

MSU INVESTMENT PROPOSAL FOR INSTITUTIONAL PRIORITIES

PROPOSAL OVERVIEW

Title	MSU Diversity Awareness Office – A vision for the future	Request Date	
Department	Dean of Students/Diversity Awareness Office	Email	Phenocia.bauerle@montana.edu mcaires@montana.edu
Requestor	Matt Caires/Phenocia Bauerle	Phone	994-5801

STRATEGIC ALIGNMENT

<p>Core Themes and Objectives (check all that apply)</p>	<p>Educate Students</p> <ul style="list-style-type: none"> <input type="checkbox"/> Our graduates will have achieved mastery in their major disciplines <input checked="" type="checkbox"/> Our graduates will become active citizens and leaders <input checked="" type="checkbox"/> Our graduates will have a multicultural and global perspective <input checked="" type="checkbox"/> Our graduates will understand the ways that knowledge & art are created and applied in a variety of disciplines <input type="checkbox"/> Our graduates are prepared for careers in their field <input type="checkbox"/> We will provide increased access to our educational programs <input checked="" type="checkbox"/> Communities and external stake holders benefit from broadly defined education partnerships with MSU <p>Create Knowledge and Art</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Students, faculty, and staff will create knowledge and art that is communicated widely <p>Serve Communities</p> <ul style="list-style-type: none"> <input type="checkbox"/> We help meet a fundamental need of the citizens of Montana by providing degree programs for our students <input type="checkbox"/> We help meet the educational needs of the citizens of Montana by providing a wide range of educational opportunities to a variety of students <input checked="" type="checkbox"/> Our students, faculty, staff, and administrators reach out to engage and serve communities <input checked="" type="checkbox"/> Our students, faculty, staff, and administrator reach in to build the university community <p>Integrate Learning, Discovery, and Engagement</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Each graduate will have had experiences that integrate learning, discovery and engagement <input checked="" type="checkbox"/> Outreach activities will educate students and address the needs of the communities we serve <input checked="" type="checkbox"/> Students, faculty, and staff will create knowledge and art that addresses societal needs <input checked="" type="checkbox"/> MSU is a community that will be characterized by synergy within and across disciplines, roles and functions. <p>Stewardship</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The public trusts the institution to operate openly and use resources wisely <input checked="" type="checkbox"/> The faculty and staff are well-qualified and supported <input checked="" type="checkbox"/> MSU will support Native American students, programs, and communities <input checked="" type="checkbox"/> MSU will be an inclusive community, supporting and encouraging diversity <input type="checkbox"/> Our publicly provided resources are used efficiently and effectively <input type="checkbox"/> Natural resources are used efficiently and sustainably <input checked="" type="checkbox"/> MSU nurtures a culture of resource conservation and ecological literacy among students, faculty and staff <input type="checkbox"/> Our physical infrastructure (e.g., building, equipment, open spaces) will be well-maintained and useful
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INSITUTIONAL BENEFIT

Campuses	<input checked="" type="checkbox"/> Bozeman <input checked="" type="checkbox"/> Billings <input checked="" type="checkbox"/> Havre <input checked="" type="checkbox"/> Great Falls <input type="checkbox"/> FSTS <input checked="" type="checkbox"/> Extension <input type="checkbox"/> MAES
Cross Depts	Please List: Native American Studies, Office of Community Involvement, Office of Student Success, Dean of Students, University Advising Center, Women and Gender Studies, The Women's Center, The VOICE Center, The Leadership Institute

TIMEFRAME

Proposed Dates	Start: July 2012	End: ongoing
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COST AND REQUIREMENTS

Funding Type	One-Time (\$)	Multi-Year (\$)			Base (\$)	FTE
		Year 1	Year 2	Year 3		
Personnel (w/benefits)					\$82,497.69	1.00
Materials & Supplies					\$7,000.00	
Travel					\$7,000.00	
Contracted Services					\$5,000.00	
Capital						
Other Operations					\$41,600.00	
TOTAL					\$138,097.69	

