

## Goal Setting: Looking Beyond 2010

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While the Multicultural Affairs Committee (MAC) has reported regularly in the State of the Campus report on the progress of particular administrators, offices, and departments in achieving the goals of the *From Every Nation (FEN)* document, it is also necessary to reflect on the effectiveness of those *FEN* goals and strategies in place, taking into account campus changes and opportunities for improvement. The *FEN* document recommends that the Multicultural Affairs Committee (MAC) “conduct an overall review of the plan itself to determine whether it is serving its intended purposes and/or whether further revision is needed.” (*FEN*, 40) In March 2008, MAC informed Faculty Senate of its intention to abide by the recommendation and conduct a five-year review of *FEN* to be completed in the 2009–2010 academic year. The *From Every Nation* document is composed of four major sections—“Vision,” “Themes,” “Goal Setting: Looking Back,” and “Goal Setting: Looking Ahead.” The scope of MAC’s review was limited to the goals and strategies comprising the “Goal Setting: Looking Ahead” section of the document.

The process began with pre-review listening sessions in October of 2008. The listening sessions were open to members of the Calvin community. These forums allowed faculty, staff, and students to share their views on the *FEN* document and their experiences in achieving the *FEN* goals. The information gained from the listening sessions helped guide the formal investigation of whether or not the strategies of *FEN* were working adequately. Feedback from the listening sessions also contributed to the development of questions for Calvin’s first all-campus

multicultural climate survey. Results from the 2009 all-campus multicultural climate survey were included as both the basis for evaluation of particular strategies and as support for recommendations for change.

In the fall of 2008, in addition to gathering opinions from the Calvin community, MAC formed subcommittees to take a more focused look at the strategies listed in *FEN's* four critical areas: Personnel, Students, Curriculum and Instruction, and Partners and Constituencies. The subcommittees met with the accountability agents listed in *FEN* for each critical area. Each subcommittee drafted a summary of observations and a set of recommendations which were brought back to MAC for discussion. Over the 2009–2010 academic year, MAC compiled the subcommittee reports into one final recommendation list for Faculty Senate's approval. MAC concluded that while several areas were working well, there were also areas in need of clarification and still others that needed strengthening. In this light, many of the recommendations are meant to clarify the processes which are currently active and to reflect and affirm practices which are in place on campus but not specified within the *FEN* document.

The following section details the changes resulting from the MAC recommendations to senate. Listed are updated goals and strategies for each of the four critical areas outlined in the Goal Setting: Looking Ahead section. A fifth critical area, Campus Climate, has been added to the goals to assist Calvin College in creating a welcoming campus environment. The purpose of this new focus on campus climate is to institutionalize the values of inclusion and respect. All recommended changes were approved by Faculty Senate in April 2010. The recommendation received approval from the Board of Trustees in May 2010.

## 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

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

- 3) The 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. Faculty will participate in faculty development opportunities in this area at least once every other year to raise not only *awareness* but also *competency* around issues of race and ethnicity. The faculty development opportunities include but are not limited to: book groups, anti-racism training, cultural competency training, or conferences.

*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. Senior-level administrators with faculty status will participate in faculty development opportunities in this area at least once every year to raise not only *awareness* but also *competency* around issues of race and ethnicity. The faculty development opportunities include but are not limited to: book groups, anti-racism training, cultural competency training, or conferences.

*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.*

- 6) The Academic Affairs Division will develop strategies to assist in the retention of a more racially and

culturally diverse faculty. Mentoring opportunities and regular climate surveys will be conducted to aid in this strategy. The Multicultural Affairs Committee will monitor the surveys, along with staffing statistics for differences in faculty retention based on race.

*Rational: The goal to develop a more racially and culturally diverse faculty requires attention to both recruitment and retention.*

c. Accountability

The Professional Status Committee and academic deans are primarily responsible for seeing that this goal is met with the faculty. The president is primarily responsible for seeing that senior-level administrators with faculty status participate in these initiatives. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts biennially.

## **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) Divisional vice presidents, 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 restructured if administrators involved in the hire process fail to demonstrate a satisfactory record in previous searches to recruit persons of color. Vice presidents should monitor efforts to ensure diverse pools of applicants and report their findings as part of the biennial reports to MAC.

*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) The Human Resources Office will investigate the feasibility of a Higher Education Fellowship Program, analogous to the current Minority Graduate Fellowship.

*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, and that mentoring opportunities are made available. New and continuing staff members will participate in professional development in this area at least once every year to raise not only *awareness* but also *competency* around the issues of race and ethnicity [and to document this participation in performance reviews]. The staff development opportunities include but are not limited to: book groups, anti-racism training, cultural competency training, or conferences.

*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 for these directors to consider matters of race and ethnicity in the context of their department's role and the College's mission. Senior-level directors without faculty status will participate in profes-

sional development in this area at least once every other year to raise not only *awareness* but also *competency* around issues of race and ethnicity. The faculty development opportunities include but are not limited to: book groups, anti-racism training, cultural competency training, or conferences.

*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.*

- 5) The Human Resources Office, in conjunction with divisional vice presidents, will develop strategies to assist in the retention of a more racially and culturally diverse staff. Mentoring opportunities and regular climate surveys will be conducted to aid in this strategy. The MAC will monitor the surveys, along with staffing statistics provided annually by Human Resources, for differences in staff retention based on race.

