

**DEIG at
MICA**

**Diversity, Equity,
Inclusion and Globalization
Integration Workplan**

TIMELINE	PROJECT / INITIATIVE	OVERVIEW	CAMPUS LEAD
Complete	Revise institutional Mission to make clear and distinct reference to the commitment to and value of diversity	COMPLETE: "EMPOWER students to forge creative, purposeful lives and careers in a diverse and changing world. THRIVE with Baltimore. MAKE the world we imagine."; Additionally the linked Tenets include "We embrace differences and champion equity", "We model a community of care", "We take pride in our resilience".	President's Office
Happening Now	Align Learning Outcomes with new Mission and Vision	Revise Institutional Learning Outcomes (ILOs) to reflect MICA's new mission and vision as it relates to diversity, equity, inclusion, and globalization.	Academic Affairs
	Curriculum Development	Unite curriculum across programs so that DEIG is addressed across the institution: <ul style="list-style-type: none"> Establish College-wide speaker series/public events that are thematically aligned with DEIG. Re-establish the Office of Community Engagement under new leadership with new mission. Support, develop, and run high school programs as pipeline programs through Open Studies designed to prepare and inspire students from groups underrepresented in art and design to pursue art and design. 	Academic Affairs
	Center for Identity and Inclusion	The Office of Diversity & Intercultural Development has been renamed to the Center for Identity and Inclusion. This includes a completed relocation (into Fox 110) and new mission statement. A new Director-level position will be added to the office during Spring 2018.	Student Affairs
	Recruitment, Retention, and Leadership Development	Work with HR to develop more comprehensive resources for targeted advertising, including the identification of discipline specific professional groups. Build a more strategic long-term recruitment "pipeline" through visiting artists/designers/critics/fellows/residents, active engagement with external functions (eg conferences) and organizations. Ensure that opportunities for advancement to leadership positions are available in all areas, not just those with a specific focus on diversity issues or support.	Academic Affairs
	Diversify the faculty and leadership by implementing effective recruitment practices and providing training	Implicit bias training has been provided to faculty search committees and guidelines for searches have been created to inform effective practices. Expand training to staff and adapt guidelines for staff searches. Audit and update the guidelines regularly.	Human Resources
	Develop a series of pipeline programs that will provide opportunity for a more diverse student body to prepare for attendance at MICA and enroll at a lower cost	Continue to develop pipeline programs such as "MICA In Depth" and the MICA Art & Design College Accelerator Program (ADCAP) which target underrepresented populations and help prepare them for college entrance and success. Funding has successfully been raised. Community College Articulation Agreements will be developed aimed at creating pipeline programs for students attending community college who wish to earn credit in transferrable courses at a significantly lower cost and reduce their time to graduation.	Admissions

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Happening Now	Increase the number of students attending MICA from Baltimore City and the greater Baltimore region with the goal of increasing minority representation at MICA more reflective of the city's racial/ethnic profile	<p>Target key Baltimore city schools for recruitment:</p> <ul style="list-style-type: none"> · Add recruitment programming at targeted schools including classroom visits and workshops on admission and financial aid as well as offering MICA faculty as subject speakers. · Develop on-campus events, tours, mentorship and programming to introduce prospective students to MICA's student life, programs of study and careers in art and design. · Offer scholarships to promising students for classes in MICA's Open Studies Program for the purpose of portfolio development. 	Admissions
	Remove unintentional bias in the admission process with the goal of admitting more underprivileged students	Join the national "Turning the Tide" initiative and place a higher value on collecting and rewarding the contributions students make to family, community and/or the common good. Develop scholarship programs to reward students who contribute meaningfully to family or community in ways that demonstrate compassion and caring.	Admissions
	Couple diversity and educational excellence to describe MICA to prospective students, parents, alumni and external audiences to create awareness beyond the campus	In MICA's newest publications, there has been a deliberate effort to share the accomplishments of diverse students, faculty and alumni. MICA has created videos that address specific audiences, such as international students and their parents. Next steps include increasing these efforts, especially as we update and produce more vehicles to tell MICA's story. MICA will continue to increase efforts to seek exposure in places where different populations seek information.	Strategic Communications
	Insure that marketing and branding materials emphasize diversity and inclusion as core values	Current marketing and branding efforts implicitly emphasize diversity and inclusion as core values. In our new website, due to launch in Fall 2018, MICA will have explicit references to diversity, equity and inclusion and will consider sections that include even more emphasis on students of color, different genders, and international students. As we look to forthcoming planning, we should include reflections on our history, do more research about our alumni and faculty of color, different genders, and who hailed from places around the world.	Strategic Communications
	Expand resources for students' exploration of diverse and/or international internship and employment opportunities	Expand information available regarding international customs, job opportunities, and application processes. Expand the presence of minority and women owned businesses at key campus events by seeking out new gallery and industry partners; Refine and review data on access to internships for under-represented students and partner with related student organizations to encourage greater participation.	Student Affairs

