

DEPAUL
UNIVERSITY



PRESIDENT'S
DIVERSITY COUNCIL



ANNUAL REPORT
2010 – 2011

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I. Introduction

The PDC is a strategic initiative of Vision 2012 and is in its fifth year of operation. The PDC has become an established diversity practice of the University and continues to develop and implement strategies to build a more diverse DePaul community. In completing this mission, the PDC works collaboratively with several areas including Enrollment Management, Academic Affairs, Staff and Faculty Councils, Human Resources, Student Affairs, and Operations.

The work of the PDC this year focused on issues of retention and engagement of faculty, staff, and students as these two issues seemed the most pressing. The PDC chairs and members also provided feedback in the diversity strategic briefing paper and the diversity expert team that was charged for developing diversity goals, objectives, and metrics for the next strategic plan.

It is important to note, that the 2010/2011 year proved very challenging for the PDC as the Tenure and Promotion issues that permeated this academic year made diversity conversations difficult. The diversity issues that were being played out in Faculty Council, the media, and our campus community informed and influenced PDC's work and discussions. In these deliberations, the PDC felt strongly that VP of OIDE needed to be part of policy and decisions making conversations at the highest level of University administration. As a result the PDC voted unanimously to recommend to the President that the Vice President of OIDE be appointed as a permanent member of the President's Executive Cabinet in order to advise the President and his leadership team on the diversity dimensions and implications of University decisions, strategy, and action, and to provide a diversity perspective and voice at the Cabinet level¹.

II. Vision Twenty12 Year Five Accomplishments

The following accomplishments were achieved by the PDC in its fifth year:

1. The Faculty Subcommittee collaborated with OIDE, Faculty Development and Academic Affairs to host several training workshops for best practices for Faculty Retention and Success to include:
 - Writing and Publishing Workshop for Tenure Track Faculty – April 8, 2011, Dr. Elaine Carey, Associate Professor St. Johns University
 - Strategies for Success in Achieving Tenure – April 29, 2011, Kerry Ann Rockquemore, Executive Director National Center for Faculty Development & Diversity

¹ This recommendation was submitted to the President on May 27th, 2011 and was declined by the President on June 17th, 2011.

- Achieving Faculty Diversity: Leadership, Strategy, and Implementation – May 4, 2011, Dr. Nancy “Rusty” Barcelo, President of Northern New Mexico College
- 2. The Staff Subcommittee, Human Resources, and OIDE, hosted several staff focus groups to structure a pilot staff mentoring and shadow program to improve staff retention, which will be piloted in the Fall of 2011
- 3. The Student Subcommittee worked with SGA and Student Affairs to host the second Annual Student Diversity Summit
- 4. The Religious Subcommittee in collaboration with UMIN hosted the 5th Annual Abrahamic Faiths Intersection on the Environment
- 5. OIDE and PDC members worked to establish two affinity groups at DePaul: LEAD (Latinos Empowered at DePaul) and the DePaul’s Asian Network. This compliments the two existing affinity groups at DePaul: DPUBLIC and the DePaul’s Women’s Network.
- 6. The President’s Signature Series worked with PDC members and a wide cross section of university departments to host 19 cultural events
- 7. PDC Subcommittee chairs worked with OIDE to develop “Diversity as a Core Institutional Value” 2018 Strategic Planning briefing paper
- 8. PDC Subcommittee chairs along with other members of the DePaul community participated on the Strategic Planning Diversity Expert Team and completed a strategic planning diversity report that recommends goals, objectives, strategies, and metrics for DePaul’s next strategic plan

III. Committee Structure and Work

PDC subcommittees implement initiatives to address the recruitment, retention, and engagement of diverse constituencies at DePaul as well as to achieve the objectives as outlined in Goal 3 of Vision Twenty12. This year committees’ focused on retention and engagement initiatives for diverse faculty, staff, and students. The PDC committees include:

1. Faculty Recruitment and Retention Subcommittee
2. Student Recruitment and Retention Subcommittee
3. Staff Recruitment and Retention Subcommittee
4. Religious Diversity Subcommittee

The PDC held three full council meetings during the 2010/2011 academic year as well as hosting the annual PDC reception. Individual subcommittees meet much more frequently that include monthly and bi-monthly meetings in order to complete committee objectives and work.

Featured in this document are the final reports, as submitted by the chairs of each subcommittee. These reports detail the work of the subcommittees, the issues that were discussed, and recommended solutions and strategies for implementation. In each subcommittee section the corresponding strategic objective(s) as written in Vision Twenty12 are included for review and reference. In addition, these reports are written by the Chairs of each committee and reflect the work and perspectives of PDC members and their respective committees.