<p>Please comment, if necessary, regarding cost and requirements.</p>	<table border="1"> <thead> <tr> <th>Personnel</th> <th>Materials and Supplies</th> <th>Travel</th> <th>Contracted Services</th> <th>Other Operations</th> </tr> </thead> <tbody> <tr> <td> Students – \$16,500.00 Director (Base salary with benefits) \$65,997.69 Total: \$82,497.69 </td> <td> Books - \$800.00 Promotional - \$1,200.00 Art - \$5,000.00 Total: \$7,000.00 </td> <td> Between campuses and other conferences: \$7,000.00 </td> <td> Installation and art related costs: \$5,000.00 </td> <td> Student stipends: \$11,000.00 Leadership retreat: \$2,000.00 Hospitality: \$2,100.00 Sustained Dialogue annual membership: \$18,500.00 Total: \$41,600.00 </td> </tr> </tbody> </table>	Personnel	Materials and Supplies	Travel	Contracted Services	Other Operations	Students – \$16,500.00 Director (Base salary with benefits) \$65,997.69 Total: \$82,497.69	Books - \$800.00 Promotional - \$1,200.00 Art - \$5,000.00 Total: \$7,000.00	Between campuses and other conferences: \$7,000.00	Installation and art related costs: \$5,000.00	Student stipends: \$11,000.00 Leadership retreat: \$2,000.00 Hospitality: \$2,100.00 Sustained Dialogue annual membership: \$18,500.00 Total: \$41,600.00
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PROPOSAL SCOPE

Describe the Proposal

Diversity Awareness Office – Present

Currently, the Diversity Awareness Office (DAO) at MSU includes a half-time (.5FTE) classified program assistant position. This half-time position is split with the Strand Union Administration Office. The DAO program assistant oversees programming and events throughout the year, and supervises 2 student office associates with an operating budget of \$11,000.00, plus salary and benefits. Both the lack of staff support and operating budget limit the function of the office to general event programming for student organizations. We are challenged by the current structure and limited resources, as our vision are to start supporting programs that work to further strengthen the diversity that exists beyond event planning and discussions. If Montana State University is to continue to grow as a globally competitive institution, there is a dire need to confront the lack of visible institutional support for students from underrepresented backgrounds. Investing in the DAO to create a full-time staff position with an adequate operating budget is one way that MSU can visibly demonstrate our commitment to diversity on campus.

Diversity at MSU Today

Diversity at Montana State University exists despite the appearance of small numbers of ethnic minorities. The university hosts students from over 30 countries and all 50 states, nearly 30% of our student population being from out of state. While 86% of the student population in the fall 2011 semester was white, the reality is that our country (and our state) continues to become more diverse. The global world in which we live requires people to enter the competitive work force by being prepared to deal with diversity in their daily lives. It is imperative that MSU students be exposed to issues surrounding diversity on multiple levels in order to develop a familiarity and the skills necessary to deal with the multitude of issues surrounding diversity and different worldviews. Additionally, it is crucial to build strong support programs for students from underrepresented groups, in order to recruit and retain successful members of our student body to build a more diverse and therefore more enriched campus community. Investing in this enrichment for students will contribute to greater student growth and more valuable, relevant life experiences for our students.

Investing in Diversity for the Future -

The primary purpose of this proposal is to elevate the current half-time staff position in the DAO office to a full-time funded position. Through this type of investment, the DAO will be able to expand existing services in three primary areas:

1. **Leadership** development for students from underrepresented groups through a Diversity Leadership Fellows program.
2. Increase the **visibility** of the *institutional commitment to and support for* underrepresented students at Montana State University through a better sense of place and a sense of belonging within and among campuses.
3. Development of a **Diversity Coalition** between MSU's four campuses to encourage communication, collaboration and guidance for a more unified approach to MSU's understanding and promotion of diversity.

The current staffing of the DAO cannot support these initiatives in addition to the work that the office already does with student groups, programming and community outreach.

