



**SOUTHERN CONNECTICUT STATE UNIVERSITY
RECOMMENDATIONS FOR IMPLEMENTING
A
DIVERSITY ACTION PLAN**

**REVISIONS SUBMITTED
MAY 10, 2011**

DIVERSITY AND EQUITY LEADERSHIP COUNCIL

INTERIM PRESIDENT, DR. STANLEY F. BATTLE

"Diversity initiatives are not simply innocuous extensions of preexisting institutional interests but are instead efforts that challenge and seek to transform traditional institutional practices and arrangements toward making education more equitable, diverse and inclusive, as well as more open to alternative perspectives." -- Mitchell Chang

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Purpose

Diversity and Equity Leadership Council

Purpose: The Diversity and Equity Leadership Council was established to promote diversity at all levels of the University. As President of Southern Connecticut State University, I pledge to take every good faith effort to realize this goal. The overarching goal of having a diverse University community is to better educate our students, and employees to be active, informed, productive participants in a diverse society and interdependent world. To meet that commitment, the Diversity and Equity Leadership Council (DELC) will serve as an advisory council to the president.

Many definitions exist for the term diversity. In 2010, the Diversity and Equity Leadership Council drafted this *Diversity Statement*:

The University values an educational and work environment in which individuals and cultures are celebrated and respected for the unique talents, insights, and perspectives they contribute.

Diversity is a part of the human condition. Southern Connecticut State University is committed to reflect diversity in all facets of life and to foster a climate that values the opinions and ideas of every member of the campus community.

Council Composition: The Council shall consist of no more than twenty-five members, representing all aspects of University life. The Council appointments would be made by the following areas: Presidential appointments (5), Academic Affairs (5), Student Affairs (5), Admissions (1), Budget office/ Fiscal Affairs (1), Information and Technology (1), Facilities (1), Campus Police (1), faculty appointments by Faculty Senate (2), student government representatives (2), convened by the Director of Diversity (1). Members will serve a two-year term.

Council Role and Responsibilities: The Council is advisory to the president. Further, the Council is responsible for the following: Collaborate with constituents of the University to revise/adopt recommendations of the Diversity Action Plan, serve as a resource to foster knowledge and understanding of diversity related issues concerning social justice, discrimination and bias, promote diversity in recruitment, hiring and retention of faculty, staff and students, maintain data on climate issues. The Council will provide updates and an annual report to the University community on aspects of diversity progress (as noted in the Diversity Action Plan recommendations).

Revised 9/10

Diversity Equity Leadership Committee

Sub-committee on Faculty/Staff Climate

The University Diversity Implementation Plan developed for Faculty and Staff for 2009-2012, established five objectives:

1. Recruiting and promoting greater numbers of minorities (*i.e. women, individuals from underrepresented populations, the disabled*) into faculty, staff and administrative positions.
2. Retaining greater numbers of minorities into faculty, staff and administrative positions.
3. Promoting professional development for minority faculty and staff.
4. Creating a climate that promotes respect for and understanding of equity and diversity at Southern Connecticut State University.
5. Creating synergy between faculty, students, and staff in and outside the classroom.

Note: AGEP = Alliance for Graduate Education and the Professoriate;

LSAMP = Louis Stokes Alliance for Minority Participation

Faculty/Staff Climate Objectives

Goals	1. Recruitment of Personnel: Faculty and Staff		
Objective	1A. Increase the representation of minority faculty and staff	Responsibility	Assessment/ Benchmarks
Activities	1A4. Create and maintain a data base of all minority colleges and Universities	Deans, Chairs, Faculty Search Committees, Human Resources, DELC, and Directors	Update and report on the diverse staff composition
	1A5. Create and maintain a data base of minority doctoral students to use as recruitment tool (interface and AGEF)	Deans, Chairs, Faculty Search Committees, Human Resources, DELC, and Directors	Update and report on the diverse staff composition
	1A6. Attend conferences and events where the recruitment of minority candidates is possible	Chairs, Deans, Directors, MRRC, MRMC	Report and update the results of the recruitment efforts
	1A7. Develop minority faculty exchange programs with other higher education institutions	Provost, Deans, Chairs, MRRC and Human Resources	Report to Assessment and Planning
	1B1. When offering transition appointments to ABD candidates, make a concerted effort to invite minority ABD candidates to apply	Provost, Vice Presidents, Deans, Chairs, DELC, Human Resources	Annual Evaluation
	1B2. Develop funding for visiting professorships for minority faculty members	Provost and Deans	Report & update database
	1B3. Advertise in minority-based publications and web-based employment sites	Human Resources, Chairs, Institutional Advancement, Deans and Departments	Report & update database
	1B4. Create and maintain a data base of SCSU Ed.D. graduates and link that information to the AGEF database	Deans, Chairs, Ed.D. Departments	Review and update database for EdD graduates
	1B5. Fund promising students with Master's and Doctorate degrees for doctoral training and future hiring	Deans, Chairs, Human Resources, DEC and Directors	Report & update database
Timeline	Fall 2009-2012		

