

MUHLENBERG

COLLEGE

Peyton R. Helm
PRESIDENT

April 12, 2013

Dear Members of the Muhlenberg Community,

I am happy to provide an update on the Diversity Strategic Planning Committee (DSPC) and process which I proposed to the campus a month or so ago. After taking time to encourage, receive, and review comments on the structure of the DSPC, and after making a few alterations in response to several of those suggestions, and after reviewing self-nominations for service, I am pleased to announce the formation of the Committee. We are still waiting to hear from one invitee, but I did not want to delay any longer my communication of where we stand. By the way, I was most encouraged by the number of students, faculty, and staff who wished to participate in this effort. It's a testimony to our community's belief in the importance of this work. I want those who volunteered but not selected to know how much I appreciate their interest and that there will be ample opportunities to comment on the work of the DSPC going forward.

Members of the DSPC include:

Faculty (elected)

Janine Chi (Sociology and Anthropology)
Troy Dwyer (Theatre and Dance)
Kate Richmond '00 (Psychology)
Jeremy Teissere (Neuroscience)

Faculty (appointed)

Kim Gallon (Africana Studies and History)
Sue Clemens-Bruder (History)

Students (Diversity Vanguard)

Kayla Brown '14
Luis Garcia '15
Melanie Ferrara '15
Zachary Tanne '14

Student (SGA Appointee)

Matt Dicken '14

Staff (chosen from self-nominations)

Cynthia Amaya-Santiago '01
Corey Goff
Gil Schpero '11

Staff (ex officio)

Karen Green, Dean of Students
Randy Helm, President (Chair)
Christopher Hooker-Haring '72 (Dean of
Admission and Financial Aid)
Callista Isabelle (Chaplain)
John Ramsay (Provost)
Robin Riley-Casey (Director of
Multicultural Life)

Trustee

Barbara Crossette '63, P'82, GP'13

Alumnus/a

t.b.d. (invitation pending)

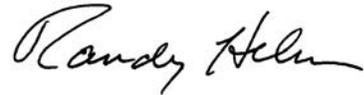
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Although I realize that all of us are busy at this point in the academic year, I am hoping we can schedule at least two meetings before the end of the semester and at least two additional meetings for the summer.

I also provide as an addendum to this letter my charge to the committee.

I look forward to providing the Muhlenberg Community with updates as the DSPC's work progresses, and to engaging students, faculty, staff, alumni, and others in the conversation as we go forward.

Sincerely,

A handwritten signature in cursive script that reads "Randy Helm". The signature is written in black ink and is positioned above the printed name.

Randy Helm

ADDENDUM

Muhlenberg College
President's Diversity Strategic Planning Committee

Charge

Peyton R. Helm
March 15, 2013

The Muhlenberg College community embraces a broad and inclusive understanding of diversity that includes a wide range of human differences. We realize that, despite generations of effort and considerable progress over many years, we still have much to accomplish before we can claim that we live up to our ideal of a diverse, inclusive, and just community. The achievements of those who have gone before us are substantial, but must not make us complacent. The challenges that remain and the knowledge that the efforts to achieve our goal will continue after we are gone must not discourage us. Each generation must dedicate itself to this important work. The President's Diversity Strategic Planning Committee (DSPC) is charged with developing a plan for the approval of the President and the Board of Trustees that will move Muhlenberg substantially closer to its ideal.

A successful plan will:

1. Address real issues, propose real solutions, and provide evaluative tools to measure real results; to quote the faculty letter of January 31st, the plan will develop "specific, measurable, and attainable goals." It will also identify specific initiatives that can advance the College toward those goals.
2. Provide the Muhlenberg community with ample opportunities to comment on the committee's work and offer constructive suggestions about the proposed goals and initiatives, developing to the greatest extent possible a shared vision of diversity at Muhlenberg, while acknowledging differences of opinion which we can continue to discuss civilly and actively going forward;
3. Focus on pragmatic measures that engage the energies and talents of all segments of the Muhlenberg community, including faculty, students, staff, and alumni;
4. Derive from an understanding that successful engagement with diversity is not only a social imperative, but an educational necessity if we are to provide a first-rate liberal arts education that prepares our graduates to lead and serve in a world characterized by many kinds of diversity;
5. Be based upon a realistic and sustainable financial model that is integrated with the College's strategic planning budget model;
6. Focus on those aspects of diversity which are of greatest immediate importance to the College, particularly (though not necessarily restricted to) racial and ethnic diversity;
7. Address a comprehensive set of interconnected challenges, including:
 - Faculty recruitment, retention, and development
 - Student recruitment, retention, and development
 - Employee development and training
 - Curriculum
 - Co-curriculum
 - Quality of life
 - Relations with the Allentown Community

Initial Work Plan

1. Review the Charge; review the College's diversity statement; ask a subgroup to develop an edited draft and bring back to the DSPC for discussion before sharing with the community for comment. Finalize College Diversity Statement.
2. Identify essential data to inform our discussions, including (but not limited to):
 - 10 year trends in diversity of faculty and student body (ethnic, racial, other)
 - benchmark institutions' diversity statistics, financial resources, and successful/unsuccessful diversity initiatives;
 - Muhlenberg's diversity initiatives of the past decade and assessment of their effectiveness (if possible)
 - resources devoted to diversity initiatives of the past decade;
 - current budgets for diversity-related activities; budget trends; other budget sources utilized for diversity-related activities.
 - Other?
3. Review past and current Admissions strategies for increasing diversity.
4. Review faculty hiring process and past and current strategies for increasing diversity.
5. Consider developing/administering a survey to assess effectiveness of diversity initiatives and to learn more about the experiences of multicultural students, faculty, and staff.
6. Review the College's financial structure (revenue and expenditure categories) and its relation to the strategic planning budget model
7. Identify potential resources for new diversity initiatives (reallocate existing resources and/or develop new revenue streams or philanthropic resources).
8. Review current budgets for existing diversity programs and initiatives.
9. Review legal constraints on diversity hiring, admissions, support programs.
10. Draft and discuss "overarching goals" for the diversity plan in the context of budget realities.
11. Draft and discuss criteria for evaluating proposed initiatives linked to the overarching goals.
12. Propose initiatives (and solicit initiatives from the College community); cost out initiatives.
13. Review initiatives and costs in light of resources; set priorities.
14. Draft plan and share for comment with the College community.
15. Revise plan; share with Board of Trustees