Diversity Leadership Fellows Program

In order to increase the capacity of students from underrepresented backgrounds in leadership roles, the development of potential leaders is paramount. This program would fund a small cohort of potential leaders identified by faculty and staff based on their *potential* for leadership – it is not necessary for students to currently hold or have held leadership positions– nor do they need to satisfy academic or extracurricular requirements to be considered. Often, students do not see their own capacity for leadership and potential for success until someone else draws their attention to it, and it is crucial that Montana State University recognize the potential in all of our students. The DAO will make a special attempt to help students from underrepresented groups realize their potential as leaders, and create opportunities to share their abilities with members of the campus, Montana communities, and society at large.

This Leadership program will not duplicate or detract from other leadership initiatives currently operating at MSU. Rather, it will compliment other efforts to increase leadership by focusing on a service outreach based project through which students will develop leadership skills outside of the classroom, and demonstrate stewardship and engagement that exemplifies the values of the university. The additional staffing in the DAO will make this program possible.

Visibility and Support for students from underrepresented groups

While MSU Bozeman has many efforts that seek to create an inclusive and welcoming environment, there is a need to create an immediate visibility of the appreciation for difference and diversity promoted by MSU. The second component of this project focuses on enhancing a sense of “place” for Native American students and all visitors through the creation of art and space that ties the campus to a great landscape and peoples as well as representing the history and contributions of other underrepresented groups. By working with Facility Services, Colleges and departments across campus, the DAO will work to help create sense of place through the acquisition and creation of art that exemplifies our rich traditions and diversity within the state and on the campuses of Montana State University.

Additionally, the implementation of a new bias incident reporting process will create a visible support network for students, demonstrating the institution’s commitment to our non-discrimination policy and the respect for difference that exists on this campus. This bias incident reporting system will draw attention to the university’s stance on discrimination and harassment, while also raising student awareness of their roles in changing attitudes and behaviors within their own community. Implementing such a system will allow the university to track the kinds of bias incidents occurring across campus, and develop campus community educational strategies accordingly. The additional staff provided by the expansion of the DAO will allow time to coordinate this effort.

Diversity Coalition

In order to strengthen diversity at Montana State University, it is necessary to create a relationship between all four campuses in order to utilize the strengths and knowledge of our students, faculty and staff at our unique campuses to the *cultural attunement* of the institution, increasing and enriching diversity at Montana State University. Through open communication, collaboration and regular meetings, this coalition would:

- a. Work closely and collaboratively with students, faculty and staff and MUS campuses to determine and address relevant issues affecting campus climates
- b. Have representation on various committees and tasks force as opportunities arise to ensure there is a voice for diversity at each of the four MSU campuses
- c. Continue to encourage programming that raises critical issues around race, color, class, gender, sexual orientation, age, religion, creed and disability while also facilitating support networks around the same issues.

The additional staff that the expansion of the DAO would provide will allow the necessary support for the coordination of efforts for coalition to be successful and send a strong message about the value of diversity and related issues on the four campuses of MSU.

There is a national trend for institutions to support diversity and equity initiatives, especially institutions serving predominantly white student bodies to create engaged and productive citizens of the world. The expansion of the Diversity Awareness Office staffing, as well as the added initiatives will bring Montana State University’s institutional commitment to diversity to a visible and tangible level at a monumental time, with the current president of the institution being both an ethnic minority and a woman. Demonstrating that the university takes a special interest in offering support to and cultivating the leadership skills of students from underrepresented backgrounds so that they may succeed at the university and in life is essential to be competitive with our peer institutions. This proposed expansion of the office and the programs focusing leadership, coalition and visibility of institutional commitment, align with MSU’s Core Themes and Objectives, Educating Students, Create Knowledge and Art, Serve Communities, Integrate Learning, Discovery and Engagement and Stewardship in a way that will affect both the academic and non-academic realms of our campus community. Creating programs like these will not only add to the impressive catalogue of opportunities that exist for students, but attract more students from underrepresented backgrounds, retain them and create a community of successful alumni.

86% of the student population in the fall 2011 semester was white.

PROPOSAL SCOPE

Describe the broader impacts and benefits of this proposal

Diversity is a multilayered, complex component of every facet of our society. Issues of race, gender, class, sexual orientation, socio-economic status, creed, religion, disability are only parts of what comprise individuals. As we have a student body that is growing in size, so does the variety of experience and exposure of those students attending Montana State University. In order to further promote the growth of our students, expanding the structure of the Diversity Awareness Office to include leadership, visibility and coalition is a crucial step.

