

Colgate University

Diversity, Equity, and Inclusion Plan

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SECTION I. CONTEXT

As stated in Colgate University's *Third-Century Plan* (adopted 2018):

“Beyond any responsibilities we might feel to the commonweal, or principles by which we might be motivated, is the simple acknowledgment that an education today is a poor thing if it does not include first hand engagement with a wide range of perspectives and experiences. We simply cannot claim to be a first-tier institution providing a first-tier education to our students if we do not expose them to a rich diversity of perspectives and backgrounds in their educational and social experiences.”

Beginning in the 2023–24 academic year, a campuswide process of creating a new plan for Diversity, Equity, and Inclusion, subsequent to Colgate's 2019 *Diversity, Equity, and Inclusion Plan*, was led by the Office of Equity and Diversity. Discussions were held through campus offices and programs as well as through both campus and board-based governance committees.

What follows in Section II are the initiatives that have emerged from this lengthy and collaborative process.

SECTION II. INITIATIVES

This section outlines specific undertakings and activities designed to support the work and development of Colgate students, faculty, and staff while enhancing their sense of community.

Student Admissions, Resources, and Support

- Recruitment: Admission will continue partnering with community-based organizations and will explore additional ways to expand the Colgate application pipeline.
- Emergency Hardship Fund: OED, DoC, PDoF, and Advancement will reexamine student access to existing and varied emergency hardship funding resources and identify ways to standardize the process. The proposed standardized process will be assessed for compliance with Title IV regulations.
- Co-curricular Experience Funding: DoC and PERA will evaluate and assess access to co-curricular activities and identify ways to reduce financial barriers to activities and membership organizations, specifically working with organizations with higher membership dues, such as Greek letter organizations and club sports.
- Career Development: Career Services will continue to support initiatives (e.g. the Graduate School Access Fund and microcredential initiatives) that provide advising and financial support for Colgate students from families with limited financial means pursuing graduate school education and high-impact professional skills training in demand by top employers and graduate schools.
- Career Development: As requests for grant support outpace funding, Career Services will seek to evaluate and recalibrate the internship grant program, which provides support for living expenses tied to the pursuit of unpaid/underpaid summer experiences for students from families with limited financial means.
- Summer Work Program: HR will work with campus partners to identify and promote opportunities for students to match with temporary summer work as well as housing needs that permit students to remain at Colgate during the summer.
- Student Health and Wellness: Health and wellness departments will work with campus partners to identify and assess health inequities among incoming students.

The Student Academic Experience

- Accommodated Testing Center (ATC): The PDoF and OED will identify a potential new location for the ATC, which is currently located in a residence hall, so that the facility can be moved to a non-residential building.
- Additional Summer Institutes: The PDoF, DOC, and OED will review the OUS and relationship with Questbridge and First @Colgate to consider developing an enriched summer institute for students in these and other summer-focused programs.

- STARS Program: Natural science faculty will continue to develop an early research success program that provides mentor and peer support for students from under-resourced high schools who are interested in STEM majors.,.
- Peer Tutoring Support: CLTR, PDoF, and OSDS will continue to enhance and expand their peer tutoring support programming, including technology support for peer and curricular matching.
- Universal Design: PDoF, ITS, and OSDS will continue to work collaboratively to enhance guidance and reference documents for universal design best practices at Colgate.
- Inclusive Classrooms: Sio and Hurley chairs will work with the CLTR to design and identify resources and support for inclusive classroom practices, programming, and workshops designed to better engage all students in their courses.
- Syllabus Statements: PDoF, APED, and CLTR will provide sample syllabus statements to encourage and support intellectual diversity and well-reasoned analysis in the classroom.

The Student Off-Campus Experience

- Office of Off-Campus Study (OCS): OCS will continue its assessment of current and future geographic opportunities and work with PDoF and faculty colleagues to examine and reduce barriers to off-campus study opportunities.
- Transfer and Off-Campus Study Credits: OCS, PDoF, and the Office of the Registrar will examine the impact of transfer credits on those who participate in semester-long approved programs.

Housing, Athletics, and Social Opportunities

- Leveraging the Division I Athletics Experience: PERA will consider and review programming for coaches and student-athletes, focusing on recruitment, retention, and the student-athlete and community experience.
- Social Organizations and Theme Houses: The University will provide advising and administrative support for students who wish to explore establishing new social organizations as the Lower Campus is developed.
- Expanding Social Opportunities: DoC will continue to refine and expand late-night and weekend activities to provide cross-collaboration and socialization opportunities among different student communities and groups.

Faculty and Staff Recruitment, Hiring and Onboarding

- Candidate Recruitment:
 - Faculty: PDoF and APED will continue to explore ways to expand the pipeline of candidates from a wide variety of backgrounds and experiences.
 - Staff: HR and OED will design a plan to identify specific opportunities to expand recruitment of candidates from a wide variety of backgrounds and experiences.
- Candidate Experience: PDoF, HR, and OED will design a survey instrument to gather feedback from all faculty and staff candidates to identify opportunities to improve the candidate experience.
- Confidential Colleague Program: OED will design a staff Confidential Colleague Program to provide an opportunity for all faculty and staff candidates to meet with a current Colgate employee member of the OED team and staff colleague about relocation and living in Hamilton and/or the surrounding area.
- Campus Resources: Communications will work collaboratively with PDoF, HR, and OED to consolidate recruitment and resource documents for candidates and new employees.