Faculty Recruitment & Retention Subcommittee

Members:

Miriam Ben-Yoseph, *Associate Dean - School for New Learning*
Ronald Chennault, *Associate Professor – School of Education*
Camilla Fojas, *Department Chair – Latin & Latino Studies Program*
Sandra Jackson, *Director – Center for Black Diaspora and WMS*
Laura Kina, *Chair & Asst. Professor – Department of Art & Art History*
William “Marty” Martin, *Asst. Professor – Department of Management*
Elizabeth Martinez, *Director – Center for Latino Research*
Elizabeth Ortiz, *Vice President - Office of Institutional Diversity & Equity*
Francesca Royster, *Asst. Professor - English*
Barbara Schaffer, *Office of Institutional Diversity & Equity*
Charles Snelling, *Office of Institutional Diversity & Equity*
Kathryn Stieber, *Deputy General Counsel – Office of General Counsel*
Rafaela Weffer, *Assoc. Vice President – Academic Affairs*

State Objective(s) as it relates to Strategic Plan Goal 3:

- a. *Objective 3a:* To assist, in collaboration with Faculty Council, in diversifying faculty and establishing policies and documents to affect Promotion and Tenure.
- b. *Objective 3a:* To work in collaboration with and advise OIDE, Faculty Council, the President, and Provost on matters of faculty diversity.

Goals and objectives of subcommittee for 2010/2011:

- a. To increase faculty diversity by 2% across the board by the conclusion of 2012. This not only includes recruitment, but also faculty retention. (push goal for the Twenty12 Strategic Plan)
- b. To develop and implement PDC sponsored best practices diversity education and mentoring workshops
- c. To prepare recommendations for the President and OIDE on policies and procedures to improve recruitment and retention of diverse faculty
- d. To begin assembling data and research to create an online portal of diversity and mentoring best practices, guides, resources
- e. To offer diversity recommendations for the 2018 Strategic Plan

Tasks and activities completed in 2010/2011 as it relates to corresponding objective:

- a. On December 17, 2010, the subcommittee worked with OIDE to develop the “Diversity as a Core Institutional Value” Strategic Planning 2018 recommendations.
- b. On January 21, 2011, the PDC Faculty Subcommittee met to set the agenda for the year, review Vision Twenty12 Push Goals, and discuss campus climate and T&P issues.
- c. During January 2011, initial planning meeting held with faculty, staff and alumni representatives to explore founding a “DePaul Asian Network” for Faculty, Staff and Alumni.
- d. On February 4, 2011, an initial planning meeting was held to organize a Latino Affinity group at DePaul, with subsequent meetings in March and April. Interim co-chairs (staff and faculty representatives) were appointed for the coming year at a Networking event on May 20th, attended by 40 people. A group will work on completing Bylaws during summer, and creating a listserv under the new acronym LEAD (Latinos Empowered at DePaul). During next year nominations will be invited, a slate of candidates for elections created, with officers elected per Bylaws, and new events planned.
- e. On February 21, 2011, the PDC Faculty Subcommittee met with President Holtschneider to inform him of our activities and to discuss campus climate issues (tenure and promotion controversies, negative media attention, faculty handbook revisions) and to make best practices recommendations and discuss the advisory role of the PDC.
- f. During April 2011, began implementing best practices resources through programming and training for Faculty Search, Retention, and Success. The PDC faculty subcommittee, supported OIDE, and Faculty Development, Academic Affairs in the following Faculty Success Series:
 - i. Writing and Publishing Workshop for Tenure Track Faculty – April 8, 2011, Dr. Elaine Carey, Associate Professor St. Johns University
 - ii. Strategies for Success in Achieving Tenure – April 29, 2011, Kerry Ann Rockquemore, Executive Director National Center for Faculty Development & Diversity
 - iii. Achieving Faculty Diversity: Leadership, Strategy, and Implementation – May 4, 2011, Dr. Nancy “Rusty” Barcelo, President of Northern New Mexico College
- g. During May-June, 2011, PDC faculty subcommittee chair Laura Kina and Liz Ortiz worked on the 2018 Strategic Plan Diversity Expert Team on behalf and in consultation with the PDC faculty subcommittee
- h. On May 17, 2011, PDC members and faculty subcommittee members met with Provost Epp to discuss the reallocation of the Ida B. Wells funds to a proposed expansion of the McNair Scholars program.