Faculty/Staff Climate Objectives

Goals	1. Recruitment of Personnel: Faculty and Staff		
Objective	1A. Increase the representation of minority faculty and staff	Responsibility	Assessment/ Benchmarks
Activities	<p>1B6. Create and maintain discipline-specific data bases of institutions who recruit minority students into their doctoral programs for prospective faculty positions.</p> <p>1B7. Create and maintain a department-generated list of discipline-specific minority professional organizations as an addendum to SCSU faculty search forms</p> <p>1B8. Create departmental liaisons to DELC committee that provide DELC with recommendations and support</p> <p>1B9. Advertise special programs for minorities to encourage them to seek employment at the university, i.e. minority mentoring programs, union sponsored minority recruitment and retention funds</p>	<p>Department Chairs, DELC</p> <p>DELC, Deans, Human Resources and Departments</p> <p>Provost, Vice Presidents, Faculty Development, Chairs, Directors</p> <p>Deans, Chairs, Faculty Development Directors.</p>	<p>Report to the Provost and keep database up-to-date</p> <p>Report to the Provost and keep database up-to-date</p> <p>Review the minutes of the committee reports submitted to the DELC</p> <p>Budget Driven</p>
Timeline	Fall 2009-2012		

Faculty/Staff Climate Objectives

Goals	2. Faculty/Staff Retention		
Objective	2A. Promote activities that are sensitive to one's scheduling, mentoring and training needs	Responsibility	Assessment/ Benchmarks
Activities	2A1. Initiate programs and activities that enhance cultural awareness. Conduct diversity awareness training and conduct an annual diversity conference for faculty and staff.	President, Provost, Vice Presidents, Deans, Human Resources, Diversity & Equity Office, DELC, Faculty Development	Review contents/ agenda of orientation programs, Measure participation
	2A2. Provide adequate resources for the minority recruitment and retention committee*	Union, Deans, Chairs, Provost and DELC	Budget Driven
	2A3. Develop a formal mentoring program for minority faculty and staff	MRRC, MRMC, Faculty Development, Human Resources	
	2A4. Encourage, provide access and extend open invitations to school and university-wide committees to facilitate engagement	Provost, Vice Presidents, DELC	Diverse representation of committee members
	2A5. Design faculty and staff orientation based upon the values of diversity and inclusiveness	Office of Faculty Development, Diversity & Equity and Human Resources	DELC to review evaluations periodically
	2A6. Create an Institute that focuses on the study of different minority groups	Department Chairs, Deans, Provost	Budget driven
	2B. Provide incentives to new faculty and staff mentors to promote the value of diversity*	President, Deans, Chairs, Departments, Directors	Annual assessment after 1 year of service
	2B1. Include diversity criterion in the performance appraisal process for all administrative/professional and university staff	Vice Presidents, Deans, Chairs, Directors, and Human Resources	Annual assessment should reflect attendance at diversity related events
	2B2. Establish a minority faculty-staff association (MFSA)	President	
Timeline	Fall 2009-2012		
	*(on-going)		

Faculty/Staff Climate Objectives

Goals	3. Promoting professional development for faculty and staff		
Objective	3A. Provide engagement opportunities	Responsibility	Assessment/ Benchmarks
Activities	3A1. Include the values of diversity and inclusiveness in faculty and staff orientation	Deans, Chairs, Directors, DELC, Office of Faculty Development, Human Resources	Review orientation agenda
	3A2. Enhance minority leadership opportunities	Diversity & Equity, Human Resources, Deans, Department Chairs, Directors, and DELC	Designated leadership openings on university wide committees (i.e. DELC)
	3A3. Establish faculty cultural exchanges (overseas)	Provost, Office of International Studies	
	3B. Strengthen relationship with the Office of Faculty Development to expand diversity efforts		
	3B1. Recommend that active support for diversity goals be included as a category in the Promotion and Tenure process	Faculty Development, Human Resources, Office of Diversity & Equity, Unions	
Timeline	Fall 2009-2012 *(on-going)		

