority faculty with successful 2-yr, 4-yr, and tenure reviews.
- Number of funded opportunities provided to students, including number of grants submitted and awarded.
- Number of minority alumni engaged in programming.
- Retention and climate feedback of minority staff.

Campus Culture Strategic Goal: Promote efforts that create a more equitable and inclusive Hendrix community.

Objective 1: By 2022, the ODI will increase campus-wide initiatives that foster the development of inclusive practices.

Implementation Plan

- Identify and catalog all campus-wide diversity initiatives.
- Engage in efforts to establish a Center for Inclusive Community that will provide systematic programming and training, ensure continuity in initiatives, advise on campus policy, and facilitate curricular connections in the areas of multiculturalism and gender and sexuality.
- Collaborate with campus administrators, faculty, and staff to implement regular, systematic training for faculty, staff, and student leaders on diversity and inclusion.
- Conduct a comprehensive campus climate survey on a regular basis.

- Collaborate with the Provost's Office and faculty to develop sustainable curricular initiatives that promote diversity and/or inclusion.
- Develop a Climate Response Team that will convene to develop strategies in response to events or incidents that affect the College's inclusionary practices.

Metrics

- Progress on the Center's establishment.
- Number and effectiveness of trainings offered.
- Number of individuals participating in the trainings.
- Number of times the survey is conducted.
- Improvement in climate survey data.
- Number of diversity initiatives offered.

Objective 2: Facilitate the development and awareness of campus policies and procedures that promote equity and inclusive practices.

Implementation Plan

- Consistently review federal, state, and local laws and college policies regarding inclusion, equity, and accessibility to understand their implications for the College.
- Work with the Senior Leadership Team to develop new policies and/or improve current policies.
- Develop mechanisms to effectively communicate policies and procedures, including bias incident reporting.

Metrics

- Number and effectiveness of new policies and procedures created and enhanced.
- Improvement in climate survey data.

In addition to developing the above strategic plan and completing the campus climate process for students, staff, and faculty, the CDO collaborated with additional Hendrix community members to develop programming, including the following:

- **Aspire Scholars Program:** Provides the opportunity for Pell-eligible students to connect to their cohort and campus community, experience academic achievement, and engage in experiences that will advance them at Hendrix and beyond.
- **Minority Alumni Network:** Allows Hendrix racial and ethnic minority alumni to remain connected to the College while also promoting the success and engagement of current minority student.
- **Minority Faculty Network:** Monthly gathering of underrepresented racial and ethnic minority faculty designed to informally mentor and support minority junior faculty while also serving as representatives for the profession for our minority students.

The CDO also sits as an ex-officio member of the Diversity Concerns Committee. This committee worked this year to change its name and purpose. The new name is the Committee

for Diversity and Dialogue. The committee is charged with advising the campus on the promotion of a welcoming and diverse community that supports the inclusion and belonging of every member. In collaboration with a range of college offices, it facilitates dialogue through a variety of programming, offers advising about relevant programs, and serves as a resource for the community at large.

As the CDO looks forward to the next academic year, she is excited about the addition of a new position to her office. The position, Program Manager, will be responsible for administrative functions of the office and program support and development. For the 2017-2018 academic year, the Office will work towards:

- Enhancing current programs by better documenting the implementation of programming and tracking data to measure success;
- Creating a Climate Response Team that will work to address incidents that negatively impact our campus's culture of inclusion;
- Collaborating with Academic Affairs to develop and implement faculty training and to recruit minority faculty members; and
- Developing programming to improve the retention of first-generation college students.