

## GOAL SETTING: LOOKING AHEAD

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Whereas the original Comprehensive Plan emphasized quantitative goals and objectives, this revision emphasizes direction-setting and administrative accountability. In addition to identifying goals and recommending strategies in each of the four “critical areas” mentioned above, therefore, we also specify the particular administrator(s), office(s), and/or committee(s) responsible for seeing that the goals are met. This in itself does not represent a substantive departure from the original plan. What is new; perhaps, is the assumption that accountability calls for annual reporting to and monitoring by the Multicultural Affairs Committee. It is anticipated that the Multicultural Affairs Committee will ask offices, units, and departments to provide annual progress reports each spring on goals and initiatives in their areas. The committee will incorporate this material into its own annual report, which will be presented at the first meeting of Faculty Senate each fall and will provide feedback and suggestions to other units where appropriate.

The annual reports of the Multicultural Affairs Committee—documenting trends, achievements, and areas of concern—are intended to provide the foundation for the structure of enhanced accountability we hope to establish. We also expect that the President’s Multicultural Advisory Council will review these reports and provide reactions and advice to the President and other campus leaders. This annual cycle of reporting and feedback should also allow for greater flexibility in implementing goals and strategies. By encouraging systematic evaluation and review, we hope to provide a stimulus to reformulate particular strategies

and, where appropriate, to explore new or alternative strategies, in response to practical experience and changing circumstances. In that spirit, we recommend that every five years the Multicultural Affairs Committee conduct an overall review of the plan itself to determine whether it is serving its intended purposes and/or whether further revision is needed.

## **A. Personnel**

### 1. Faculty and Administrators with Faculty Status

#### a. Goal

Calvin College will develop a more racially and culturally diverse faculty, one that increasingly reflects the multiracial and multicultural character of the Body of Christ, a faculty able to discern and counter racism in all its forms and to embody the reconciling power of the Gospel.

#### b. Recommended Strategies

- 1) The Professional Status Committee will have the authority to recommend that a proposed faculty opening not be approved if the office or department in question cannot demonstrate a satisfactory record of past efforts to recruit persons of color, both North American and international.

*Rationale: If Calvin College is to develop a racially and culturally diverse faculty, the college must actively monitor its efforts, provide appropriate protocols and incentives, and establish consequences for failure to conduct faculty searches in conformity with the declared goals.*

- 2) In five years the Professional Status Committee will review the impact of the policy for granting exceptions to the faculty membership requirements on the recruitment and retention of faculty of color.

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*Rationale: Faculty membership requirements have often been cited as roadblocks to increased faculty diversity.*

- 3) Professional Status Committee will ensure that departments communicate the relevant policies to prospective faculty. It will encourage and support each department in initiating educational opportunities (e.g., special speakers, departmental colloquia, and training) for its faculty and students to consider matters of race and ethnicity in the context of the department's discipline and the College's mission. It expects that faculty members will participate in these departmental initiatives. Departments must report annually on their activities in their State of the Department reports.

*Rationale: Both departments and individual faculty members will benefit from ongoing reflection and honing of skills as they work to become more effective agents of racial justice and reconciliation.*

- 4) The Academic Division will find ways to provide encouragement, strategies, and financial support for departmental initiatives and faculty development in these areas.

*Rationale: The College should balance procedural expectations and requirements with appropriate guidance, resources, and incentives.*

- 5) The President's Cabinet will ensure that the relevant policies are communicated to prospective senior level administrators with faculty status. It will encourage and support educational opportunities (e.g., special speakers, departmental colloquia, and training) for these administrators to consider matters of race and ethnicity in the context of the division's role and the College's mission. It expects that senior-level administrators with faculty status will participate in these initiatives. The Multicultural Affairs

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Committee is responsible for reviewing and reporting on these efforts annually.

*Rationale: Both divisions and individual senior-level administrators will benefit from ongoing reflection and honing of skills as they work to become more effective agents of racial justice and reconciliation.*

#### c. Accountability

The Professional Status Committee and academic deans are primarily responsible for seeing that this goal is met; the Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

### 2. Administrators (without Faculty Status) and Staff

#### a. Goal

Calvin College will develop a more ethnically diverse and welcoming staff and administration, one that increasingly reflects the multiracial and multicultural character of the Body of Christ, able to discern and counter racism in all its forms and to embody the reconciling power of the Gospel.