Faculty/Staff Climate Objectives

Goals	4. Creating a climate that promotes respect for and understanding of diversity in the workplace		
Objective	4A. Support long-term collegial growth among faculty members and staff	Responsibility	Assessment/Benchmarks
Activities	4A1. Provide university-wide forums on diversity	Academic Affairs, Student Affairs and University Affairs, Faculty and Staff, Human Resources, Faculty Development, and DELC	Written evaluations, surveys
	A2. Advocate for increasing the numbers of diverse higher education leaders/faculty/staff	Human Resources, Departments and Schools	Create database of newly hired minority faculty and staff
	4B. Monitor the cultural climate in the University with emphasis on diversity issues		
	4B1. Conduct a follow-up assessment to the employee climate survey and/or recent NEASC survey.	Human Resources, DELC, Diversity & Equity, Faculty Development, Institutional Advancement	Budget driven
	4B2. Encourage and provide access to university-wide committees and events to facilitate engagement between faculty, students and staff	Provost, Vice Presidents	Diverse representation of committee members
	4B3. Maintain work-life balance programming	Human Resources, Counseling, Health Services, Women's Center	Based on program evaluations
	4C. Build and strengthen partnerships with diverse communities, businesses and civic and community organizations		
	4C1. Develop a comprehensive plan including an assessment protocol for managing the university's involvement in contracting with , minority owned companies	Provost, Vice Presidents, Contract Compliance Office and Purchasing Department	Review contract compliance reports to CHRO
Timeline	Fall 2009-2012 *(on-going)		

Faculty/Staff Climate Objectives

Goals	5. Creating synergy within and outside of the classroom		
Objective	5A. Assess student understanding of diversity	Responsibility	Assessment/ Benchmarks
Activities	5A1. Use the existing student surveys to determine whether the students have met the diversity learners outcomes.	Deans, Chairs, Program Coordinators, Department and School curriculum committees, DELC, faculty, directors	NSSE and BCSSE
	5B. Develop systematic integration of diverse experiences in course offerings	Deans, Chairs, Human Resources, Faculty Development and Faculty Senate	Undergraduate Curriculum Committee, Graduate Council, Liberal Education Program, Accrediting agencies
	5B2. Implement cultural competency training across the curriculum and add a diversity statement to syllabi*	Faculty Development, Diversity & Equity, DELC	Participants to complete survey and results to be reviewed by responsible parties
	5C. Broaden the university curriculum to include multicultural studies such as Global Studies, Africana Studies, Hispanic-American Studies, Asian-American Studies & Women's Studies		
	5C1. Create a Diversity Education Course requirement and allow students to select from university approved diversity courses and study abroad options to meet the requirements.	Provost, Deans, Chairs, Undergraduate Curriculum Committee, Liberal Education Program Committee, Faculty	Review the learning outcomes of diversity education courses
Timeline	Fall 2009-2012		
	*(on-going)		

Diversity Equity Leadership Committee

Sub-committee on Student/Climate

The University Diversity Implementation Plan developed for Faculty and Staff for 2009-2012, established five objectives:

1. Create and sustain a welcoming, supportive and inclusive campus climate for all of our students
2. Foster diversity awareness and sensitivity and an understanding of inequality
3. Encourage meaningful address of human diversity in the curriculum
4. Recruit and support a more diverse student population
5. At all levels of the institution support programming that values human diversity
6. Collect and organize data to systematically and effectively assess progress
Based on data analysis, engage stakeholders in aligning/realigning programs to improve address of diversity