The expansion of the office outlined above will allow the university to continue the excellent education that students and parents have come to expect, while increasing the exposure to and understanding of perspectives and beliefs that may not be the same as their own. This will help MSU attract and retain students from diverse backgrounds as the demographics of our student body grow.

Leadership is a key component to success not only in the university, but in many aspects of life. Helping students develop an appreciation of their own leadership capacity, giving students leadership tools, and connecting them with communities within Montana through outreach will build leaders who understand how to utilize their education and resources in a positive and effective way to make change in the world. By creating multiple venues for students to grow together and opportunities for returning to MSU to mentor and guide future colleagues, there will no doubt be a greater appreciation for these relationships that have been built through cooperation towards a common goal. Peer mentorship is a powerful tool for increasing the sense of camaraderie that alumni take with them. Aligning leadership with stewardship and community engagement will make our students more capable of understanding how to apply leadership to facets of their communities, which is key to inspiring students to change the world.

Building an awareness, tolerance, and appreciation of other worldviews on a visible level will prepare our students for the global world in which we live while also connecting them to state and national history. For those students from underrepresented backgrounds, the sense of place that can be created will not only help to assure them of MSU's commitment to all students, but it can act as a retention tool for those students who currently may not feel that the environment at MSU reflects their experiences or backgrounds.

Creating a coalition for diversity among MSU's campuses would further the communication between campuses and help perpetuate the notion of four campuses, one university. The increased communication will help create a more informed and collaborative approach to issues of diversity and preparing our students for a future in the global world.

The three components in this proposal will work together to improve the campus climate:

1. By supporting underrepresented students so that they feel more comfortable at MSU which will not only help in retaining students, but help them thrive at this institution.
2. By creating opportunities for dialogue about issues of difference and diversity in a way that will enrich the lives and educational experiences of all students at Montana State University.
3. By creating a unified Montana State University on issues of diversity – one that shares knowledge between campuses and embraces the opportunity to grow and be enriched by a diverse student body.

Along with the three components of expansion, this proposal would expand the current .5 FTE Program Assistant position to a 1.0 FTE with operational oversight of the office and programs, and having two additional students on staff to help manage the additional responsibilities that the DAO would take on. This increase in staff would also allow time for significant time to be put into identifying sustainable funding for some of these programs.

ADDITIONAL INFORMATION

Implementation Plan *(Please describe with timelines)*

Leadership

Year	Spring	Fall
2012		<p>Aug./Sept. - Solicitation of nominations from faculty and staff</p> <p>Nov. – nominated students invited to apply to fellows program</p> <p>Dec. – Leadership Fellow Applications due</p>
2013	<p>Jan. – Fellows selected</p> <p>Apr. – Fellows mixer</p> <p>May – Leadership retreat, summer readings distributed</p>	<p>Sept. – Dec. – Fellows cohort have bi-monthly fellows meetings (1 discussion meeting, 1 planning meeting per month)</p> <p>Oct. – Outreach project chosen, planning begins</p> <p>Dec. – Solicitation of nominations for 2014 cohort</p>
2014	<p>Jan. – Deadline for 2015 cohort nominations</p> <p>Jan. – Apr. – implementation of outreach project</p> <p>Feb. – Invitations extended for nominated students</p> <p>March – Fellows applications due, selections</p> <p>April – Fellows mixer</p> <p>May – Leadership retreat, applications due for mentors; mentors selected and notified</p> <p>Spring/Summer – evaluation of first year, work to create sustainable funding for the program after 2016</p>	<p>Sept. – Dec. – Fellows cohort have bi-monthly fellows meetings (1 discussion meeting, 1 planning meeting per month), Mentors meet additionally for one hour to debrief and plan</p> <p>Sept. – Mentor retreat</p> <p>Oct. – Outreach project chosen, planning begins</p> <p>Dec. – Solicitation of nominations for 2015 cohort</p>
2015	<p>Jan. – Deadline for 2016 cohort nominations</p> <p>Jan. – Apr. – implementation of outreach project</p> <p>Feb. – Invitations extended for nominated students</p> <p>March – Fellows applications due, selections</p> <p>April – Fellows mixer</p> <p>May – Leadership retreat, applications due for mentors; mentors selected and notified</p> <p>Spring/Summer – evaluation of second year</p>	<p>Sept. – Dec. – Fellows cohort have bi-monthly fellows meetings (1 discussion meeting, 1 planning meeting per month), Mentors meet additionally for one hour to debrief and plan</p> <p>Sept. – Mentor retreat</p> <p>Oct. – Outreach project chosen, planning begins</p> <p>Dec. – Solicitation of nominations for 2016 cohort</p>

