



College of Nursing
Diversity Strategic Plan: Goals and Strategies

The University defines diversity as, “the totality of the ways people are similar and different, including race, ethnicity, class, gender, sexual orientation and identity, disability, national origin and citizenship status, age, language, culture, religion, and economic status, particularly when those similarities and differences are used as a basis for unfair advantage and inequity.” The draft goals in this document are based on multiple sources of data including the College of Nursing Diversity Strategic Thinking document and the University document, “Through the Lens of Diversity.”

Goal 1: The CON will establish an organizational structure that commits to the fundamental role of diversity across the missions of teaching, research, and practice.

Strategy 1. The CON Diversity Officer will be selected by the Dean. The Diversity officer will be appointed as a voting member of the Leadership Executive Team. The Diversity Officer will chair the Diversity Committee and serve as the liaison with the campus Diversity leaders.

Strategy 2. A standing Diversity Committee will be constituted. Proposed membership will include faculty across departments, an administrative leader, staff from the College Business Office, staff from IT, staff from the Office of Academic Programs, staff affiliated with research, and student members across the programs. All efforts will be made to ensure underrepresented minorities are included.

Strategy 3. The Diversity Officer will be provided with release time from teaching/ administrative duties to perform this function. In addition, the Diversity Officer will be provided with an annual budget to support professional development activities in the College.

Goal 2: The CON will develop and implement systems to collect, monitor and analyze data that is critical for understanding the diversity of our constituents including applicants, matriculated students, graduates, staff and faculty.

Strategy 1. The Diversity Committee will identify data that are needed and will work with individuals within the college and the campus to develop systems of collecting this data.

Strategy 2. The College will provide staff support to the Diversity Committee. Staff members will be assigned to the tasks of collecting, monitoring, and analyzing data related to diversity, including applicants, matriculated students, and graduates, staff and faculty. The data collected will be continually used to monitor the CON’s progress in



diversity and examine the effects of particular initiatives on changes in diversity (positive or negative).

Strategy 3. The Diversity Committee will utilize qualitative inquiry methods (e.g., focus groups) to assess the diversity climate within the CON. (example: focus group held among students by students). The results of the qualitative inquiry will be evaluated and used to identify additional programs or initiatives which may be utilized to improve the diversity climate within the CON.

Strategy 4. The Diversity Committee will identify benchmarks to monitor progress towards meeting diversity goals. The committee may work with consultants to develop realistic and time specific benchmarks.

Strategy 5. The Diversity Committee will update strategies as progress is made toward achieving the diversity goals.

Strategy 6. The Diversity Committee will disseminate progress towards meeting goals to both internal and external constituents.

Strategy 7. The College will align data collection at the application and prospect level to coincide with data that is needed to examine the diversity of the student body and applicant pool.

Goal 3: The College of Nursing will recruit a diverse student body, faculty, and staff.

3.1. The College of Nursing will ensure access to the admission process to a diverse undergraduate and graduate student body.

- The CON will recruit underrepresented minority students with the goal of reflecting the diversity of the population of the State of Illinois: 15% African American, 1% American Indian, and 15% Latino.
- The CON will recruit students with self-identified disabilities.
- The CON will recruit students who self-identify as lesbian, bi-sexual, gay, and trans-gender.
- The CON will recruit 15% men.

Strategy 1. The Associate Dean for Academic Affairs and the Office of Academic Programs will develop and implement a plan to recruit a diverse student body with a particular emphasis on the underrepresented groups identified above.

Strategy 2. Each region will develop specific strategic initiatives that will support the diversity of their student body.



Strategy 3. The College of Nursing will develop institutional partnerships with campus units dedicated to the recruitment and retention of underrepresented students.

Strategy 4. Barriers to admission of underrepresented students will be identified and removed.