Student/Climate Objectives

Goals	1. Create and sustain a welcoming, supportive and inclusive campus climate that emphasizes our commonality		
Objective	1A. Enrich the community experience by providing students with the opportunity not only to tolerate but also to learn from and respect individuals who differ from themselves	Responsibility	Assessment/ Benchmarks
Activities	1A1. Incorporate inclusive artwork, photographs, etc. throughout the campus and in all promotional material so that human diversity is reflected and affirmed	Vice Presidents of respective areas. Office of Diversity & Equity (ODE)	Budget Driven
	1A2. Compile a list of all supportive services, university offices/ mechanisms for reporting anti-diversity incidents and hate crimes, and grievance protocols available to students; publish and disseminate the list	DELIC and ODE	Completed and posted on the ODE website under DELIC
	1A3. Request that the President, the Cabinet members, Deans and campus leaders reiterate the university's commitment to diversity, anti-racism, anti-sexism, anti-heterosexism, etc. at every opportunity	Cabinet Members, faculty and staff, Student Organizations	Random checkpoint by DELIC members
Timeline	Fall 2009-2012 *(on-going)		

Student/Climate Objectives

Goals	2.Foster diversity awareness, sensitivity, and an understanding of inequality		
Objective	2A. Challenge stereotyped preconceptions and help students learn to communicate effectively with people of varied backgrounds in order to promote personal growth and international and multicultural awareness	Responsibility	Assessment/ Benchmarks
Activities	<p>2A1. Focus educational programming efforts on commonalities in addition to cultural differences and structural and societal inequities</p> <p>Do you feel that the workshop or event was inclusive to all people? Yes or no. If no, please explain?</p> <p>2A2. Offer/require student leadership/ development and diversity training programs that train leaders to then carry out diversity initiatives within their respective positions. Certificates would be awarded</p> <p>2A3. Club/Organization advisors and presidents to promote recruitment and retention of diverse student participation</p> <p>2A4. Recruit students at SCSU and in the community into the graduate and undergraduate academic programs</p> <p>2A5. Ensure diverse representation of student workers in each department</p> <p>2A6. A statement of diversity is read at all SCSU sponsored events</p> <p>2A7. Develop promotional items with diversity messages (paper goods, posters, etc.) that are used at SCSU events (athletic, theater, etc.)</p> <p>2B. Identify institutional and societal inequities to foster students to challenge beliefs and promote activism.</p> <p>2B1. Focus programming and educational efforts on identifying societal and institutionalized inequity and promote activism.</p> <p>2B2. Offer/require student leadership/ development and diversity training programs that train leaders to then carry out diversity initiatives within their respective positions. Certificates would be awarded.</p>	<p>Student Affairs units, Student Life, Student Organizations</p> <p>Students Affairs units, Student Life, Student Organizations, Residence Life</p> <p>Student Life, Board of Clubs & Organizational Management</p> <p>ODE will meet with all Academic & Administrative Department Heads</p> <p>ODE staff will meet with Career Services, and all University department heads that hire students</p> <p>ODE and DELC</p> <p>ODE</p>	<p>Event planners should include in all evaluations, the statement:</p> <p>Completed and posted on the ODE website under</p> <p>Collect club rosters at the end of each semester</p> <p>Create list of “<i>how to recruit diverse students</i>”</p> <p>Analyze data via brio/banner</p> <p>Budget driven</p> <p>Budget driven</p>
Timeline	<p>Fall 2009-2012</p> <p>*(on-going)</p>		

Student/Climate Objectives

Goals	3. Encourage meaningful address of human diversity in the curriculum		
Objective	3A. Encourage more addressing of diversity throughout the institution through many academic disciplines to provide a more encompassing perspective and integrated educational experience	Responsibility	Assessment/ Benchmarks
Activities	3A1. Provide students with an educational experience that will allow them to function and thrive as members of a plural society with people who have ideas, beliefs, attitudes, behaviors and cultural /religious backgrounds that are different from their own	Instructional Faculty, DELC Faculty Sub-Committee, LEP Coordinator, Provost	Results of student survey
	3A2. Students will participate in-service learning/outreach to diverse communities, putting education in action	Instructional Faculty, Student Life, Residence Life	NEASC and FYE surveys
	3B. Encourage all members of the campus community to gain a greater understanding and appreciation of diversity through participating in the work of the diversity and cultural centers such as the MCC, DRC, Women’s Center, SAGE Center, etc		
	3B1. Instructional faculty to align their syllabus with accredited body and this plan	Instructional Faculty	NSSE/BCSSE survey results
	3B2. Where appropriate and possible students’ required attendance at diversity programming events sponsored by the MCC, DRC, Women’s Center, SAGE Center, etc	Instructional Faculty	NSSE/BCSSE survey results
Timeline	Fall 2009-2012 *(on-going)		

