

**RAMAPO COLLEGE  
GOAL 2 ACTION PLAN  
2020-2021**



## **Fulfilling Our Promise**

### **Goal 2: Cultivate and Support Equity, Diversity and Inclusion**

#### **Overview**

In accord with the dynamic protocols outlined in the 2017 Report of the Taskforce on Shared Governance, in April of 2019, President Peter Mercer established an Implementation Team for Goal 2 of the Strategic Plan of 2018-2021: Fulfilling Our Promise (hereinafter “Goal 2 Implementation Team”) to develop a Goal 2 Action Plan. Representing a cross-section of key stakeholders of the College, the members of the Goal 2 Implementation Team are identified below:

#### **Goal 2 Implementation Team**

- Nicole Morgan Agard, Chair, Goal 2 Implementation Team; Chief Equity & Diversity Officer
- Virginia Galdieri, Administration/Department of Human Resources
- Caleb Herbst, Student Government Association
- Tae Kwak, Faculty Assembly Executive Committee
- Stephan Lally, Student Government Association
- Peter Mercer, College President (Ex officio, Goal 2 Implementation Team)
- LaQuan Norman, Minority Faculty & Staff Association
- A. Tamika Quick, Office of Equity, Diversity, Inclusion & Compliance
- Peter Rice, Office of Administration/Office of Admissions
- Eddie Seavers, Ramapo Staff Association
- Ruma Sen, Minority Faculty & Staff Association
- Stephanie Steiner-Otoo, Student Government Association
- Melissa Van Der Wall, Administration/ Office of Student Affairs

The Goal 2 Implementation Team was charged with developing an action plan that recommends strategies to advance the Indicators associated with diversity and inclusion in Dashboard 2021 of the College’s Strategic Plan.

After conducting a detailed review and discussion of the Dashboard Indicators, along with a review and analysis of available data (demographic, climate and policy), the Goal 2 Implementation Team hereby recommends the following action plan. This action plan prioritizes three (3) areas that will not only advance several Indicators associated with diversity and inclusion but also will advance Objectives 1.1, 2.2 and 2.3 of the Strategic Plan and further Ramapo College’s mission of a commitment to academic excellence through interdisciplinary and experiential learning, and international and intercultural understanding. While not representative of all areas relating to diversity and inclusion in the Strategic

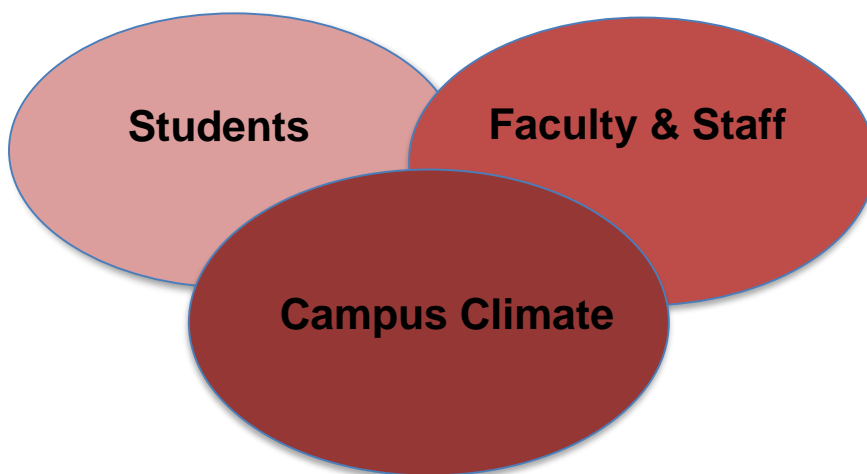
Plan, the Implementation Team chose to focus on the areas that will have a major impact in furthering the goals and objectives related to diversity and inclusion:

**I. Students:** the recommendations in this plan focus on strategies to advance the recruitment and retention of students of color, in particular African-American and Hispanic students. This includes efforts to increase the four-year and six-year graduation rates for first-time, full-time African American and Hispanic students and to increase the first-year retention rate for African American and Hispanic students.

**II. Faculty and Staff:** this plan recommends increased resources towards the recruitment of non-white, full-time faculty and non-faculty (staff). The increased resources will support the Department of Human Resources and the Office of Equity, Diversity, Inclusion & Compliance with their policies and programming.

**III. Campus Climate and Culture:** As the College seeks to deliver and promote curricular, co-curricular, and development programs that strive to eliminate stereotypes and negative biases, demonstrate a commitment to diversity and promote self-awareness, an examination of multiple perspectives and respect for others, it is important to continue to assess the students, faculty and staff on the effectiveness of its policies and programs.