- Continuous evaluation of the application funnel and admission process is necessary.
- Implementation of programming and streamlining processes to remove barriers to applicant recruitment, application completion, and admission.
- Consider stabilizing leadership for the admissions committees so that institutional goals can be carried forward on a more consistent basis.
- Implement application workshops/information sessions to remove the perceived difficulty to completing the application (i.e. like workshops that assist students in “how to” fill out FASFA forms correctly).
- Explore guaranteeing graduate admission alongside undergraduate admission for high achieving underrepresented students.
- Implement ‘financial leveraging’ (i.e. align recruitment scholarship priorities with enrollment priorities, rather than just arbitrarily defining the ‘best’ applicants).
- Explore holistic admissions process.

Strategy 5. A pipeline program will be developed to successfully connect pre-nursing students with College of Nursing faculty and staff.

- Focus initial efforts on UIC east campus underrepresented undergraduates. Connect to the college via additional programming and advising, increased opportunities for admission, and increased mentorship by faculty.
- Explore monthly enrichment sessions/advising sessions held on east and west campuses. Summer enrichment programs similar to Health Careers Opportunity Program (HCOP) Summer Residential Enrichment Program (SREP).

Strategy 6. A plan will be established and implemented to partner with minority serving institutions (e.g. high schools and community colleges) who prepare students for success at UIC.

- In order to facilitate new pipelines, and to counter UIC’s reputation, there should be a special emphasis on attending programs that target desirable populations --- i.e. UIC Nursing could attend the “College Pride” fair to both recruit LGBTQI individuals to our programs, and show that UIC is a welcoming environment, via its participation in such a fair.
- Utilize the Guaranteed Professional Program Admissions (GPPA) program and cross promote with the President’s Award Program to attract and matriculate high performing underrepresented students to UIC and UIC’s Nursing program. Identify feeder schools and establish relationships with counseling staff.
- Explore GPPA style transfer program with targeted feeder community colleges.



3.2 The College of Nursing will recruit a diverse faculty.

- The CON will recruit faculty reflecting the diversity of the population of the State of Illinois: 15% African American, 1% American Indian, and 15% Latino to both the tenure and non-tenure tracks.
- The CON will recruit male faculty members on the tenure track and non-tenure track.
- The CON will recruit faculty who enhance the diversity of the College including faculty with disabilities, sexual minorities, and other diverse groups.

Strategy 1. The Diversity Officer will meet with each Department Head to identify specific goals and a plan for faculty recruitment that focuses on enhancing the diversity of their departments.

Strategy 2. Develop fund raising initiatives for fellowships (e.g. post-doctoral fellowships) for minority faculty recruitment and retention.

3.3 The College of Nursing will recruit a diverse staff

- The CON will continue to recruit underrepresented minority staff.
- The CON will recruit staff that enhance the diversity of the College including men, staff with disabilities, sexual minorities, and other diverse groups.

Strategy 1. The Diversity Officer will meet with the Assistant Dean for Business, Finance and HR, Department Heads and Associate Deans to develop plans to recruit underrepresented minority staff.

Goal 4: The College of Nursing will retain and promote the success of a diverse student body, faculty, and staff.

4.1 Student-focused goals and strategies

- The College will retain and graduate 95% of the College's undergraduate underrepresented students.
- The College will identify current retention/graduate rates among graduate nursing students and those from underrepresented minority backgrounds.
- The College will increase the number of underrepresented minority students being awarded scholarships, fellowships, and assistantships.



Strategy 1. The CON Diversity Committee will examine past and current retention/graduation rates of nursing students from underrepresented minority backgrounds. The committee will identify specific graduation and retention goals for undergraduate, GEP, and graduate nursing students.

Strategy 2. The committee will explore with the Advancement Office and the Scholarship Coordinator opportunities to increase scholarships for underrepresented students. The CON will focus initiatives on increasing fellowships funded by private and corporate donors. In addition, the CON will focus advocacy efforts at local, state and federal levels to increase financial support for underrepresented minority students.

Strategy 3. The CON Diversity Committee will communicate with current students and faculty to identify past tutoring needs for underrepresented minority students.

Strategy 4. The CON will develop and implement a tutoring plan to provide tutoring opportunities for underrepresented minority students. (CON will mimic/initiate similar program services offered through UHP (normally housed on east campus for access in CON.)

Strategy 5. The CON will communicate with current students about barriers/obstacles to program success and timely completion in order to identify what retention services are needed and if they would be successful.