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Happening Now	Use institutional data to assess comparative health (persistence, graduation, etc.) of student body by racial, gender, and other factors	Beginning in the 2016 – 2017 academic year persistence was looked at through a number of factors inclusive of ethnicity and gender. Next steps include further refinement of this statistical analysis; A standing dashboard will be built for institutional leadership to monitor annually and which will include information regarding persistence by ethnicity, gender, and international status.	Student Affairs
	Provide increased cultural sensitivity and access to clinical and wellness services	Assess models of clinical delivery with a specific focus on the unique needs of underrepresented minority students: <ul style="list-style-type: none"> • The national Healthy Minds survey will be implemented and will provide an updated assessment of mental health support and services in general. • Translation services are being brought online to assist with student and family communication. 	Student Affairs – Wellness Team
Short-Range (In Progress – 12 Months)	Establish an accountability monitoring group and framework for the oversight, reporting, and ongoing evaluation of the campus-wide DEIG work plan	A DEIG Integration Accountability Monitoring Group (AMG) will be established. The organizational and operational principles of this group are as follows: <ul style="list-style-type: none"> • The AMG is a campus cross-functional monitoring group that works in parallel with the President's Council. While the latter oversees the implementation of the DEIG integration plan across campus, the former reviews the progress and outcomes of such work. • The AMG acts as an internal auditor; their role is to monitor, advise, and report out, and not to do the work. • The proposed membership of the AMG includes the Presidential Task Force Co-Chairs, the Provost, the Vice President of Students Affairs, the Board Chair, and the Director of Human Resources, as well as SVA, BSU, and additional Student, FEC and SEC leadership. • The AMG issues semestrial updates to keep the campus community informed. • To accomplish its monitoring work, the AMG will assess and review institutional data. 	President's Council
	Faculty and Staff Development	<ul style="list-style-type: none"> • Incorporate Resources and professional development opportunities into a new Center for Teaching and Learning. • Inventory existing expertise among faculty and staff and begin a repository of resources accessible by Spring 2018 and extend current workshops, trainings and summer grant opportunities to begin Summer 2018. • Establish a dedicated budget to support opportunities for professional development in leadership for staff across campus divisions with priority placed on building diversity. • Complete the work of rebuilding the Office of Community Engagement under the leadership of a new Director with a new name and mission that reflect its centrality to the educational mission of MICA. • Establish an Endowed Visiting Fellows Program that brings artists, schools and teachers working on DEIG themes and projects to MICA on a regular basis. 	Academic Affairs