It should be noted that a successful implementation of this plan shall depend on factors including financing and personnel.



## Goal 2 Action Plan

### I. Students

To continue the goal of increasing the number of academically qualified students of color, in particular African-American and Hispanic students, along with improving the retention rate of those admitted, the Goal 2 Implementation Team recommends the following strategies:

- **Host a Multicultural Reception:** The College shall host one Multicultural Reception in the 2020-2021 academic year: one in the spring semester, following a scheduled Admitted Student Day event. The reception should be scheduled at a time that does not compete against other campus activities or events (i.e., where students are given the option of attending a Multicultural Reception, an event sponsored by the Center for Student Involvement (CSI) or a sports related activity sponsored by the Athletics Department). Conditions permitting, the reception should include food items, appetizers or hors d'oeuvres.

Aligned with Goal 1, Indicator 2 of the Strategic Plan: “Percent of first-time, full-time, non-White degree seeking students”, the Multicultural Reception shall include an information session for prospective students and their families regarding the various on-campus resources and programs available to students and families. The Reception will serve towards connecting prospective students of multicultural backgrounds and their families with current students, faculty and staff of multicultural backgrounds. Current Ramapo students, faculty and staff of color will be asked to participate.

A special tour of the College will take place after the reception and serve as a preview for prospective underrepresented students. The success of the reception shall be measured by the following:

- 1- the number of prospective students and families in attendance; and
- 2- the number of students who report that they decided to attend the College, based in part on what they learned about the College at the reception.

The Office of Equity, Diversity, Inclusion & Compliance (“E.D.I.C.”) will take the lead on the planning for this event, with assistance and input from the Office of Admissions, the Center for Student Success and the Center for Student Involvement.

- **Diversity & Inclusion Training for 1<sup>st</sup> Year Students:** the College shall establish a comprehensive online training program for 1<sup>st</sup> Year Students. The training program will teach students about diversity, inclusion and bias and help to cultivate their skills as it relates to creating inclusive spaces, caring for oneself and serving as an ally. In addition, the training will include a pre and post-test assessment so the outcomes on student learning relating to diversity

and bias can be measured. E.D.I.C. will take the lead on the planning and implementation of the training.

This training will align with the following Indicators:

- a. Goal 1, Indicator 2: “Percent of first-time, full-time, non-White degree seeking students”;
- b. Goal 2, Indicator 22: “First-year and Senior-year students report that they developed or clarified a personal code of values and ethics at a rate equal to or above the College’s Carnegie peers”; and
- c. Goal 2, Indicator 31: “First-year and senior-year students report that they understand people of other backgrounds (economic, racial/ethnic, political, religious, nationality, etc.) at a rate (mean) equal to or above the College’s Carnegie peers”.

In order for the training to be effective in advancing these Indicators, it is recommended that the training be mandatory for all 1st Year students. Therefore, a registration or other similar hold should be placed on the accounts of students who do not take the training. E.D.I.C. will be responsible for maintaining the student list and following up with the students who do not attend the training.

## **I. Faculty and Staff**

To further its goal towards an increase in the recruitment and retention of faculty and staff of color, the Goal 2 Implementation Team recommends the following:

- **Campus-wide Announcement of New Faculty and Staff:** The College, through the Department of Human Resources (“HR”), shall circulate a monthly announcement highlighting the names, job titles and photos of all new faculty and staff. The announcement will help the newly hired faculty and staff feel welcomed, appreciated and engaged. The announcement will also serve towards building stronger employee relations, as it will inform the campus about the new hires and provide opportunities for current faculty and staff to connect with new faculty and staff.

This recommendation is aligned with the following Indicators within Goal 2 of the Strategic Plan:

- a. Indicator 32: “[Percentage] of non-White<sup>1</sup>, full-time employees (faculty/non-faculty)”;
  - b. Indicator 33: “Two-year retention rate of non-white, full-time employees (non-faculty) will be within 5% of the two-year overall retention rate of full-time employees (non-faculty)”;
- and

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<sup>1</sup> Non-White is defined in the Strategic Plan as Hispanic or Latino/a, any race; American Indian/Native Alaskan, Non-Hispanic; Asian, Non-Hispanic; Hawaiian/Pacific Islander, Non-Hispanic; Black, Non-Hispanic; Multiple Races, Non-Hispanic; Non-Resident Aliens.

- c. Indicator 34: “Three-year retention rate of non-White faculty (including librarians) will be within 5% of the overall three-year retention rate of full-time faculty (including librarians)”.