Subcommittee Recommendations:

- a. PDC to work on recommendations for the 2018 Strategic Plan
- b. Establish diversity benchmarks of success for chairs and program directors
- c. Establish diversity management training session for Chairs
- d. Create diversity talking points for chairs for prospective hires
- e. Explore and implement creative ways to recruit and retain diverse faculty
 - i. Cluster Hires
 - ii. Diversity advocates in each college
 - iii. Proposed trip to the UC system for best practices in diversity research
 - iv. Research groups
- f. Hold Deans and Chairs accountable and include diversity achievements as part of their review process.
- g. Request for the President to review and incorporate past work of Faculty Handbook committee
- h. Revise the promotion and tenure process to be clearly articulated and consider modeling University wide practices after best practices that currently exist in the colleges
- i. Suggestion to improving internal communications particularly in the area of diversity
- j. Propose that PDC members act as media consultant to the President on matters of diversity
- k. PDC faculty members to accompany Liz Ortiz to key meetings with faculty council. Face of the PDC must include faculty representation.
- l. Get the word out to faculty what the PDC is doing (news, next steps, goals, challenges etc.)
- m. Request that the Ida B. Wells-Barnett University Professorship funds and position be restored for the 2011-2012 academic year, during which time the PDC and relevant bodies review its feasibility and continuation and recommend action.
- n. Request that the Provost and President include the PDC and relevant stakeholders in decision making processes that impact issues of diversity (e.g., the reallocation of funding from the Ida B. Wells position to a proposed expansion of the McNair Scholars program)

Student Recruitment & Retention Subcommittee

Members:

Anthony Alfano, *Student Government Association (SGA) Vice President*
Judith Kolar, *Director - Productive Learning Strategies Program*
Beth Murphy, *Chair & College of Commerce Faculty Member*
Elizabeth Ortiz, *Vice President, Office of Institutional Diversity & Equity*
Glenna Ousley, *Director - Community Outreach*
Vijay Pendakur, *Director - Office of Multicultural Student Success*
Ross Richmond, *Student Government Association (SGA) President*
Charles Snelling, *Office of Institutional Diversity & Equity*
Rico Tyler, *Associate Vice-President for Diversity, Empowerment and Inclusion*

State Objective(s) as it relates to Strategic Plan Goal 3:

- a. *Objective 3a:* Develop programs to support the retention of faculty, staff and students of color.
- b. *Objective 3b:* Exceed national norms in recruiting, retaining and graduating a diverse student body, with an emphasis on first generation, economically disadvantaged urban students.

Goals and objectives of Student Recruitment & Retention Subcommittee for 2010/2011:

- a. To continue to support and encourage continuation of the Diverse Student Summit
- b. To assist Office of Institutional Diversity & Equity with Diversity Strategic White Paper for January 2011 Strategic Planning Retreat
- c. To invite university personnel to present to Student Subcommittee members in order to help provide input into university's strategic planning process
- d. To review current diversity data available regarding students

Tasks and activities completed in 2010/2011 as it relates to corresponding objective:

- a. SGA officer Anthony Alfano took lead role in organizing 2nd Annual Diverse Student Summit held in February 2011
- b. Reviewed university data available through Fact File to continue to support OIDE's continuing initiative to improve relevant data on diversity, including appropriate disaggregation for Latino/a and Asian students and disaggregation of retention data by college
- c. Held meetings with university personnel to:
 - i. Obtain updated student recruitment and retention data (Jon Boeckenstedt, Associate Vice President for Enrollment Management)
 - ii. Obtain current information regarding retention initiatives for diverse students (Brian Spittle, Assistant Vice President for Access and Attainment)
 - iii. Obtain current information regarding the status of programs, activities, and support for students with disabilities (Judith Kolar, Director - PLuS Program; Cindy Summers, Associate Vice President for Student Advocacy & Community Relations)
- d. Provide input on 2018 strategic planning process where both Student Subcommittee Chair (Beth Murphy) and Rico Tyler (Associate Vice President for Diversity, Empowerment & Inclusion) serve on the Diversity Strategic Planning Expert Team.

