THI

September 2021

THIRD-

Contents

PRESIDENT'S INTRODUCTION

This second annual *Diversity, Equity, and Inclusion Plan* Status Update comes

running, working with the expanded Office of Equity and Diversity and with the DEI Advisory and DEI Coordination Groups to ensure

Inclusive Communication

- Continued ongoing Intergroup Dialogue training, from which Colgate has benefited in recent years — acknowledging that the length of training required may be an impediment to broader adoption
- Broaden the opportunities for members of the community to develop their capacity to engage constructively across differences

Increased Funding for Programs and Projects

- Secured $500,000 for the Henry Livingston Simpson Endowed Fund for DEI Initiatives
- Received $250,000 for immediate DEI programming
- Identify programming, including speakers and other campus initiatives

Equity Focused Analysis of Colgate Policies

- Identified needed changes to the Student Handbook as well as Equity Grievance Process (EGP), Student Organization, and Social Hosting policies.
- Continue review of all policies

Review of EGP Policies

- Completed external review of EGP
- Revised policy with enriched options for responding to incidents and expansion of possibilities for restoration and meaningful resolution
- Aligned new policy with new federal regulations
- Communicated new policy and regulatory environment
- Hired new Title IX coordinator

Admission Multicultural Recruitment

- Enrolled the largest domestic multicultural class in Colgate history: 201 students in Class of 2024
- Joined QuestBridge, expanded partnerships with community-veu( )TjEMC4b bge.444 extFEFwnTjEMC3aop, exN 4 Td(initMC3r)10.1Ameolianasshis613 0 T(al R)10.11olga46.08 56.333nd rE/T1ptionser (anvamisttd tpudents)20.1 (sC3aop,)speakng pdre

Revision of Appendix A: Organization of Excellence Goals

- Drafted language to reflect the important role that student organizations can play in shaping the climate of the campus and the experience of students
- Continue to collaborate with student organizations in incorporating these goals into their operations

Center for Learning, Teaching, and Research (CLTR) Programming for Faculty

- Secured funding to support expanded CLTR programming to help faculty incorporate DEI into their courses
- Continue to work with faculty to identify relevant speakers, programs, and other workshops

Support for Community Members With Disabilities

- Hired replacement for Lynn Waldman, director of Academic Support and Disability Services
- Completed review of Academic Support and Disability Services
- Update 2009 catalog of non-ADA compliant buildings with new ADA requirements
- Plan for phased resolution of known accessibility issues
- Include all ADA considerations in new construction

Staff Engagement With DEI Initiatives

- Instituted Employee Resource Group policy, which allows employees to spend paid time on campus DEI efforts
- Broaden ability for staff to take time for DEI efforts to improve campus
- Communicate new protocol to departments and work with them to implement a structure that will allow staff to spend some time on DEI initiatives
- Work with departments regarding reassignment of work responsibilities for staff who want to work on larger-scale projects (for example, the Colgate History Project)

Inclusion of DEI Goals in Performance Evaluation

- Embedded DEI as a technical competency in the performance improvement process
- Communicate and educate supervisors on DEI competency and its evaluation and assessment
- Develop more ways for staff to be involved in DEI efforts

Multicultural Competency Training for All Faculty and Staff

- Deployed online training to 26% of employees with 91% completion rate
- Develop in-person training for new employees
- Develop other in-person training that goes beyond the online training for all employees

Financial Support of DEI Professional Development

- Planned for spring 2020, but global pandemic limited opportunities
- Offer professional development opportunities by division
- Develop application process if division lacks funding for opportunities

Physical Education, Recreation, and Athletics (PERA) DEI Committee

- Launched Aug. 2019
- Began developing a comprehensive plan for ensuring and promoting a climate of inclusion, empathy, and support for all members of PERA; addressing underrepresentation in faculty and staff positions; and fostering an equitable and supportive environment for all student-athletes
- Developed DEI programming for PERA
- Sought input and feedback for draft PERA DEI plan
-

Divisional DEI Goal Statement

- In most departments, drafted initial DEI goal statements, which can be found after this status update
- Completed initial DEI goal statements from all departments
- Refine and revise statements and share across departments to create shared sense of vision

Exit Interview

- Developed an online exit survey tool for exiting staff
- Conduct robust staff exit interviews in consultation with the Staff Affirmative Action Oversight Committee
  Continue to refine the online exit survey tool for exiting staff
- Refine student exit interviews in order to better understand their reasons for leaving the University
- Research best practices for obtaining information from students who transfer or are seeking alternatives to Colgate

Alumni of Color Engagement

- Created the Alumni of Color (AOC) Third-Century Endowed Fund to provide resources for programs that enable alumni and students of color to connect both on and off campus
- Raised $91,263 toward the $100,000 goal for the AOC Third-Century Endowed Fund
- Established a working budget for Mosaic and expanded its programming
- Develop more programming that brings alumni of color back to campus

SECTION II.
Equity in the Student Experience

Given the remarkable potential of every student admitted to Colgate, the University must ensure that every student has equal access to the opportunities afforded on this campus. This includes every academic track, various forms of University housing and dining, and desirable spaces for social hosting. Inequitable access undermines the University's goals of academic excellence and its sense of shared community.