The outcome from the first year Leadership Fellows program will be a community outreach project that student fellows plan and implement. The project will require looking at the needs of various facets of Montana communities, and creating a partnership between MSU and a chosen community in order to strengthen our communities as a state while providing a unique leadership development experience for students.

In the fall, fellows will meet bi-monthly, for two hours. Fellows meetings will have two purposes:

- 1) Discussion of readings and leadership skills development
- 2) Planning for spring outreach project

Upon successful completion of the program for each semester, fellows will receive a stipend of \$400.00.

In the Spring first year fellows will continue to meet and implement the outreach project, presenting on process to the campus community once completed. Upon successful completion of the second semester, first year fellows will receive a certificate of completion.

In the second year, fellows who completed the first year of the program will be eligible to apply to be a Leadership Mentor. Leadership Mentors will be responsible for facilitating one fellows meeting a month as well as helping to guide the planning and implementation of the first year fellows’ outreach project. In addition to the 2 meetings a month, mentors will meet twice monthly additionally with each other and advisory faculty and staff to guide their mentoring. At the end of each semester, Leadership Mentors will receive a stipend of \$1,000.

Throughout the program, the Diversity Awareness Office will partner with various campus entities to ensure that students in the Fellows Program receive the support necessary to help them achieve their potential as a student leader. Connecting students with available support services such as tutoring, advising and career counseling will aid in students succeeding both as leaders and as engaged students and community members.

As assessment progresses, the program will be altered as seen necessary to meet the objectives set in this proposal. If, by the end of fall semester 2014, assessment suggests that objectives will not be met the process for nominations will be put on hold. If the spring 2015 assessment indicates that objectives have not been met, the program will be dissolved.

Visibility

ART:

Year	Spring	Summer	Fall
2012	Call for nominations for a committee to guide direction and art selection.	* Creation of committee to work on Assessment of spaces – meet with stakeholders (student groups, departments etc), * Invitation for suggestions and ideas where and how art could be best utilized to departments. * Assess potential to add pieces in new construction and renovation planned on campus	* Climate survey to determine the perceived areas where a sense of place can best be fostered through visible artwork. * Continue meetings with stakeholder – potential open forums
2013	* Creation of a priority list * Begin implementation of priorities through a series of calls for proposals for art – both rotating and permanent.		* Continue with process of installing and acquiring Art * Climate survey for faculty and staff
2014	Assessment of progress		

The art/visual component of increasing visibility of diversity will be a campus community influenced project – the development of a priority list and acquisition of art will involve members of the campus community being a large component of this effort. While the DAO will be coordinating the efforts to create a visibility of the appreciation of diversity, and utilizing a small budget to acquire art for this purpose, strategizing the most efficient method to do this with renovations and new construction will also be a part of the plan.

BIAS INCIDENT REPORTING:

Year	Spring	Summer	Fall
2012		Development of a informational campaign in coordination with Sustained Dialogue, creation of website and procedures in conjunction with Dean of Students Office and Affirmative Action	Roll out informational campaign Hire one student intern at 10 hours per week to begin creating database for reports and doing outreach to campus community. Climate survey developed and distributed to incoming freshman
2013	Climate survey distributed to graduating seniors	Assessment of program Development of educational plan	Climate survey developed and distributed to incoming freshman
2014	Climate survey distributed to graduating seniors	Assessment of program Development of educational plan	Climate survey developed and distributed to incoming freshman
2015	Climate survey distributed to graduating seniors	Assessment of program Development of educational plan	Climate survey developed and distributed to incoming freshman

Ongoing – assessment of reports, research into needs for community education surrounding bias incident issues, meeting with stakeholder groups as necessary to work on creating and sustaining a supportive campus environment.