Student/Climate Objectives

Goals	4.Recruit, retain and support a more diverse student population		
Objective	4A. Build partnerships with community colleges aimed at attracting transfer students of color to SCSU, as well as easing the transition between colleges	Responsibility	Assessment/ Benchmarks
Activities	<p>4A1. Develop transfer/career day event aimed at attracting transfer students of color from community colleges</p> <p>Track trends since 2008 in graduate and undergraduate applications and admissions</p> <p>4A2. Invite Student Clubs and Organizations that celebrate diversity to assist with recruitment efforts of transfer students of color by participating in the transfer/career day event and/or by visiting the community colleges to meet directly with students of color at their gatherings</p> <p>4B. Establish a mentoring program to assist under-represented students</p> <p>Mentors chosen based upon major/extra-curricular interest, etc</p> <p>4B1. Identify upper class and graduate students willing to serve as a peer mentor</p> <p>4B2. Identify diverse body of community members who would serve as peer mentors for graduate students.</p> <p>4B2. Identify diverse body of community members who would serve as peer mentors for graduate students.</p> <p>4C. Develop Scholarships and involve alumni in recruiting economic disadvantaged students</p>	<p>Academic and Administrative Departments</p> <p>Student Life</p> <p>Academic and Administrative Departments</p> <p>Mass advertising and offer graduate assistantships.</p> <p>Alumni Relations, Development Office, SPAR</p>	<p>Number and proportion of under-represented students admitted.</p> <p>Increase in number of transfer students of color</p> <p>Number of scholarships awarded to students from under-represented groups. Number of underrepresented students retained from year to year. Number of under-represented students who graduate.</p> <p>Reports on funding distribution</p>
Timeline	<p>Fall 2009-2012</p> <p>*(on-going)</p>		

Student/Climate Objectives

Goals	5. Support programming that values human diversity at all levels of the institution		
Objective	5A. Encourage, support and endorse programming suggestions from across the university and community to provide an enriching and inclusive experience for our students	Responsibility	Assessment/ Benchmarks
Activities	5A1. Encourage students, faculty & staff to work together to sponsor and support diversity programming efforts	Student Affairs units, Student Life	Program evaluations. Results of student survey
	5A2. Sponsor more campus-wide events in central, heavy foot-traffic locations that bring together students of diverse racial/ethnic groups	Student Affairs units	Review facilities usage form
	5A3. Sponsor events that bring together and engage disabled and non-disabled students	Student Affairs units	Review facilities usage form
	5A4. Provide more awareness and sensitivity programs in the residence halls and commuter students that focuses on the concerns of persons of color, with disabilities, of sexual and religious diversities, and women	Student Affairs units	DELC to contact dean
	5A5. Host more student music, art exhibits, talent shows that represent and celebrate diversity	5A5. Host more student music, art exhibits, talent shows that represent and celebrate diversity	Create gallery
Timeline	Fall 2009-2012 *(on-going)		

Student/Climate Objectives

Goals	6. Collect and organize data to systematically and effectively assess progress		
Objective	6A. Conduct surveys at the start and end of the academic year that assess students' attitudes, behavior and experiences with regard to diversity	Responsibility	Assessment/ Benchmarks
Activities	6A1. Survey all incoming students enrolled in FYE classes	Office of Assessment and Planning and DELC Student /Climate Subcommittee	Develop or revise tools
	6A2. Survey all SCSU students other than those in FYE	Office of Assessment and Planning and DELC Student /Climate Subcommittee	Develop or revise tools
	6B. Elicit suggestions from the students regarding means to improve diversity education/experience at Southern		
	6B1. Survey all SCSU students; incorporate into focus group discussions	DELC Student/Climate Subcommittee, Student Affairs areas, Student Life	Develop or amend tools
	6C. Conduct focus groups of students of color, white students, students with disabilities, students of sexual diversity, male students, female students, etc., at the start and end of the academic year to assess students' attitudes, behavior and experiences with regard to diversity		Written results
	6C1. Organize student focus groups to discuss issues regarding their attitudes, behavior and experiences of diversity	DELC	Analyze data
	6C2. Collect data periodically from Judicial Affairs, Office of Diversity and Equity, HR, University Police, and offices that conduct withdrawal interviews, etc., regarding the nature and number of incidents related to anti-diversity actions, hate crimes	Standard evaluation developed by DELC Student/Climate Subcommittee and administered by all program organizers	
Timeline	Fall 2009-2012 *(on-going)		