Sexual Assault Prevention

- Administered HEDS Sexual Assault Survey
- Shared survey results with appropriate offices
- Used quantitative data from the HEDS Sexual Assault Survey and the stories shared by survivors through various channels to develop programs for preventing sexual violence
- Analyzed survey data with Haven and the expanded Office of Equity and Diversity to develop programming options for the campus
- Strengthened Haven orientation for first-year and transfer students.
- Review Sexual Assault Response Team (SART) and Sexual and Intimate Partner Violence Committee (SIPVC) data and continue to refine programming based on data

Counseling Services

- Continued to offer students online counseling sessions with counselors of color as the demand for such counselors exceeds Colgate staff availability
- Continued support of online counseling with counselors of color
- Increased accessibility to counseling services with outreach satellite hours
- Assess needs for more diverse counselors

PERA

- Opened Raider of Color Connect Lounge for student-athletes of color
- Sent representatives (four administrators and three student-athletes) to Black Student-Athlete Summit
- Hosted conversations with coaches and student-athletes about racial injustice
- Incorporated more diverse in-venue talent and features, including, but not limited to, emcees, half-time performances, and public address system reads
- Celebrated national holidays, such as Black History Month, throughout venues, on social media platforms, website, and other channels
- Developed ways for student-athletes to provide feedback regarding their experiences and facilitate better relationship-building with administrators through RealResponse reporting system implemented in Feb. 2021

Social Space

- Created new social spaces in tents for all student organizations
- Developed new programming to provide student leaders with the tools to have di cult conversations and enhance inclusivity on campus
- Deployed Cli onStrengths tool with student leaders to provide them with a common language to use their natural talents and identities in order to foster belonging and celebrate each individual's uniqueness
- Continue planning for expanding social-space options available to all student groups, equal or superior in equipment and outfitting to the facilities now available
- Begin to use the Coop media room as a social space for events for the first-year and sophomore classes

E pan ion of Financial Aid

- Raised $10.1M in endowment for financial aid
- Developed ambitious financial aid fundraising goals to increase Colgate's ability to o er admission to diverse students
- Announced the Colgate Commitment: tuition-free for students with an annual family income of $80,000 or less; tuition at 5% of income, on average, for students with family income between $80,000 and $125,000; tuition at 10% of income, on average, for students with family income between $125,000 and $150,000, and no federal loans for students with family income under $150,000 — Colgate has always met 100% of demonstrated financial need for all admitted students
- Continue to fundraise to endow the Colgate Commitment
- Analyze and identify further expansion of financial aid

SECTION III
Diversification of Faculty and Sta

Colgate continues to struggle to recruit a diverse faculty and sta . A lack of diversity in the University's employees can undermine students' sense that Colgate is a welcoming place for those from historically underrepresented groups. It can also hinder e orts to retain employees from these backgrounds. To the extent that students may more frequently turn to faculty and sta with whom they identify for support, this can also lead to an inequitable (and o en unrecognized) load of labor on those faculty and sta .

Fac l Di er i

- Hired 13 racially/ethnically underrepresented persons out of 34 tenure-stream searches since academic year 2017–18
- Joined Consortium for Faculty Diversity (CFD)
- Hired Jessica Davenport and Taryn Jordan as first CFD post-doctoral fellows
- Continue to build diverse pools of applicants for faculty positions
- Provide more training for division directors regarding strategically hiring faculty of color

S a Searche

- Began enhanced review of all searches, requiring increased documentation for selection and more active engagement by search committee members
- Improved education and communication about the University's a rmative action obligations, the challenges we face in addressing underutilization, and also the divisions' responsibilities in regard to sta searches
- Created instructional materials based on inclusive hiring protocols developed by the Sta A rmative Action Oversight Committee
- Developed and implemented bias training as part of the protocol for all searches
- Identified barriers to recruiting candidates from outside of a 20-mile

Profe ional De elopmen for S a

- Created professional development plans for employees in middle-management positions, especially women and people of color, to include intentional, personalized onboarding, clarity of role and expectations, and short-term Colgate career trajectory
- Developed a career pathways program to address the challenges that sta   from historically underrepresented groups have o   en had in building longer-term careers at Colgate
- Pilot professional development plans for employees in middle-management positions, especially women and people of color
- Pilot the career pathways program to address the challenges that sta from historically underrepresented groups have o   en had in building longer-term careers at Colgate

SECTION IV
Retention and Development of Diverse Faculty and Sta

It is not enough for the University to recruit a diverse faculty and sta . It must also provide pathways for members of underrepresented groups (most notably, faculty and sta   of color) to advance in their careers.