Strategy 6. The Diversity Committee will collaborate with student organizations (e.g., UHP CON Student Association; GSNO; SNA) to develop and implement retention initiatives among underrepresented minority students.

Strategy 7. The College will develop an advising program that meets the needs of underrepresented minority students.

Strategy 8. Develop specific strategies to improve the academic success of underrepresented minority students (higher GPA, preparation for graduate school, career development).

Strategy 9. Develop a program that mentors current underrepresented minority students in PhD, DNP and Masters programs to groom them for future faculty positions at UIC or other institutions.

Strategy 10. Examine student's satisfaction with their experience in the College of Nursing.

4.2 Faculty and staff retention strategies



Strategy 1. The college will develop a formalized mentoring plan for all faculty which addresses the individual's career goals (teaching, research, service, scholarship) and cultural concerns within the college. Members of the Leadership Executive Team will take the lead in mentoring minority faculty. A holistic approach in mentoring will be taken.

Strategy 2. The college will develop a formalized mentoring plan for newly-hired staff, which addresses the individual's career goals and cultural concerns within the college.

Strategy 3. Develop leadership pipelines for underrepresented minority faculty and staff. This should include specific leadership training opportunities.

Goal 5: The College of Nursing will promote a climate of diversity and equity among students, faculty, and staff. All members of the College of Nursing will feel protected from bias and discrimination, will be supported in their personal success, and will experience a sense of belonging and community.

Strategy 1. All faculty, students, and staff will attend at least two educational seminars/workshops annually focused on a diversity topic.

Strategy 2. Orientation for faculty, staff and students will include training in diversity and equity.

Strategy 3. Faculty and/or staff will be encouraged and supported in developing training or educational programs addressing diversity and equity.

Strategy 4. The diversity strategic plan will be widely disseminated along with regular updates on its progress.

Strategy 5. Professional development opportunities, including travel to diversity related conferences, will be made available.

Strategy 6. Achievements of faculty, students, and staff with diverse background will be showcased prominently.

Strategy 7. A plan will be developed to manage any incidents of discrimination.

Strategy 8. Incorporate within faculty and staff evaluations a measure/item that focuses on involvement in diversity initiatives (lectures, committees within and external to the college, workshops etc).

Goal 6: The College of Nursing will use the AACN curricular standards to incorporate



social determinants of health across all programs in providing optimal teaching, learning and service opportunities.

Strategy 1. Develop, identify or adapt conceptual models that guide teaching and learning of a diverse student body.

Strategy 2. Utilize conceptual frameworks that identify strategies to encourage diverse adult learners' engagement in the learning experience.

Strategy 3. Identify strategies that prepare educators for teaching multicultural curriculum within a diverse student body.

Strategy 4. Identify and adapt strategies that have been found to be effective for pedagogy and learning of diverse populations.

Strategy 5. Identify resources for faculty who do not have expertise in particular content areas.

Strategy 6. Use clinical placements as a strategic initiative to enhance the diversity training of our students. Ensure students have content on social determinants of health before attending clinical.

Strategy 7. Map diversity content throughout the curriculum (include test questions and case studies). Diversity content will be in every course.

Strategy 8. Develop a training program for faculty on implementing diversity content in the curriculum.

Strategy 9. Elements of diversity will be made more explicit in the undergraduate and graduate curricula.

Goal 7: The CON will be a leader in application and dissemination of knowledge gained from experience, scholarship, and innovative approaches to diversity.

Strategy 1. Incorporate and highlight College and University diversity-related activities into our College website.

Strategy 2. Establish and publicize the on-going evaluation and outcomes of our diversity programs and goals.

Strategy 3. Work with students, staff, and faculty in the Urban Health Program and other centers of diversity within the College to have 3 presentations accepted at local, regional, and national conferences on topics related to our diversity programs and experiences.



Strategy 4. Publish 3 articles on diversity-related topics, including research frameworks the CON has developed, programs the CON has implemented, and experiences we have had in building diversity into our College.

Strategy 5. Partner with other diversity thought leaders to improve policy implications of our scholarship.