#### b. Recommended Strategies

- 1) The Human Resources Office, in cooperation with other administrators involved in the approval process, will have the authority to recommend that an opening not be approved or that a search be re” structured if the office in question cannot demonstrate a satisfactory record of efforts in previous searches to recruit persons of color.

*Rationale: For staff as for faculty, the goal of a racially and culturally diverse workforce requires active monitoring of efforts as well as clear consequences in the event that offices fail to observe established protocols.*

- 2) A Higher Education Fellowship Program, analogous to the current Minority Graduate Fellowship, will be developed for entry-level professional and administrative positions.

*Rationale: The College should provide appropriate career incentives and pathways for promising staff members. The proposed strategy promises to be more effective than the apprenticeship program envisioned in the original plan but never initiated.*

- 3) The Director of Human Resources will ensure that relevant policies are communicated, that mentoring opportunities are made available, and that new and continuing staff members participate in professional development regarding matters of race and ethnicity [and document this participation periodically in performance reviews.]

*Rationale: Staff members, like faculty members, will benefit from ongoing reflection and honing of skills as they work to become more effective agents of racial justice and reconciliation.*

- 4) The President's Cabinet will ensure that the relevant policies are communicated to prospective senior-level directors without faculty status. It will encourage and support educational opportunities (e.g., special speakers, departmental colloquia, and training) for these directors to consider matters of race and ethnicity in the context of their department's role and the Colleges mission. It expects that senior-level directors without faculty status will participate in these initiatives. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

*Rationale: Both departments and individual senior - level directors will benefit from ongoing reflection and honing of skills as they work to become more*

*effective agents of racial justice and reconciliation.*

c. **Accountability**

The Human Resources Office is primarily responsible for monitoring and advising the President's Cabinet and for reporting to the Multicultural Affairs Committee; the Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

## **B. Students**

### 1. New Student Recruitment and Admissions

a. **Goal**

Calvin College will develop a more racially and culturally diverse student body, one that increasingly reflects the multiracial and multicultural character of the Body of Christ.

b. **Recommended Strategies**

- 1) The Admissions Office will continue working to increase the number of students of color admitted to Calvin, both North American and international, and other offices and personnel will work to improve retention and graduation rates for students of color.

*Rationale: Increasing the number of students of color is crucial if Calvin is to become a more racially diverse and culturally sensitive academic community.*

- 2) The college will support and, where necessary, develop institutional programs and relationships to attract and retain students of color.

*Rationale: Achieving the long-term goal of greater ethnic and cultural diversity will require specially targeted recruitment and retention initiatives in the short term.*

- 3) Those charged with achieving these goals will participate in professional development regarding matters of race and ethnicity.

*Rationale: It is particularly important that staff members with a role in introducing prospective students to Calvin become sensitive to the racial and cultural dynamics that affect these students.*

- c. Accountability

The Vice President for Enrollment and External Relations is primarily responsible for seeing that operational goals are met. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

## 2. Student Life

- a. Goal

Calvin College will develop a more racially and culturally sensitive student body, equipped to resist racism, embody reconciliation, and live together in Christian community.

- b. Recommended Strategies

- 1) Anti-racism and diversity training will be woven into the curriculum and co-curriculum.

*Rationale: In an academic community, student learning is a crucial element in achieving institutional goals.*

- 2) The college will support and, where necessary, enhance student services designed to promote a more ethnically and culturally diverse campus.

*Rationale: The goals of racial justice and reconciliation can be achieved most effectively by setting special targets and goals within the context of existing programs.*

- 3) Offices that provide services to students should include persons of color on their staffs whenever possible.

