

## GOAL SETTING: LOOKING BACK

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The authors of the original Comprehensive Plan organized their recommendations around four “critical areas” for action: “faculty and staff recruitment, retention, and community life; student recruitment and student life; the broader Christian community; and curriculum.” They observed that “in some of these areas. . . there are policies already in place,” whereas in other areas “it is generally recognized that the approach has been piecemeal and that success has been elusive” Cp. 6).

Nearly two decades later, this observation remains largely valid. The goals and strategies of the original plan have been unevenly implemented, and many of those strategies that have been implemented have achieved uneven results. Whether specific goals took sufficient account of demographic and social constraints—for example, the severely limited pool of minority faculty candidates in many disciplines—may be open to debate. In recent years the percentage of students of color in the Calvin student body has been virtually identical to national averages for peer institutions, and has been very little different from averages for all four-year colleges, an index of wider structural challenges that the original plan only partially addressed. Nevertheless, very real progress has been made since 1985, and it should not be minimized. The following checklist summarizes the various initiatives undertaken in support of the goals of the Comprehensive Plan, with the year proposed or begun in parenthesis and brief comments about the current status of the effort. Taken together, these policies and structures provide a

solid foundation upon which to continue building in the context of a revised plan.

**A. Multicultural Affairs Committee (Established as a standing committee in 1987, replacing the ad hoc Minority Concerns Task Force.)**

1. Oversee and evaluate ethnic minority faculty recruitment guidelines and assist in the implementation of these guidelines.
2. Oversee and evaluate five-year divisional plans (and annual updates) for recruitment and hiring of ethnic minority personnel and assist in their implementation.
3. Oversee and evaluate five-year plans (and annual updates) of the Admissions Office for ethnic minority student recruitment and assist in their implementation.
4. Promote campus activities (among faculty, administration, staff, and students) that enhance cross-cultural communication and multicultural community living.
5. Oversee and evaluate the efforts of the college to retain ethnic minority students.
6. Oversee and evaluate the curriculum and assist appropriate committees and departments in curricular change to ensure that the curriculum equips students to interact effectively with people from cultures other than their own.
7. Review any college policy that may have negative effects on ethnic minority persons.
8. Recommend policy changes to appropriate standing committees in all the above areas.
9. Hold responsibility for the supervision and overall conduct of the Multicultural Lectureship, using the current mandate of the Multicultural Lectureship Committee as a guideline.

**B. Faculty Recruitment**

1. Candidates of color may be given full consideration for a position irrespective of existing department staffing

requirements (1979). *Used periodically.*

2. Whenever an individual is recommended for any type of appointment to the college faculty, procedures followed to actively recruit persons of color must also be reported (1979). *Continues to be used; somewhat pro forma in some departments.*
3. Faculty exchanges to promote the presence of faculty of color (1979) and establishment of Visiting Professorships (1984). *Used occasionally since 1988, including 2000-2001 and 2001-2002.*
4. Multicultural Lecturer (1984); converted to the Multicultural Lectureship Fund in the late 1980s-early 1990s to permit hosting numerous lectures/lecturers each year. *Continues as amended.*
5. Graduate Fellowship Program (1984). *Continues.*
6. Director of Academic Multicultural Affairs position established, including job responsibility for recruitment of faculty (1985). *Continues; upgraded to a dean-level position in 2002. New dean assumed responsibilities in January 2004.*

### **C. Administration and Staff**

1. Director of Human Resources mandated to develop and oversee recruitment and placement procedures for persons of color (1985). *Tailored to individual searches.*
2. Training and development workshops; in-service workshops and seminars (1985). *Implemented through 4-5 grant and CART; now included in new staff orientation as well.*
3. Orientation seminars for all new employees (1985). *Recently begun.*
4. Support systems for employees of color (1985). *No formal structures in place.*
5. Apprenticeship program for training promising persons of color (1985). *Not initiated.*

## D. Student Recruitment

1. Minority Student Admissions Counselor position (1984). *Continues as Associate Director of Multicultural Admissions and Community Development (1998).*
2. Entrada Program (1987). *Continues as Entrada Scholars Program.*
3. Multicultural Mosaic Scholarships to attract academically gifted students of color (1989). *Continues.*
4. Pre-College Programs/Office of Pre-College Programs (1993/1997). *Continues.*
5. Sun Valley Bridge Program (2000). *Continues.*
6. Assistant Director for International Admissions (1996). *Continues.*
7. Immigration Coordinator (part-time) (2001). *Continues.*

## E. Student Retention

1. Advisor to students of color (1985). *Originally included in the job description of the Director of Academic Multicultural Affairs; made a separate position in 1988; changed to Coordinator/Director of Multicultural Student Development in 1993/1995; since 2001, Assistant Dean for Multicultural Student Development.*
2. Academic counselor for students of color (1993). *Continues.*
3. Mosaic Community (1996). *Continues.*
4. Mentoring Program (1997). *Continues.*
5. Assistantship program within work-study (1999). *Continues.*
6. International Student Advisor. *Evolved since the 1980s out of ESL position in Student Academic Services.*

## F. Student Development and Curriculum

1. Service-Learning Center programs and Education Department programs in schools in which persons of color are the majority (longstanding). *Continue.*

2. Graduate Fellowship Program for Resident Directors. *Never formalized, but used once.*
3. Off-campus programs in Spain (1983), Hungary (1994), New Mexico (1995), Honduras—two programs (1996 and 2001), China (1999), France (2001), Ghana (2001). *Continue.*
4. Involvement of students in the National Christian Multicultural Student Leaders Conference, with leadership contributions (1986). *Continues; conferences hosted at Calvin in 1995 and 2001.*
5. Third World Studies minor (1993) and Asian Studies minor (2000). *Continue.*
6. Director/Assistant Dean of Multicultural Student Development (1993; see above). *Continues.*
7. Mosaic Community (1996; see above). *Continues.*
8. International students' Rangeela (1996). *Continues.*
9. Calvin@BurtonHeights COPC/HUD Partnership (2001). *Continues.*
10. Cross-Cultural Engagement core requirement (2001). *Under implementation; ongoing.*
11. Prelude Program (2001). *Under implementation; ongoing.*
12. International partnership initiatives, recent and longstanding: Daystar University, Hilltop University, Russian-American Christian University, South African partnerships, Korean partnerships, others. *Ongoing.*
13. Commitment to offer Interim opportunities for cross cultural experiences (longstanding). *Continues.*

## **G. External Communities**

1. President's Multicultural Advisory Committee (1993). *Continues.*
2. Pre-college partnerships with ethnic and multi-ethnic churches in Detroit (1993), Muskegon and Grand Rapids (1996), Sun Valley (1997), and Classis Red Mesa (2001), including STEP conferences at Calvin (1993) and other sites (Red Mesa, 1998; Los Angeles, 2000). *Continue.*
3. Multicultural Year (1997-1998). *Alarabara aims*

*continue.*

4. Scholarship partnerships with the Black Educational Excellence Program, Grand Rapids Urban League, Free the Children Foundation, and Pathways to Possibilities network of churches (1998). *Continue.*