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Short-Range (In Progress – 12 Months)	Clarify policies and procedures on bias-related incidents	<p>Improve MICA's Equal Opportunity, Non-Discrimination, and Harassment policy:</p> <ul style="list-style-type: none"> • Build out examples for key policies including bias. • Obtain feedback from focus group on the clarity of policies and procedures and the ease of accessing them. • Assess needs for clarity on locating policies. • Include expectations regarding civil behavior to address behaviors that do not meet the legal thresholds for harassment/hostile work environment. • Develop a strengthened bias reporting system. 	Human Resources
	Provide workshops and post guides that help faculty, staff, and students become more familiar with various forms of bias including implicit and unintended bias	Collaborate with others to obtain buy in and ensure alignment with MICA's culture. Customize training to MICA and measure impact.	Human Resources
	Assess impact of culture on underrepresented employees on campus	Conduct discussions with underrepresented employee groups to understand their experience. Review compensation and benefits to see if there's any unintended or implicit bias in benefits structure that needs to be remedied.	Operations
	Celebrate and include language about diversity on website	Integrate into the new website, which will launch in fall of 2018.	Strategic Communications
	Expand access to student leadership roles for diverse students and leverage student leader trainings to expand student efficacy in leading campus dialogues	Center the dialogue on race in the daily conversation of student leaders who already receive training on social justice and related topics. Existing identity based student organizations will be approached to further diversify student applicant pools with the goal of increasing the overall diversity of student leader applicants over the upcoming three year window.	Student Affairs
	Increase opportunities for meaningful student dialogue regarding differences	<ul style="list-style-type: none"> • Develop a residential special interest group focusing on differences or difficult dialogue. • Continue work on the new First Year Experience (FYE) program with a focus on healthy dialogue and understanding differences. • Connect campus wide programs to weekly FYE topics to ensure a pervasive dialogue impacting the student body. 	Student Affairs
	Improved Budget Transparency	Collaborate with various constituencies on campus to identify ways to have a broader group of faculty and staff better informed about the budget, engage them in its development and priority-setting, and make it overall, a more transparent and inclusive process.	Operations

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Mid-Range (12 – 24 Months)	Curriculum Development	<ul style="list-style-type: none"> Establish organizational linkage between the goals of the Office of Community Engagement and the new Center for Identity & Inclusion. Work with existing committees to develop core competencies and inventory where they would happen in the program curricula. Consider the viability and process for course tagging to highlight existing courses that address DEIG. 	Academic Affairs
	Faculty and Staff Development	Establish Teaching Circles for faculty and incentivize faculty to propose and revise courses to be offered starting in Fall 2019 that will enhance critical thinking about social justice and DEIG.	Academic Affairs
	Recruitment, Retention, and Leadership Development	<ul style="list-style-type: none"> Implement annual review process that includes discussion and planning for professional development. Explore the development of opportunities for better incentives to retain key faculty and staff. Establish professional development opportunities for staff at all levels. Build mentoring program for faculty and staff. 	Academic Affairs
	Increase financial aid and scholarship funding to attract and retain a diverse student body	Partner with the Office of Advancement to raise awareness and need for additional scholarship funding for the purpose of increasing enrollment of students representing targeted racial/ethnic backgrounds, diversifying international student representation, and providing opportunity to students in need due to their immigration or socio-economic status.	Admissions
	Increase the number of students attending MICA from Baltimore City and the greater Baltimore region with the goal of increasing minority representation at MICA more reflective of the city's racial/ethnic profile	Develop parallel partnerships, programs and scholarships with regional Community Based Organizations.	Admissions
	Improve access and representation for staff in nonsupervisory positions	<ul style="list-style-type: none"> Work with supervisors and staff during to create a framework/inventory for assigning/connecting staff to committees. Provide flexible scheduling for staff in non-supervisory roles to attend meetings and be on committees. When developing institutional committees or other opportunities to provide feedback/improve the institution, ensure a diverse work group. 	Human Resources
	Retain diverse talent	Engage collaborators in creating a comprehensive retention plan to increase the retention, engagement, and development of diverse employees.	Human Resources

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Mid-Range (12 – 24 Months)	Anchor Engagement Framework	Execute practices relevant to MICA's economic impact on the City of Baltimore. Collect and assess data relative to MICA's economic impact, local hiring practices, career pathways, and educational and community engagement relative to DEIG work.	Strategic Initiatives
	Increase and interconnect campus programming that encourages exploration and understanding of differences	Revisit area mission statements and learning outcomes in light of the new Mission & Vision statement. Learning Outcomes that inform campus programming should be connected to the College's DEIG work thoughtfully and the allocation of programmatic resources should be tied to the effort's DEIG connection.	Student Affairs/ Academic Services
Long-Range		Long-Range goals will be articulated in the upcoming 2020 – 2026 Strategic Plan, following the 2017 – 2019 self-study process that has incorporated DEIG integration as a key institutional self-improvement theme.	