Staff Professional Development and Training

- Professional Development Training: The University will continue to work collaboratively to provide professional development training for staff (e.g., OED-Inclusive Leadership series, HR-Franklin Covey). OED and HR will work collaboratively to streamline communications about and opportunities for training.
- Leadership Support: HR will provide leadership training for supervisors.
- Onboarding: HR will continue to expand its onboarding/new employee orientation series for new employees.
- Mentoring: The University will develop a mentoring program for staff.
- Career Coaching: The University will provide individualized career coaching for staff.

Faculty Professional Development and Training

- Faculty Mentoring: PDoF will work with DAC, PC, and APED to support faculty mentoring, including providing training and updating best practices reference documents about mentoring for departments.
- Equitable Workload: PDoF will assess workload equity among all faculty members, to consider *de facto* distribution and design ways to ameliorate potential inequities.

Faculty and Staff Culture and Climate

- Faculty-Staff Relations: PDoF, HR, and OED will convene a working group of faculty and staff, including the relevant governance and advisory committees, to identify strategies to continue to enhance and strengthen faculty-staff collaboration.
- Faculty Climate: PDoF, OED, and APED will provide support departments and programs as they update bylaws to develop best practices and help identify any climate concerns.
- Staff Climate: OED and HR will provide support to departments to identify ways to continue to enhance staff culture and climate, as well as help create department-specific plans to provide training and support to staff departments and divisions.
- Professional Development: HR, OED, and PDoF, in collaboration with SAC and faculty representatives, will lead a working group to identify professional development opportunities and strategies to address systemic issues leading to fatigue.
- Employee Resource Groups: HR will work collaboratively with ERG leaders to provide support and identify communication, collaboration, and resource opportunities to share with the campus community.
- Stay Interviews: HR and OED will develop guidance and training to support staff supervisors with retention efforts, such as conducting successful “stay interview” questions, utilized to identify additional development of skills and career growth.

Colgate Community Experience: Campus, Alumni, and Community Relationships

- Alumni Affinity Groups: Advancement will continue to explore more opportunities for alumni to connect through various affinity group events.

Access and Resources

- Transportation: Colgate’s remote location calls for specific steps to be taken to help community members obtain basic needs such as specific food and healthcare. The University will explore transportation options and driver education school for healthcare appointments or monthly trips to multicultural grocery stores.
- Accessibility: University Events, in collaboration with OED, will designate an accessibility liaison to identify a process to support and streamline accessibility at campus events, such as physical accessibility or sign language services.
- Single-stall Restrooms: Upper and Middle campus have limited single-stall restrooms. Facilities, DoC, and OED will identify opportunities to remain compliant with New York State law and add

single-stall restrooms with capital construction and renovation projects, prioritizing residence halls, the O'Connor Campus Center, and Frank Dining Hall.

- Childcare Working Group: Finance and Administration and HR, in collaboration with SAC, will work collaboratively to identify resource opportunities to address childcare needs.

Assessment and Reporting

- Campus Culture Survey: OIA will invite faculty, staff, and students to participate in the campus culture survey in accordance with the recommendations of the campus assessment committee and in compliance with New York State law. OIA will provide a summary and publish the results.
- Sexual and Intimate Partner Violence Climate Survey: OIA will invite students to participate in the sexual and intimate partner violence survey in accordance with the recommendation of the campus assessment committee in compliance with New York State law. OIA will provide a summary and publish the results.
- Discrimination and Harassment Reporting: OED will annually update the campus on discrimination and harassment reports and their outcomes.
- Exit Interviews: HR will identify ways to improve feedback obtained during the exit interview process — without identifying individual participants — as well as provide a comprehensive report to Cabinet, highlighting trends related to staff departures from Colgate.

SECTION III. University Governance

As stated in Section I, efforts to bring to Colgate's campus students, faculty, and staff from diverse backgrounds — with a wide variety of experiences and perspectives — and the creation of programs designed to allow all who are here to flourish while also understanding themselves to be cherished members of this community will be, and must be, ongoing responsibilities of all members of this university body.

Through campus and board governance processes Colgate will continue to refine this plan in the 2025–26 academic year and, perhaps, beyond, making this a living document and the efforts it outlines ongoing.

Appendix A: Glossary of Acronyms

APED: Associate Provost for Equity and Diversity

ATC: Accommodated Testing Center

B & G: Building and Grounds

CLTR: Center for Learning, Teaching, and Research

DAC: Dean's Advisory Council (faculty advisory group to the Provost)

DoC: Dean of the College

F & A: Finance and Administration

HEDS: Higher Education Student (Surveys)

HR: Human Resources

ITS: Information Technology Services

NDAHSM: Non-Discrimination Anti-Harassment Sexual Misconduct (Policy)

OCS: Off-Campus Study

OED: Office of Equity and Diversity

OIA: Office of Institutional Analysis

OSDS: Office of Student Disability Services

PC: Provost's Council (non-faculty advisory group to the Provost)

PERA: Physical Education, Recreation, and Athletics

PDoF: Provost and Dean of the Faculty

SAC: Staff Affairs Council