Fac l   Ini ia i e

- Joined National Center for Faculty Development and Diversity (NCFDD), which o   ers professional development, training, and mentoring for faculty members and postdocs
- Continue to communicate NCFDD benefit to faculty
- Begin in-depth analysis of the retention of faculty of color in order to better understand the ways in which to better support their professional lives

S a   Ini ia i e

- Began construction of Chenango Hill homes, which will expand the selection of available housing in Hamilton
- Develop enhanced guidelines for casual-wage hiring, to include careful consideration of whether these arrangement serve employees and the institution well

- Continue review of long-term casual wage positions to determine if they should be transformed into benefitted sta   positions
- Create new employee status for long-term casual wage sta

Re o rce for Ne   Mo her

- Defined paid break time for new mothers who need to nurse or breast pump and provided a list of rooms suitable for lactation across campus as well as protocols for ensuring availability
-

S den Life

- Convened DEI working group for Greek Life, orientation, and Colgate Conversations
- Surveyed all fraternity and sorority members regarding DEI e orts for students
- Established the Mat at Parker Commons as a popular social space for a

- Continue to work on making all online content fully accessible

- Completed external review of Equity Grievance Process (EGP)
- Revised policy with enriched options for responding to incidents and expansion of possibilities for restoration and meaningful resolution
- Identified and publicized avenues of response for members of the community who experience bias but do not wish to immediately avail themselves of the EGP
- Plan tabletop exercises akin to those conducted by the Emergency Operations Center with the goal of rapidly responding when bias incidents are reported
- Identify and provide resources and support for PERA sta   who frequently serve as advocates and/or safe haven for student-athletes of color

MOVING FORWARD

On Oct. 4, 2021, Colgate welcomed Renee Madison as its vice president for equity and inclusion and member of President Casey's Cabinet. Born and raised in the midwest, she is from a small family that encouraged curiosity and learning. From an early age, Renee engaged in spirited conversations with family and friends about life, culture, and society. She went on to earn her bachelor of arts in sociology from DePauw University and her Juris Doctor from IU Robert H. McKinney School of Law. Renee's liberal arts education fueled her curiosity and passion to make a di   erence in her community. A   er graduating from law school, Renee served the City of Indianapolis as a domestic violence prosecutor. She then transitioned to the National Collegiate Athletics Association in the enforcement division. Renee joined the President's Cabinet at DePauw University to serve as senior advisor to the president for diversity and compliance, also serving as the Title IX coordinator and chief human resources o   cer. A   er leaving DePauw, Renee joined the mayor's Cabinet in Indianapolis to serve as the chief human resources o   cer for the City of Indianapolis and Marion County, overseeing the strategic leadership and operations of the team that supports the 7,500 employees of the City of Indianapolis and Marion County.

While the addition of a new leader to oversee the University's DEI e   orts is pivotal and transformative for Colgate, the expansiveness of this update demonstrates that this work cannot rely solely on the arrival of the vice president for equity and inclusion. DEI is an institution-wide commitment that requires the contributions and engagement of every division, department, program, faculty and sta   member, and student.

DIVISIONAL DIVERSITY, EQUITY, AND INCLUSION STATEMENTS

Admission

The Office of Admission at Colgate University is dedicated to fostering relationships between prospective students, our office, and Colgate community members. Our community welcomes people from all different locations, backgrounds, identities, and ideologies. We establish a welcome, supportive environment and maintain a commitment to customer service while also pursuing equity and inclusion. We counsel prospective students and their families about the admission process to give an honest and accurate representation of the Colgate experience. As a team, we are united in these goals, and we take pride in an ethical approach to admission, holding ourselves and one another accountable; recognizing when change is needed, we strive to grow and improve upon our mission.

Communication

The Office of Communications plays a distinctive part in Colgate's efforts to advance diversity, equity, and inclusion. As communicators working on behalf of this community, we embrace the opportunity to inform the broadest possible audience on details, achievements, and challenges surrounding the University's DEI Plan. Moving forward, we will redouble our efforts to widen that audience and enhance the accessibility of all University messaging. We will ensure that Colgate.edu reflects the University's philosophy on DEI. We will speak directly to families with limited means, engage with the University, and aid in admission efforts to expand the diversity of Colgate's applicant pool. Within our own office, as we pursue this important work, we will increase the number of minority and women-owned businesses we hire, explore partnerships with national organizations that support underrepresented professionals, and join campus groups that advance DEI initiatives.

Dean of the College

The Office of the Dean of the College recognizes and appreciates the unique talents and contributions of each individual with whom we work. The division encourages ongoing diversity education and expects our staff members to approach this endeavor with a sense of open-mindedness and willingness to experience the unfamiliar with respectful communication. We facilitate exploration, learning, and understanding of identity development and social justice issues, resulting in an inclusive and supportive community, where each voice is heard and valued.

