Diversity and Inclusion
Strategic Plan

Status Report
2016

“Bronco Brave and Bronco Bold”
Strategic Diversity and Inclusion Plan Development Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
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<tr>
<td>November 2015</td>
<td>Established a Campus Climate Task Force charged with collecting data on the campus climate through the use of a Campus Climate Survey</td>
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<td>May 2016</td>
<td>Chief Diversity Officer Appointed</td>
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<td>June 2016</td>
<td>The Campus Climate Task Force provides report based on the Campus Climate Survey (See Appendix)</td>
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<td>June 2016-Present</td>
<td>Chief Diversity Officer reading, research, data collection, campus and community conversations, visits to other SUNY campuses.</td>
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<td>October 2016</td>
<td>Nominations and the selection of the Diversity &amp; Inclusion Advisory Council Members</td>
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<td>December 2016</td>
<td>Presidential charge given to Diversity &amp; Inclusion Advisory Council</td>
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<tr>
<td>January - June 2017</td>
<td>Hire Diversity Consultant firm to complete a comprehensive assessment of the campus.</td>
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<td>January 2017</td>
<td>Mandatory Training retreat for Diversity &amp; Inclusion Advisory Council members</td>
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<td>January – April 2017</td>
<td>Special focus inclusion workgroup sessions, meetings, forums etc.</td>
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<td>May 2017</td>
<td>Gathering Inclusion workgroup reports and the writing of the first draft of the Delhi Strategic Diversity &amp; Inclusion Plan document</td>
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<td>End of May – June 2017</td>
<td>Draft provided to senior leadership for review and then to campus community for any final comments or suggestions</td>
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<td>July 2017</td>
<td>Final Draft of Delhi Strategic Diversity &amp; Inclusion Plan</td>
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<tr>
<td>Fall 2017</td>
<td>Open Forum – The launch and implementation of identified goals and action items led by Chief Diversity Officer and assisted by Diversity and Inclusion Advisory Council</td>
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At SUNY Delhi, the student is the most important person. Our mission as a college is to prepare students for lifelong success through academic programs, experiential learning, cultural activities, and civic engagement. SUNY Delhi has been delivering effective, student-centered education in the foothills of the scenic Catskill Mountains for more than 100 years. An innovative approach to the college inclusive experience has led to record enrollment of more than 3,432 students by expanding baccalaureate programs through satellite campuses and online platforms.

SUNY Delhi is considered a “hidden gemstone” nestled in the rural upstate Catskill Mountain community. The college is part of the technology sector of the SUNY system, yet serves students whose academic interests are as diverse as the students themselves. From certificate programs through Master’s degrees, the strength of the college’s inclusive learning environment makes us stand out in the system as a place that is welcoming to all students, faculty and staff who learn and work here.

Since 2015, the campus leadership has been intentionally assessing the current status of diversity and inclusion throughout the college. The college is in a strong position to begin the work to meet the Diversity, Equity and Inclusion mandate. Based on the initial work that was done by the newly appointed Chief Diversity Officer, the college has approved the following Diversity and Inclusion mission statement; established an Office for Diversity, Equity and Inclusion, and created the SUNY Delhi Diversity and Inclusion Advisory Council. This council will be the group that will develop the college’s strategic diversity and inclusion plan.

The State University of New York is committed to being the most inclusive state system in the country. As a proud member of this dynamic university system, SUNY Delhi is energized to lead the charge in developing a welcoming and intellectually-diverse environment for all; a place where diversity, equity and success guide our achievement, scholarship, character and global citizenship. This means modeling inclusive excellence by enhancing our campus climate where students, faculty, staff and community feel valued, supported, and thrive. Our college must be a place where we rise above biases, stereotypes and inequity; a place where diversity and inclusiveness are central components of the SUNY Delhi experience.

Campus Diversity & Inclusion Vision/Mission Statement
During the Summer of 2016 the college leadership established the Office of Diversity, Equity, & Inclusion, led by the Chief Diversity officer. The Chief Diversity Officer serves as a resource, educator, and consultant to departments and groups throughout the campus. This office serves as the hub for the campus community regarding diversity, equity and inclusion related topics.

The goals of the Office of Diversity, Equity, & Inclusion are:

- To be inspired by equity and driven by inclusive excellence
- To collaborate with Human Resources, and departments campus-wide to strengthen the recruitment of underrepresented minority faculty and staff in identified areas
- To establish and lead a diversity and inclusion advisory council with broad representation
- To serve as a clearinghouse for diversity, inclusion and equity information
- To work with the campus to increase the graduation rates of under-represented students
- To improve the campus climate for students, staff, faculty and community
- To educate and create awareness of diversity and inclusion issues
- To partner with the community on diversity related training and programming
- To work in developing a campus environment where everyone feels welcomed and opinions, views and lifestyles are respected
- To assist in preparing students to successfully enter a diverse and global society