Subcommittee Recommendations:

- a. To continue to encourage university to support disaggregation of data for Latino/a and Asian students to better identify and meet the needs of subgroups within these two populations
- b. To encourage the university to evaluate success with recruitment and retention of diverse students by evaluating diverse student data by college and not solely by

- university-wide data and to report graduation rates in Fact File (Tables 9-2 and 9-3) by number of students (not just by percentages) by college
- c. To work with SGA to evaluate the Diverse Student Summit in terms of students invited to attend and identify the student needs met by this program
 - d. To encourage and support the inclusion of the needs of diverse students in the 2018 strategic plan
 - e. To support the establishment of the Center for Students with Disabilities presented to the Student Subcommittee which consolidates related offices for students with special needs
 - f. To determine the appropriate focus for graduate students and adult students since activities to date seem to primarily focus on traditional undergraduate students

Resources (created or utilized as primary research sources for work):

1. *Draft report on Diverse Student Summit*, Anthony Alfano, Vice President - SGA
2. *Disabilities Services - A Literature Review*, June 1, 2009, Student Affairs Leadership Council, Education Advisory Board, Washington, D.C.
3. *Productive Learning Strategies (PLuS) Program Annual Report 2009-2010*, Division of Student Affairs, DePaul University
4. *Productive Learning Strategies (PLuS) Program Brochure*
5. *A Longitudinal Study of Illinois High School Graduates with Disabilities: A Six-Year Analysis of Postsecondary Enrollment & Completion*, Eric J. Lichtenberger, Illinois Education Research Council, 2010-4.
6. *Center for Access and Attainment*, DePaul University brochure.
7. *Balancing Market and Mission: Enrollment Management Strategies in Catholic Higher Education: 2009 Symposium Proceedings*, DePaul University, Division of Enrollment Management, Center for Access & Attainment, October 2009.
8. *2010 Fact File Tables 9-2 and 9-3, Graduation Rates of Full-Time Freshmen* (disclosed as percentages, not quantities; disclosed university-wide, not by college)
9. *Diversity as a Core Institutional Value - Strategic Planning 2018*, Office of Institutional Diversity & Equity & PDC Subcommittee Chairs, December 17, 2010
10. *Strategic Viewpoints - Student Retention & Degree Completion*, David Kalsbeek, Caryn Chaden, Vijay Pendakur, White Paper Prepared for January 2011 Strategic Planning Retreat
11. *Recruiting a Diverse Class*, April 19, 2011 Presentation by Jon Boeckenstedt to Student Recruitment & Retention Subcommittee
12. *Minutes of Student Recruitment & Retention Subcommittee Meetings*

Staff Recruitment & Retention Subcommittee

Members:

Darryl Arrington, *DPUBLIC President & Director - Admissions & Telecommunications*
Imran Ali, *LAS Coordinator – School for New Learning*
Katrina Caldwell, *Chair & Director - Center for Intercultural Programs*
Ravi Grover, *Imaging Clerk - Admissions*
Jay Jones, *Director - University Real Estate*
Julie Nuter, *Assoc. Vice President - Human Resources*
Daphne Smith, *Director of Human Resources Staffing*
Miranda Standberry-Wallace, *Office of Institutional Diversity & Equity*
Kathryn Statz, *Associate Athletic Director – Athletics Department*
Kathryn Stieber, *Deputy General Counsel – Office of General Counsel*
Dexter Zollicoffer, *Diversity Advisor - The Theatre School*

State Objective(s) as it relates to Strategic Plan Goal 3:

- a. *Objective 3a:* Attain leadership in recruitment and support of diverse faculty, staff and senior administrators.
- b. *Objective 3d:* Create programming for all constituents of the DePaul community that affirms the central place of diversity in the university's mission and institutional culture.

Goals and objectives of subcommittee for 2010/2011:

- a. Evaluate the committee's past progress and determine the next strategic steps in preparation for the 2018 University Strategic Plan
- b. Develop a university-wide Mentoring Program
- c. Develop a quarterly Welcome Reception for New Staff of Color
- d. Write a proposal for the Individual/Departmental PDC Recognition Award for Model of Diversity that begins 2011-12

Tasks and activities completed in 2010/2011 as it relates to corresponding objective:

- a. The committee chairs created a report on the work of the committee and developed a summer meeting schedule to prepare the committee for next year.
- b. **[Staff Mentoring Committee Report]** *See page 10*
- c. The members of the committee will create a calendar for the Welcome Reception each quarter and invite new staff members to attend to learn about university resources for staff of color.
- d. The committee put together a proposal that will be presented to the VP of OIDE for approval. The nomination form will be placed on both the OIDE and HR websites.

