

**Muhlenberg College**  
**President's Diversity Strategic Planning Committee**  
Charge to the Committee: Revision, April 24, 2013  
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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 31<sup>st</sup>, 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 alumni
  - 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. Review the College's financial structure (revenue and expenditure categories) and its relation to the strategic planning budget model
3. Review past and current Admissions strategies for increasing diversity.
4. Review faculty hiring process and past and current strategies for increasing diversity.
5. 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?
6. Consider developing/administering a survey to assess effectiveness of diversity initiatives, expansively defined, and to learn more about the experiences of students, faculty, and staff in relation to diversity issues.
7. Identify potential resources for new diversity initiatives (reallocate existing resources and/or develop new revenue streams or philanthropic resources).
8. Review existing diversity programs and initiatives, as well as the curriculum (acknowledging that the Academic Policy Committee and Curriculum Committee will need to review any recommendations made regarding the curriculum).
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