To round out our preparation to embark on the development of the Delhi Strategic Diversity & Inclusion Plan, the Diversity & Inclusion Advisory Council at SUNY Delhi has been formed and will become active in Fall 2016. The council’s membership consists of faculty, staff, and students interested in actively helping Delhi achieve its diversity, equity and inclusion goals. Another purpose of this council will be to serve as champions of diversity and inclusion on campus and in the community. Specifically, the council will work collaboratively to:

- Using the data from the Campus Climate Survey, develop a comprehensive Strategic Diversity and Inclusion Plan.
- Endorse an inclusive diversity pledge
- Identify and implement methods to increase the recruitment and retention of diverse faculty and staff
- Share information on campus diversity initiatives (speakers, activities, etc.)
- Support the efforts of Delhi’s campus-wide diversity initiatives
- Recommend institutional goals related to diversity and inclusion
- Identify priorities in achieving diversity and inclusion goals
- Develop assessment and evaluation methods to determine progress in achieving goals
- Serve as a campus resource, offering support for improving the campus climate
### Diversity Inclusion Advisory Council Members

#### 2016-2017

**Chief Diversity Officer**
Michele DeFreece

**Vice Chair**
Michael Brannigan  
Louis Reyes Jr.  
Nancy Willow

**Alumni**
Lucinda Brydon  
Virginia Giles

**CADI**
Donna Dwyer  
Hannah Hauser  
Nicholas Preston

**Dean/Faculty**
Brook Denison  
Daniel Gashler  
Terry Hamblin  
Shannon Shoemaker  
Marina Sitrin  
John Vanderlippe  
Patricia Spickerman

**College Staff**
Emilienne Lynch  
Sharon Ruetenik  
Louise Russo  
Gabrielle Vasta  
Jessica Reckeweg

**Student Affairs**
Vicki Andruszkiewicz  
Sean Babcock  
Joliana Hunter-Elin  
Omari Miller  
Martin Pettit

**Students**
Derrick Breezi Scarboro  
Emily Gleason  
Christion Pettaway

**College Council**
TBD
SUNY Delhi is intentional in making sure that inclusion and diversity are woven seamlessly throughout each aspect of the campus community.

Some campus-wide accomplishments since 2015 have included:

- Appointment of Michele T. DeFreece as SUNY Delhi’s Chief Diversity Officer as of May 2016. She will assume full time CDO duties beginning January, 2017. President Michael Laliberte, who began in July 2016, revised the organizational structure of his cabinet and the new Chief Diversity Officer will report directly to the College President and serves on the senior cabinet of the college.
- Developed and approved Diversity & Inclusion Mission Statement
- Establishment of the Office of Diversity, Equity and Inclusion
- Development of a Diversity, Equity & Inclusion webpage
- Beginning the research, planning and development of a First Generation Program for incoming students and families
- Opened a Veteran’s Student Center
- Alumni Association has established an Emergency Fund Program to support the urgent needs of SUNY Delhi EOP students
- Revised the Delhi College Job Posting description to reflect a college campus that is welcoming to a diverse community.
- Search Committee process improved to train our employees to be intentional regarding the recruitment of URM faculty and staff
- Enrollment Services bus trips from NYC to SUNY Delhi for URM students and families
- Campus Conversations CDO, students, faculty and staff
- Communications college wide emphasis on our diverse student population
- Partnering with ARC on recycling and summer painting at SUNY Delhi
- College facilities improvements which enhance ADA access. Installed new sidewalk systems and ADA tactile markings that are incorporated into the design and construction throughout the campus. Upgraded to meet compliance issues in the areas of elevators and elevator controls, bathrooms, classroom seating, drinking fountains, laboratories and large gathering spaces.
- Incorporate the requirement for 30% participation (M/WBE) in vetting of contracts for Design and Construction. Purchasing supplies and goods from M/WBE vendors.
- Hired bilingual student(s) for the call center – has really helped with parents who do not speak English
- Created a version of our FACTS payment plan brochure in Spanish
- Provided both faculty and staff financial literacy programs
- Implemented mass entrance counseling sessions for EOP to help them through the loan process
- Working on the development of a First Generation program for incoming students
- Preferred Name subcommittee has been established to develop a policy and procedures for students
- Diversifying Student Clubs-Black Student Union, West Indian Coalition, Latin American Student Organization, Veterans Club, Campus Pride and Step It Up organizations
- All athletic team members are trained in regards to sexual assault prevention and BroncoCheck.
- Varied ethnic foods are introduced and offered in the dining center.
- Staff members provide “Safe Zone” Training and facilitate diversity workshops for students, faculty and staff.
- Delhi’s Judicial Affairs department awards a Citizenship Award, recognizing students who model values of respect, inclusion and civility.
- Office of Residence Life offers gender inclusive/free housing
The Delhi Strategic Diversity & Inclusion Plan will be purposely integrated into the already developed Seizing Opportunity, Delivering Excellence-SUNY Delhi Strategic Plan 2015-2020.

The priority of the newly established Strategic Diversity &Inclusion Advisory Council will be to review historical and current data(Appendix I and II); gather qualitative information from the campus and community; and recommend goals, objectives and action items to the campus and SUNY system through the development of the Delhi Strategic Diversity and Inclusion Plan by August 2017. The launching and implementation of the plan will be ready for Fall 2017.