*Rationale: Including persons of color in the staffing of offices that serve students will allow for a greater variety of cultural approaches and make these offices more responsive to and understanding of students of color and their needs.*

- c. Accountability

The Vice President for Student Life is primarily responsible for seeing that operational goals are met. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

## **C. Curriculum and Instruction**

1. Prelude Program and the Core Curriculum

- a. Goal

Calvin College's core curriculum will introduce students to global perspectives, cultivate the virtue of discernment, and impart a commitment to counter racism in all its forms and to embody the reconciling power of the Gospel.

- b. Recommended Strategies

- 1) Faculty members should include global perspectives and themes of racial justice in their course materials wherever these are appropriate to the discipline and meet the requirements of the core category.

*Rationale: It is important to provide students with multiple exposures to issues of global diversity and racial justice throughout the curriculum.*



- 2) The Cross-Cultural Engagement and Global-Historical Studies requirements of the core curriculum will be fully implemented.

*Rationale: These core categories bear directly on the goals of global understanding and racial justice.*

- 3) The Quest, Prelude, and DCM programs will include an emphasis on racial justice, anti-racism, and reconciliation from a variety of perspectives.

*Rationale: These programs can help prepare students to engage more intensively with issues of racial justice and reconciliation elsewhere in the curriculum.*

c. Accountability

The Educational Policy Committee is primarily responsible for achieving this goal. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

2. Major Concentrations and Professional Programs

a. Goal

Major programs of study at Calvin College will introduce students to global perspectives, cultivate the virtue of discernment, and impart a commitment to counter racism in all its forms and to embody the reconciling power of the Gospel.

b. Recommended Strategies

- 1) Each academic department will be mandated to identify opportunities for cross-cultural engagement that are appropriate to the discipline.

*Rationale: Students should have opportunities to encounter international and cross-cultural perspectives both in the core curriculum and within majors and programs. By mandating each department to identify options for cross-cultural engagement experiences,*

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*ownership of this requirement can be extended from the core curriculum to individual programs and majors.*

- 2) International study opportunities and area studies programs (e.g., Asian Studies, African Studies, and Latin American Studies) will be enhanced.

*Rationale: Educating for cultural diversity and international understanding should involve opportunities for intellectual as well as experiential engagement.*

- 3) Each department will take these goals into account in developing its assessment program.

*Rationale: Other all-college objectives, such as those of the Writing Program, have specific implications for each department's assessment program. So, too, should the all-college commitment to racial justice and reconciliation.*

c. Accountability

The Educational Policy Committee is primarily responsible for achieving this goal. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

3. Teaching and Faculty Development

a. Goal

Instruction at Calvin College will reflect significant sensitivity to racial and cultural diversity and will model the ability to discern and counter racism in all its forms and to embody the reconciling power of the Gospel.

b. Recommended Strategies

- 1) The college will regularly offer faculty development workshops that promote this goal.

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*Rationale: Many of the instructional decisions that faculty members make from selecting reading assignments to choosing variables for analysis, have the potential to further or hinder efforts to promote diversity and reconciliation. Faculty workshops can help encourage the former and minimize the latter.*

- 2) Departments and individual faculty members will identify ways to promote racial justice and reconciliation in curriculum and teaching.

*Rationale: Pedagogically as well as personally, faculty members will benefit from ongoing reflection and honing of skills regarding race and ethnicity in the context of their particular disciplines.*

- c. Accountability

The Faculty Development Committee and Professional Status Committee are responsible for achieving this goal. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts annually.

#### 4. The Co-Curriculum and Other Academic Programs

- a. Goal

College programming will celebrate Calvin's international commitments and will reflect, at a minimum, the diversity present in the student body. Such programming includes, but is not limited to, the January Series, the Honors Program, athletic programs, Student Academic Services, Commencement, Opening Convocation and Honors Convocation, off-campus programs, Student Activities Office programs, and speaker and arts series.

b. Recommended Strategies

- 1) Those in charge of co-curricular and other academic programs will be required to monitor and analyze efforts to achieve this goal.

*Rationale: The persons directly responsible for particular programs are in the best position to take the lead in analyzing their own programs.*

- 2) Wherever possible and appropriate, planning committees and offices will include representatives who reflect the diversity of the campus community.

*Rationale: It is important to ensure that persons of color play appropriate roles in planning and implementing programs that affect their campus experience.*

- 3) The Multicultural Affairs Committee will offer suggestions and encouragement and will review co-curricular and other academic programs to identify opportunities for improvement.