Subcommittee Recommendations:

The members of the sub-committee decided that there were action items that we would work on over the summer to help us develop the strategic focus and priorities for next year:

- a. Draft a vision and/or mission statement for the committee
- b. Presentations from institutional partners on available date (Work-Life Balance, Equity Study, Staff Climate Study, Affirmative Action Report)
- c. HR presentation on progress of the "push goal" of 2% increase in diverse staff representation
- d. Training trends and strategies around diversifying staff levels in higher education

- e. Review the Diversity Expert Team report on staff recruitment and retention
- f. Analyze current polices and best practices around internal candidates, exit interviews and hiring committees (further investigate Zero Report option)
- g. Develop strategic action items for the upcoming year to support recruitment and retention efforts: (strategic recruitment events, off-site community events, deploying committee members to recruitment, partnering with Staffing)

Other recommendations:

- a. HR, OIDE and IRMA should give annual presentations to this sub-Committee on reports/surveys that impact and/or informs the work of this group
- b. New members of the sub-committees should be trained on best practices in diversity recruiting and retention and any new chairs should attend a transition meeting with the past chairs
- c. The Vice President of OIDE should serve on the President’s Cabinet to provide leadership and accountability for university-wide diversity initiatives
- d. The Vice President of OIDE should work with HR and President Holtschneider to send hiring managers detailed information about diversity staff retention and recruitment priorities
- e. Links to resources to assist hiring managers in meeting diversity staff retention and recruitment priorities should be placed on the HR staffing website

Staffing Mentoring Committee

The President’s Diversity Council formed a Staff Mentoring Committee in October 2010. The committee is chaired by Daphne Smith, HR Staffing Manager, and Jose Perales, *Director* of Operations for the Office of Institutional *Diversity* and Equity. The Mentoring Committee is comprised of DePaul professionals who have an interest in helping to retain talent, and who would like to assist in creating a new infrastructure for professional career development for one of our most valuable resources: staff. This cross-functional and departmental committee will work in partnership with the President’s Diversity Council, the Office of Institutional Diversity and Equity, and the Office of Human Resources-Staffing Department.

The premise of the committee is to address employee retention and to explore the feasibility of launching informal mentoring programs at the university. In addition to exploring specific types of informal mentoring programs, the committee would like to foster ways in which mentors can provide mentees with general career decisions and career navigations strategies. Below are the three critical elements of the tentative mentoring program:

- 1. Retention
- 2. Professional career development
- 3. Development of a diverse workforce

The Staff Mentoring Committee is charged with the following:

- a. Determining the goals of the program
- b. Identifying proper mentoring models
- c. Defining criteria for mentors and protégés

- d. Creating an informal pilot mentoring program
- e. Determining other critical components of the program

Summary of Committee Meeting Activity:

Since the formation of the Staff Mentoring Committee, three committee meetings have been held to discuss informal mentoring initiatives, to discuss key challenges, and to identify key resources for developing a program. Each committee member conducted benchmark data on mentoring and reported findings to the committee. Additional work has been conducted via email.

Core Staff Committee Activities:

Three focus groups have been conducted; two on the Loop Campus and one on the Lincoln Park Campus. Two were held on December 16, 2011 and one was held on May 5, 2011. Focus group sessions were lead by Darryl Arrington, Daphne Smith, and Jose Perales. In total, approximately 60 employees have participated in the focus group sessions and have provided pivotal information. The general consensus is that an informal mentoring program would be considered a value-add for university employees. Other core staff committee activities include:

- a. Development of a staff mentoring presentation to utilize in focus group sessions
- b. Development of two detailed mentoring reports from the focus group sessions which were provided to the Office of Diversity
- c. Development of a university-wide staff mentoring survey that will be administered during the month of June; results will be reported to the Office of Diversity

Subcommittee Recommendations:

Based on the feedback from focus group sessions, as well as the input provided by committee members, an informal pilot program will be developed for Fall 2011. A Job Shadowing Day, Executive Luncheons, and Mentoring Circles are the most favored categories of informal mentoring, as indicated by staff and committee members. The Staff Mentoring Committee will reconvene in the summer to design and roll out a minimum of three informal mentoring programs for the fall.