The DAO will work with both the Dean of Students Office and Sustained Dialogue to track bias incidents and create and implement a campus wide educational plan on issues that are of concern on campus.

Coalition

Year	Spring	Summer	Fall
2012		Determine stakeholders at each campus to be involved in coalition, invitations to participate disseminated, meeting for fall 2012 planned.	Initial meeting, discussion and priorities of each campus regarding diversity determined – next meetings scheduled. Creation of mission and goals.
2013	In addition to regular meetings, Diversity Conference planned		meetings resume, assessment of development of coalition and goals, diversity conference
2014	Meetings continue, assessment of coalition – and direction of diversity issues on MSU's campuses		

The coalition will be called together with an invitation from the president for each campus to nominate a representative to be part of the coalition. A general discussion and creation of a diversity network between campuses is established. Each campus will be allotted travel for their representative to meetings, and to a professional development opportunity each year. A conference will be planned in the second year to highlight some diversity issues that are identified between professional development and meetings

Assessment Plan *(Please describe with indicators)*

Leadership

Outcomes	Increase the number of students from underrepresented groups leadership skills, promote community outreach within Montana communities
Indicators	Number of students completing the program Evaluations from participants Inquiries to faculty on participants Track program alumni after graduation

Information will be use to improve the program: Suggestions for improvements will be taken seriously and discussed with those departments and groups involved in the leadership program in the cohort year.

Visibility

Outcomes	*Increases sense of place and belonging, *Build a continued appreciation for MSU's ties to cultures and history within the state *Increase the visibility of a support system for students from underrepresented groups through visibility of non-discrimination policy and education on bias
Indicators	Climate surveys – freshman (and following years to track attitudes), faculty and staff

Information will be use to improve the program: utilizing climate surveys to determine if increasing visibility of

Coalition

Outcomes	*Increased knowledge and communication on diversity issues across campuses *Increased sense of unified approach to diversity
Indicators	*Number of programs/initiatives, student retention numbers? *participant evaluations * Climate surveys on each campus?

Information will be use to improve the program: to determine if the meetings and communication as designed is effective in meeting set objectives.

If assessed objectives are not met in the timeframe outlined, what is the plan to sunset this proposal?

Leadership

Assessment information will be compiled and kept from each year. If the data does not indicate that each component of this expansion has successfully met the prescribed outcomes, the process will take place as follows:

The leadership component will be terminated, and announcement made to the community in the spring semester of 2015.

Visibility

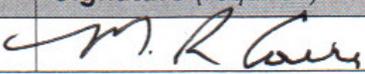
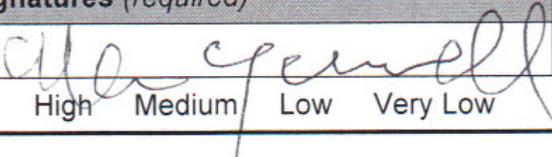
The campaign to increase art and visual representations of culture and peoples with connection to the state and university community will cease in the spring of 2014. Art that is already in place will remain and the acquisition of new pieces and installations will not be pursued.

The bias incident reporting system will be dissolved, the website removed, and the data collected handed off to an office that may find it useful.

Coalition

Efforts to maintain the coalition will be ceased at the conclusion of spring semester in 2014.

SIGNATURES

Department Head (please print)	Signature (required)	Date
Phenocia Bauerle		12/30/11
Dept Head Priority (please circle one):	<input checked="" type="checkbox"/> Very High <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> Very Low	
Dean/Director (please print)	Signature (required)	Date
Matthew Caires		12/30/11
Dean/Director Priority (please circle one):	<input checked="" type="checkbox"/> Very High <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> Very Low	
Executive/VP (please print)	Signatures (required)	Date
Allen Yarnell		12/30/11
Executive/VP Priority (please circle one):	<input checked="" type="checkbox"/> Very High <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> Very Low	