*Rationale: The goal to develop a more ethnically diverse and welcoming staff and administration requires attention to both recruitment and retention.*

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 biennially.

## **B. Students**

### **1. New Student Recruitment, Admission, and Retention**

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. The college will support and, where necessary, develop institutional programs and relationships to attract 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 develop a formalized strategy to improve retention and graduation rates for students of color. The college will support and, where necessary, develop institutional programs and relationships to retain students of color.

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

c. Accountability

The vice president for enrollment management is primarily responsible for seeing that operational goals are met. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts biennially.

**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 co-curriculum.

*Rationale: In an academic community, student learning outside the classroom 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 biennially.

## **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 biennially.

## 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 crosscultural engagement experiences, own-*

*ership 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 biennially.

### 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 Faculty Development Committee, Office for Multicultural Affairs, and academic divisions and departments will regularly offer faculty development workshops that promote this goal.

*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. Departmental strategic plans and assessment plans will reflect this goal. The Multicultural Affairs Committee will highlight exemplary achievement of this goal through its annual *FEN* Award for Teaching Excellence.

*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 biennially.

#### **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, Academic Services programs, commencement, opening convocation and honors convocation, off-campus programs, Student Activities Office programs, and speaker and arts series.

b. Recommended Strategies

- 1) Vice presidents in charge of co-curricular and other academic programs will 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) Vice presidents will ensure that, whenever 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 Office for Multicultural Affairs will offer suggestions, encouragement, and funding in support of invited multicultural speakers and artists.

*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

Vice presidents are responsible for coordinating efforts in their respective divisions and reporting on the efforts annually. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts biennially.

## **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 advancement is primarily responsible for operational goals involving alumni. The Multicultural Affairs Committee will report biennially 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 Advancement Division and Enrollment Management 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 advancement is primarily responsible for seeing that partnership goals are met. The Off-Campus Programs Committee 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 biennially on these areas.

**3. Communication with Internal and External Constituencies**

a. Goal

The Communications and Marketing Department 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 Communications and Marketing Department 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 college's efforts to a wider audience can itself be a means of promoting racial justice and reconciliation.*

- 2) The Communications and Marketing Department will develop and use Web resources to further the exchange of information about these activities, both internally and externally.

*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 advancement is primarily responsible for seeing that operational goals are met. The Multicultural Affairs Committee will report biennially on progress in this area.

## **E. Campus Environment**

### **1. Campus Aesthetics**

a. Goal

Calvin College will develop a more ethnically diverse and welcoming physical campus, one that increasingly reflects the multiracial and multicultural character of the body of Christ. Calvin's physical campus will reflect, respect, and invite a diverse campus community.

b. Recommended Strategies

- 1) Multicultural artwork will be displayed in public spaces throughout the campus.

- 2) Dining halls, cafes, and Creative Dining Services will regularly offer ethnic-inspired foods that reflect the campus's vision for diversity.
- 3) Diversity commitment statements will be displayed in public spaces throughout the campus.

c. Accountability

The vice president for administration, finance, and information services will be responsible for overseeing this goal.

## 2. Reconciliation and Restoration

a. Goal

Calvin College will work towards a multicultural campus, not simply "as a high-minded ideal, [but as if] it is a dictate of biblical justice." Additionally, the college will communicate its desire for racial harmony and will take deliberate measures to identify and address practices, structures, and attitudes which may work against efforts towards racial harmony and reconciliation.

b. Recommended Strategies

- 1) Calvin College will regularly offer opportunities for the study, reflection, and adaptation of the biblical-theological mandate for seeking justice and celebrating God's diverse Kingdom.
- 2) Calvin College will regularly affirm its commitment to maintaining a learning, working, and living environment which is fair, respectful, and free from harassment. Calvin College will apply this policy to all persons who are members of the faculty, staff, or student body.
- 3) Clearly stated policies for reporting racial incidents and bias will be made known to faculty, staff, and students. Occurrences of racial incidents and bias will be promptly addressed. Responses to reported incidents will encourage reconciliation, where appropriate.

c. Accountability

The Office for Multicultural Affairs, Campus Ministries, and the Student Development Office are responsible for regularly offering opportunities for study and reflection of the biblical-theological mandate for seeking justice and celebrating God's diverse Kingdom. Office of Provost, Human Resources, and the Student Life Division are responsible for orienting faculty, staff, and students to the college's commitment to maintain an environment which is fair, respectful, and free from harassment, as well as for communicating policies for reporting racial incidents and bias. Appropriate disciplinary committees are responsible for properly addressing occurrences of racial incidents and bias. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts biennially.

**3. Measurement and Results**

a. Goal

The college will regularly evaluate the intercultural sensitivity and cross-cultural experiences of the campus.

b. Recommended Strategies

- 1) The Multicultural Affairs Committee will conduct a campus-wide multicultural climate survey every five years in conjunction with a review of the *From Every Nation* document.
- 2) The Multicultural Affairs Committee will monitor responses reflecting the campus multicultural climate on the HERI faculty survey and NSSE student survey.
- 3) Corrective action plans will be developed for those areas of the *FEN* goals where deficiencies exist or progress has not been demonstrated.

c. Accountability

The Multicultural Affairs Committee, in conjunction with the dean for institutional effectiveness, is responsible for overseeing this goal. The Multicultural Affairs Committee is responsible for reviewing and reporting on these efforts biennially.

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