- **Diversity and Inclusion Onboarding for all new Hires:** HR shall implement mandatory onboarding training relating to diversity and inclusion for all new faculty, staff and adjunct hires as part of its regular Orientation for New Employees process. An onboarding orientation will be instituted to capture all new hire training, including diversity and inclusion, Title IX and violations of the State Policy Prohibiting Discrimination. The Diversity and Inclusion Onboarding shall be implemented in the Fall of 2020.

This recommendation is aligned with the following Indicators within Goal 2 of the Strategic Plan:

- a. Indicator 32: “[Percentage] of non-White, full-time employees (faculty/non-faculty)”;
- b. Indicator 33: “Two-year retention rate of non-white, full-time employees (non-faculty) will be within 5% of the two-year overall retention rate of full-time employees (non-faculty)”; and
- c. Indicator 34: “Three-year retention rate of non-White faculty (including librarians) will be within 5% of the overall three-year retention rate of full-time faculty (including librarians)”.

- **Comprehensive College Recruitment Plan.** HR, through its Talent Acquisition Coordinator (“TAC”), shall develop a comprehensive College Recruitment Plan. Aligned with Indicator 32 of Goal 2: “[Percentage] of non-White, full-time employees (faculty/non-faculty)”, the TAC will collaborate with the Deans and hiring managers to identify new and innovative recruitment sources and put those sources into a formal recruitment plan. The Recruitment Plan will serve to further the development of the College’s employment networks and enhance its outreach efforts. HR will monitor the efforts of the recruitment plan and update the College Stakeholders of its progress on a biannual basis.

- **Diversity and Inclusion Faculty Fellows Program.** The Office of E.D.I.C. shall implement a Diversity and Inclusion Faculty Fellows program. The program will provide selected faculty members with professional growth in the areas of diversity, inclusion and social justice in the classroom. The faculty fellows will report directly to the Chief Equity & Diversity Officer, in collaboration with their respective Dean and select College stakeholders to advance equity, diversity and inclusion initiatives. The faculty fellows will be responsible for developing campus-wide strategies that will incorporate best practices for engaging in dialogue on topics including race, implicit bias and inclusion. In addition, faculty will examine literature and participate in related workshops, with the goal of infusing these strategies, and more diverse and inclusive practices, into the curriculum. The Program will enable the selected faculty to serve as peer-mentors, empower faculty to learn from one another and further Objective 2.1 of Goal 2 to “deliver and promote curricular, co-curricular, extra-curricular, and development programs that

strive to eliminate stereotypes and negative biases, demonstrate a commitment to diversity, and promote self-awareness, an examination of multiple perspectives, and respect for others.”

This recommendation is aligned with Indicator 30 of Goal 2: “Percent of faculty that report they spend ‘some’ or ‘quite a bit’ of time structuring their courses so that students learn about understanding people of other backgrounds (economic, racial/ethnic, political, religious, nationality, etc.)”. E.D.I.C. shall collaborate with the Deans, the Faculty Resource Center, and others to determine the most feasible timeframe for the implementation of the program (i.e., fall, spring or summer semester).

## **I. Campus Climate and Culture**

Although several campus initiatives have contributed toward creating a more positive and inclusive environment, the results of previous campus climate surveys and questionnaires have shown that a disparity remains in how students, faculty and staff from different demographics experience campus life. Therefore, ongoing research pertaining to campus climate and culture is warranted.

- **Develop Comprehensive Campus Climate Assessments**: There is a demonstrated need for a comprehensive campus assessment individualized for faculty, staff and students, one that includes an analysis of best practices for training, communication and processes. This survey should be issued every 2-3 years, to allow for members of the administration to review and share the responses with the stakeholders, as well as collaborate to prepare/create action plans in response to the feedback from the survey.

This recommendation is not aligned with a specific Indicator in the Strategic Plan. However, the importance of a comprehensive campus survey cannot be underscored as the data obtained from a comprehensive survey will assist the College in its efforts to develop and retain more diverse students, faculty and staff, in particular African American and Latino students, faculty and staff. E.D.I.C., in collaboration with the Office of Institutional Research, shall take the lead on the implementation of the survey, which should take place in the 2020-2021 academic year.

## **Conclusion**

In conclusion, the Goal 2 Implementation Team acknowledges that this Action Plan serves to enhance the efforts of the College that are already underway. The Team recommends that the College continue to build a campus that reflects the State’s demographics and that it foster a culture that values equity and inclusion and supports a structure in which students, faculty and staff are able to succeed. The Goal 2 Implementation Team looks forward to continuing to collaborate with the administration and others to further develop and implement this Action Plan.