Religious and Spiritual Diversity Subcommittee

Members:

Katie Brick, *Chair & Chaplain – University Ministry*
Ravi Grover, *Imaging Clerk - Admissions*
Arlette Johnson, *Office of Institutional Diversity & Equity*
Hank Streeter, *Faculty – College of Computing and Digital Media*
Dexter Zollicoffer, *Diversity Advisor – The Theatre School*

Strategic Plan Related Objective:

- a. **Objective 3c.** *Expand opportunities for DePaul community to study and practice religious faiths in a pluralistic environment.*

Goals and objectives of committee for 2010-2011:

- a. **Marketing.** Build awareness, both internally and externally, of DePaul's Catholic and Vincentian commitment to religious diversity.
- b. **Calendar.** Provide University faculty, staff, and students with a religious holiday calendar that addresses the religious diversity and institutional needs of DePaul.
 - i. Determine an effective solution for the calendar that integrates religious holidays with the University academic calendar, so that it may be used for academic planning.
 - ii. Work with campus student religious and community organizations, if appropriate, to propose religious holiday content for the calendar. University Ministry should vet the proposed religious holiday content.
- c. **Policy.** Provide the University with a practical religious holiday policy that takes into account the religious diversity needs of the DePaul community.
 - i. Committee members will consolidate religious holiday policies and practices information gathered from other universities and institutions and evaluate these in order to draft a policy suitable for DePaul.
 - ii. Work with the Office of Institutional Diversity and Equity to present this policy to Faculty Council and appropriate institutional committees, and work to integrate this policy into faculty and student handbooks.
- d. **Awareness.** Improve institutional awareness and sensitivity to the needs and challenges presented by DePaul's religious diversity.
 - i. Continue working with the Director of Student Centers and Chartwells to better accommodate religious dietary requirements.
 - ii. Work to extend awareness and understanding of religious dietary issues to all University-related events, both on- and off-campus.
 - iii. Continue work to have institutional ceremonies, such as Convocation, represent the religious diversity of DePaul.

Tasks and activities completed in 2010-11

During the summer/early fall of 2010, the Interfaith Youth Core conducted a Model Campus Engagement assessment to undertake asset mapping and strategic planning to advance a culture of interfaith cooperation at DePaul. Multiple RSD committee members provided leadership and feedback to this process, and a detailed report with recommendations was provided to President Holtschneider in the Fall term. There was some question at the beginning of the school year as to whether a recommended President's Task Group on Interfaith Cooperation was going to be established to address issues of religious diversity or whether the current PDC committee should continue and to what extent report recommendations were going to be implemented. It was ultimately decided that the current committee should continue and that critical report recommendations would be forwarded via the 2018 Strategic Planning process rather than establish a new Task Group midyear. With that being said, the Religious and Spiritual Diversity Committee scaled back from some initiatives that will be put forward

in the Strategic planning process (such as creating a strategy for Marketing), and worked on existing objectives.

a. Marketing

- i. Committee moved to put this objective on hold in light of possible initiative coming out of 2018 strategic planning process

b. Policy and Calendar

- i. Committee selected optimal calendar service provider who provides useful religious holiday data to large organizations/governments and updates content annually so DePaul would not have to be responsible for constant changes to the calendar to recommend for possible inclusion on OIDE website and/or in conjunction for use with future religious holiday policy
- ii. Committee did not move forward on religious holiday policy this year.

c. Awareness

- i. Committee members met with the directors of DePaul Student Centers and Chartwells to discuss issues related to meeting the religious dietary needs of students. Chartwells agreed to research sourcing kosher/halal foods. Committee providing survey results to Chartwells from Muslim students on their need/demand for Chartwells-provided zabiha food as well as a document for Special Considerations for ordering event food appropriate for diverse faiths. Chartwells has agreed to collaborate around educating planners via their website among other vehicles (though a plan for such needs to be developed), and says they are on their way to building capability to provide detailed ingredient lists to display alongside food so people know what is appropriate to eat from a religious as well as nutrition perspective. They also stated that as they work to make recipes and ingredients consistent staff they will take into account religious dietary needs and seek to accommodate with emerging standard recipes when possible (for example, make vegetarian refried beans standard rather than beans with lard/pork).
- ii. Committee member served on Diversity Strategic Planning Expert Team and provided proposed Religious Diversity objectives for 2018 strategic planning document

CONCLUSION

The work of the PDC has focused on bringing important constituents together to strategize and assist in the implementation of programs, policies, and initiatives that will support in the recruitment, retention, an engagement of diverse students, faculty and staff. Much of this year's work has been to assist in the next strategic plan and PDC chairs as well as members contributed to the strategic thinking of the briefing paper and university plan that is currently being coordinated and drafted. In addition, during the sixth and final year of Vision Twenty12 the PDC will look to the current strategic plan to ascertain what objectives and recommendations that has yet to be accomplished and make an effort to bridge the gap between DePaul's current and future strategic plan.