Dean of the Faculty Provost

The Office of the Dean of the Faculty understands that a demonstrated commitment to diversity, equity, and inclusion requires intrepid strategies and a bold vision. It is a unique division, consisting of faculty and staff members who value the interrogation of ideas while adhering to values of diverse perspectives, identities, and qualities. Upholding the University's intellectual mission and living out its distinctiveness necessitates a judicious approach to the academic curriculum and student development, faculty and staff hiring, sustainability and world care, and the safeguarding of our collective principles of equity, integrity, and excellence.

Finance and Administration

The Division of Finance and Administration is committed to supporting Colgate's diversity, equity, and inclusion efforts. The division contributes to this work in many ways, including by: ensuring that the University has adequate resources for its inclusive programs and initiatives, both today and for future generations; enhancing the inclusiveness of the processes through which employees are hired; and helping to maintain and develop the campus to make it more accessible to every member of the campus community.

Advancement

The Division of Institutional Advancement is dedicated to fostering lifelong connections between alumni and the University and supporting opportunities for engagement for all alumni. We direct the benefits of alumni voices, participation, volunteer service, and financial assistance to support the University's educational mission and its students, faculty, and staff. We are committed to creating a climate that ensures the staff members of the division are welcoming and supportive of all alumni, regardless of their backgrounds and identities. We embrace the University's Third-Century Plan and the DEI Plan; will structure and implement special initiatives and programs

that engage and support the University's alumni of color; and develop the appropriate engagement and communication strategies that connect them to one another, fellow alumni, and the campus community.

Ph ical Ed ca ion Recrea ion and A hle ic

VISION To be an inclusive community of competitive excellence

Incl i e We seek to be a welcoming and diverse association of students, professionals, alumni, and fans in which all people are treated equitably and respectfully, and can contribute fully to our success.

Comm ni We share common goals, we a rm open communication and civility, we honor the sacredness of each person, we accept responsibility to act for the common good, we care for and serve one another, and we honor our history while celebrating our evolution.

Compe i i e E cellence We strive to consistently perform at the upper range of our potential, to get better every day with a goal to win - to win in competition, in the classroom, in the community and in the lives of every member of the Colgate Community.

VIRTUES Our virtues are lived values - we are at our best when we are:

- Thoughtful — Careful, reasoned, inclusive, action
- Driven — Relentless, energetic, focused pursuit of courageous goals
- Enthusiastic — Passionate, positive, fun presence
- Cohesive — Close-knit, collaborative, consistent teamwork
- Bold — Creative, resourceful, fearless winners

DEI UPDATES FROM DIVISIONS AND DEPARTMENTS

Colgate's administrative divisions were encouraged to develop their own strategies and initiatives for strengthening equity and inclusion in alignment with the philosophy laid out in the *Third-Century Plan* and the *Plan for Diversity, Equity, and Inclusion.* Some of the details of these e orts are included here to give a sense of the ways in which this work is moving forward beyond the initiatives reported above. This is by no means an exhaustive list of e orts taking place in departments across the University, but it does give a sense of the variety of ways in which departments are working to make DEI an integral part of their work.

DEI Training Acro he Di i ion

Since the November 2019 publication of the DEI Plan, there has been a inim0 (0.1s(ght)fi0a(r)l20m0f('i)60(s)a20 4impligsAr)3)-20 (ees)20 (th,)4(list))20 (a)20 (ar)10 (e)20 (Td[w)1

Information Technology Services has formed a DEI working group charged to explore the principles of diversity, equity, inclusion, and accessibility. This group will spearhead conversations among ITS sta to explore 1) how these principles can be cultivated for internal sta and 2) how the work of ITS can

Al mni Co ncil

During the fall meeting, the Executive Committee of the Alumni Council revised its bylaws to add an o cer position for diversity, equity, and inclusion. That position also serves as chair of the DEI Committee and works closely with the Board of Trustees, the Partnership for Racial Progress, and Task Force for Diversity, Equity, and Inclusion.

The DE&I Committee addresses alumni representation on the Alumni Council, including membership criteria and selection process, and creates a set of guiding principles for the Nominations Committee. The DEI Committee also makes recommendations to the o cers on minimal behavioral competencies for all members of the Alumni Council. Lastly, the DEI Committee supports Colgate University's e orts to create a more inclusive and supportive environment for all students, faculty, and sta .

In September 2020, the Presidents' Club Membership Council (PCMC) created a DEI project group in order to create opportunities to integrate and advance DEI in its mission, functions, and operations; lead the alumni community in DEI; advocate for and expand upon the University's *Third Century Plan* and commitment to DEI; and create a culture of inclusion so that all alumni feel