*Rationale: While co-curricular programs often have a direct impact on student learning, they do not receive the same degree of external review as do the core curriculum and departmental programs. It is appropriate to provide for some degree of outside evaluation from the perspective of diversity and reconciliation. The role of the Multicultural Affairs Committee in this regard should be to provide advice and encouragement as well as to monitor conformity with expectations.*

c. Accountability

The Multicultural Affairs Committee is responsible for working with appropriate offices, departments, and committees to achieve this goal.

## D. Partners and Constituencies

### 1. Immediate Constituency: Board, Alumni, and the Christian Reformed Church

#### a. Goal

All of the constituencies that support the college will perceive, understand, and embrace Calvin's commitment to racial justice and reconciliation.

#### b. Recommended Strategies

- 1) The Board of Trustees will affirm the college's commitment to racial justice and reconciliation and regularly review its own efforts to support that commitment.

*Rationale: Since the Board of Trustees plays a significant role in college direction-setting, it is important for trustees to understand and support the College's efforts to promote racial justice and reconciliation.*

- 2) The Calvin Alumni Association will undertake an intentional educational initiative for national board members and local chapters to acquaint them with and enlist them in the college's efforts to promote racial justice and reconciliation.

*Rationale: Given the important role that alumni play in the support and advancement of the College, it is appropriate for the Calvin Alumni Association to become involved in the effort to promote racial justice and reconciliation.*

- 3) The College will continue its partnership with the Christian Reformed Church in anti-racism efforts.

*Rationale: This commitment provides a concrete expression of the reciprocal relationship between the*

*College and the Christian Reformed Church  
reaffirmed in the Expanded Statement of Mission.*

c. Accountability

The President will provide information on Board of Trustees' initiatives and relations with the Christian Reformed Church. The Vice President for Enrollment and External Relations is primarily responsible for operational goals involving alumni. The Multicultural Affairs Committee will report annually on these areas.

2. Local Neighbors and Global Networks

a. Goal

Calvin College will become an effective agent of racial justice and harmony in its external partnerships.

b. Recommended Strategies

- 1) The Enrollment and External Relations Division will continue to cultivate current partnerships and work to develop new ones.

*Rationale: Community partnerships are an important way for the College to bear witness to the reconciling power of the Gospel among its neighbors, both here and abroad.*

- 2) The College will continue to cultivate current educational outreach and bridge programs to communities of color and will work to develop new ones.

*Rationale: Such programs not only promote partnership with the communities in question but represent a potentially significant source of students of color for the College.*

- 3) Academic departments, the Service-Learning Center, and the Off-Campus Programs Office will work to cultivate and develop partnerships with communities in this country and abroad.

*Rationale: Cultivating these partnerships should be a shared responsibility, not left to the initiative of a single office or person.*

c. Accountability

The Vice President for Enrollment and External Relations is primarily responsible for seeing that partnership goals are met. The Committee on Off-Campus Programs is responsible for overseeing off-campus initiatives; the Provost's Office is responsible for overseeing other initiatives related to this goal. The Multicultural Affairs Committee will report annually on these areas.

3. Communication with Internal and External Constituencies

a. Goal

The Public Relations and Media Relations offices of the College will communicate Calvin's efforts to become an effective agent of racial justice and harmony to internal and external constituencies through every appropriate medium.

b. Recommended Strategies

- 1) The Public Relations and Media Relations offices will take the initiative to provide news releases and other forms of publicity about persons and events related to the college's efforts to combat racism and promote reconciliation.

*Rationale: Communicating the colleges efforts to a wider audience can itself be a means of promoting racial justice and reconciliation.*

- 2) These offices will develop and use Web resources to further the exchange of information about these activities, both internally and externally.

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*Rationale: The Web provides a convenient means of accessing and tracking relevant exchanges of information for both internal and external purposes.*

c. Accountability

The Vice President for Enrollment and External Relations is primarily responsible for seeing that operational goals are met. The Multicultural Affairs Committee will report annually on progress in this area.

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