Inclusion working groups will be formed in line with the four key areas of the SUNY Delhi Strategic Plan 2015-2020

- Student Opportunity
- Faculty and Staff Excellence
- Community Connections
- Resource Development

Inclusion coordinators will be selected for each group based on expertise and/or representation of different areas of the campus.

Strategies and action items will follow specific strategic goals and will focus on all members of the SUNY Delhi community.

1. Improve student success with an emphasis on enrollment, retention, graduation, transfer rates, and effective teaching and learning outcomes
2. Improve success of minority, underrepresented, and underprepared student populations in addition to closing the gap between high school and college performance
3. Hire and retain a diverse workforce
4. Improve learning and workplace equality: an environment in which every individual has an equal opportunity to perform, develop, and advance

Recruiting, retaining and graduating diverse students and hiring underrepresented faculty and staff are very important to us. Our college is working each day to create an environment where a diverse population of students, faculty, and staff excel and thrive.

We will be inspired and guided by the development of Delhi’s Strategic Diversity & Inclusion Plan, which will build on our previous accomplishments and advance our learning and work in the future.
Since September 10, 2015 when the memorandum regarding the Diversity, Equity & Inclusion policy was sent to the campus, the Delhi college leadership and community embraced this critical mandate. The college president at the time, immediately established a campus Climate Task Force in November 2015 to study and report on the state of the college by June, 2016. (See Appendix)

Since then the Chief Diversity Officer has developed an initial framework for the Strategic Diversity & Inclusion Advisory Council to begin its work based on the 2016 Report, additional readings, and research. The Campus Climate Report that was presented to the President’s cabinet and shared with the Delhi college community is a helpful foundational resource to begin this assignment (Appendix III).

The Diversity & Inclusion Advisory Council will follow the recommended framework for preparing the plan:

**Key Areas**
- Student Opportunity
- Faculty and Staff Excellence
- Community Connections
- Resource Development

**Goals**
- Strategy
- Responsible Parties
- Budget
- Measure

**Key themes** that will be explored in each workgroup will be:
- Recruitment, Hiring, and Retention of Diverse Faculty and Staff
- Recruitment and Retention of Diverse Students
- Scholarship
- Climate of Campus and Community
- Diversity Training and Programming
Next Steps

Keeping with the Delhi Strategic Plan 2015-2020 key areas, many faculty and staff have met with the Chief Diversity Officer to brainstorm ways to be a model inclusive campus. Below is a list of ideas to explore to assist with the development of goals, strategies, and action items

1. **Student Opportunity**
   - Developing a student ready campus
   - Retention and completion data for URM students
   - DEI training for Student leadership
   - Delhi Dialogues
   - Leadership conference
   - Key Speakers for training initiatives
   - Development of a First generation program
   - Preferred Name Committee
   - Veterans Center and programming
   - Access and Equity campus programming
   - Respect and Civility Training
   - Multicultural Programming
   - Town/Gown relationship development

2. **Faculty and Staff Excellence**
   - URM goals for each department-Affirmative Action Report –Spring 2017
   - Work with SUNY System on Fellowships/Internships
   - Diversity Awards Program
   - Collect information regarding diversity/inclusion spotlights
   - Delhi Dialogues
   - Adopt a family for special events
   - Women of the Roundtable
   - Diversity Champions Group-Facilitators of Delhi Dialogues
   - Revision of Job Posting Template description of Delhi
   - Diversity Statement
   - Presidents Diversity Statement
   - Campus Cornerstone team
   - Mentoring Initiatives
   - Diversity, Equity and Inclusion research
3. **Community Connections**
   - Alumni development
   - NAACP
   - Mentoring
   - Financial Stakeholders
   - Senior Leadership actively involved with community-Chamber of Commerce, Village and Town meetings, Clubs & organization
   - Blue Issues-Policing on campus and community
   - Community BBQ
   - College Players Play-African American man in community “Pops” David Martin
   - Local High School Campus Partners
   - Senior Citizen/Student Community connection

4. **Resource Development**
   - Establish President’s Diversity Advisory council
   - Gather historical data regarding URM faculty and staff
   - Development of DEI Webpage
   - Guest Speakers Series
Assessment and evaluation will be critical in identifying what is working and what needs to be revisited. Annually each working group will report on each diversity and inclusion goal, strategy, and action to the full council. The Chief Diversity Officer will lead the annual review in order to improve and move forward the institutional goals for diversity & inclusion.

SUNY Delhi is very proud of the progress that has been made thus far addressing the Diversity, Equity and Inclusion policy. Our goal will be to be a model in our community, region, state, and nation on what an inclusive excellence looks like in the academic arena. Every member of the Delhi College community benefits from the diverse perspectives and points of view that are a part of SUNY Delhi’s story. Our college leadership’s priority is to make sure that people feel valued and affirmed and the campus community is a place where everyone works together to stretch above bias stereotypes and inequities. The college is committed and intentional on providing students, faculty, and staff with a welcoming place in which to live and work.