Student/Climate Objectives

Goals	7. Based on data analyses, engage stakeholders in aligning/realigning programs to improve address of diversity		
Objective	7A1. Request that all collected data be utilized by program presenters in conceiving and implementing future programs	Responsibility	Assessment/ Benchmarks
Activities		All program organizers	Improved climate

Timeline Fall 2009-2012
*(on-going)

DIVERSITY & EQUITY LEADERSHIP COUNCIL

In an effort to meet the diversity objectives outlined in the University's Strategic Plan, the director for the Office of Diversity & Equity drafted a proposal for the development of the Diversity & Equity Leadership Council (DELC) and presented it to the president's cabinet and to the Office of Diversity & Equity in August at their respective annual retreats. The proposal was then shared with the University Strategic Plan Review Committee (USPARC) on September 26, 2008. On October 31, 2008, employees were invited via campus wide email to nominate candidates to serve on the council. Due to an initial low response, the invitation was sent again on November 18, 2008. Several email responses, telephone calls and in-person visits resulted from the subsequent notice. An informational session was held on November 19, 2008 to kick-off the Diversity & Equity Leadership Council (DELC) initiative.

On December 2, 2008, the president and the cabinet identified the candidates who reflected the diverse representation of the campus staff, faculty and student population. All candidates were notified of their standing by an official letter signed by the president. The first meeting of the new council was held on December 3, 2008. The university hosted the *Hate Crimes Speak Up* on December 5, 2008 in response to the November vandalism incident. The Speak Up provided support to the victims, and provided a forum for people to proclaim that acts of violence and intolerance are unacceptable on this campus. Members of the council also attended the *Speak Up* to learn firsthand about some of the campus climate concerns. The formation of the DELC was also announced at the December 8, 2008 University Dialogue. An update of the DELC was presented to the USPARC on December 12, 2008.

President Norton attended the December 17, 2008 DELC meeting to commend individuals for their willingness to serve and to encourage each member to exercise their creative expertise in drafting a Diversity Action Plan. The 21-member council (consisting of two alternates) will review existing publications that address the campus' diversity climate and form subcommittees (faculty/staff climate and student climate) to identify benchmarks and best practices.

Diversity & Equity Leadership Council

2009-2010 Members

Amal Abd El-Raouf	Computer Science
Rosalyn Amenta	Women's Programs/SAGE
Shirley Anderson	Library Services
Carlos Arboleda	Foreign Languages
Corrine Blackman	English
Cathy Christy	Women's Center
Andrew Chu	BOT Student Representative
Richard Cogswell	Facilities
William Cohane	Facilities
Glenda Dejarnette	Communication Disorders
Deborah Fairchild	Disability Resource Center
Esther Howe	Social Work
Gladys Labas	Ed Leadership
Paul McKenzie	Public Affairs
Darnelle Perry	Human Resources
Amanda Salvo	Human Resources
Tonia Walker	Budget & Planning
Aaron Washington	Multicultural Affairs
Stefan Keller	SGA
Marcia Smith Glasper	ODE

Diversity & Equity Leadership Council

2010-2011 Members

Amal Abd El-Raouf	Computer Science
Rosalyn Amenta	Women's Programs/SAGE
Shirley Anderson	Library Services
Carlos Arboleda	Foreign Languages
Laura Bower	Elementary Education
Cathy Christy	Women's Center
Andrew Chu	BOT Student Representative
William Cohane	Facilities
Holly Crawford	Dean Graduate Studies
Deborah Fairehild	Disability Resource Center
Paul McKenzie	Public Affairs
Stefan Keller	SGA
Paula Kennedy	Admissions
Annette Madlock	Communications
Paul McKenzie	Public Affairs
Tonya Nelson	Campus Police
Obiageli Okwuka	School of Health
Tamara Philpot	First Year Experience
Elizabeth Rodriguez-Keyes	Social Work
Cindy Sanders	Residence Life
Marcia Smith Glasper	ODE
Tammy Testut	Nursing
Tonia Walker	Budget & Planning
Aaron Washington	Multicultural Affairs
Bo Zamfir	OIT