

## **The Design and Implementation of a Plan for a More Effective and Inclusive Learning Environment for EKUBusiness' Students, Faculty, and Staff**

EKUBusiness' plan to enhance the diversity of its students, faculty, and staff by creating a more effective and inclusive learning environment is based in part on the recommendations and research prepared by the AACSB Task Force on Effective and Inclusive Learning Environments in 1998.<sup>1</sup>

### Design of the Plan

The "Diversity Plan" is designed to accomplish three goals, as proposed by the Task Force to be relevant to achieving an effective and inclusive learning environment (p. 16).

1. To increase the knowledge, skills, and affective competence of faculty and administrators so they can work effectively with demographically and culturally diverse populations.
2. To provide strategies for increasing positive interaction and cooperation among demographically and culturally diverse groups so that they can work together more effectively both in school and later on the job.
3. To offer strategies for making EKUBusiness more inclusive by creating a more effective educational environments for women, race and ethnic minorities, and international students.

In order to accomplish these goals, the Plan uses the following implementation strategies:

- Initial Steps Toward Enhancing Diversity
- Efforts to Recruit and Retain Diverse Faculty, Staff, and Students
- Training and Development of Faculty and Staff
- Establishment of a Supportive Culture as the Norm
- Development of Resources & Structure to Support Diversity
- Curriculum Development and Monitoring
- Motivation and Rewards to Promote Diversity
- Evaluation and Assessment

### Implementation of Plan

The implementation of these eight strategies is in varying stages of accomplishment. The following discussion will provide the status of the proposed action(s) for EKUBusiness' accomplishing each strategy as well as the University's actions. Although the University's initiatives have been made independent of the EKUBusiness Diversity Plan,

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<sup>1</sup> DiTomaso, N., Kirby, D., Milliken, F., and Triandis, H. Effective and inclusive learning environments. St. Louis: AACSB – The International Association for Management Education, 1998.

they substantiate a supportive campus environment that will enhance the success of the Plan.

**Initial Steps Toward Enhancing Diversity**

Action	Status
<p>Increase awareness of other cultures</p> <ul style="list-style-type: none"> <li>• Faculty development workshops and brown bag lunches:               <ul style="list-style-type: none"> <li>“A Taste of China” by EKUBusiness Faculty</li> <li>“Pushing Beyond the Bamboo Curtain” by EKUBusiness Faculty</li> <li>“Opportunities for International Exchanges” by EKUBusiness Faculty</li> </ul> </li> <li>• Faculty trips to universities in other countries:               <ul style="list-style-type: none"> <li><u>2000, 2001</u></li> <li>Dr. R. Rogow</li> <li>Dr. N. Elbert</li> <li>Dr. M. Roberson</li> <li>Dr. B. Davig</li> <li>Dr. R. Powers</li> <li>Dr. D. Thorne</li> <li>Dr. C. Lin</li> <li>Dr. A. Engle</li> <li>Dr. J. Dyer</li> <li>Dr. J. Payne</li> </ul> </li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> <li>• Faculty development workshop presented by a hired consultant:           <ul style="list-style-type: none"> <li>“Teaching the Adult Learner” by Dr. Barbara, Director of the Teacher and Learning Center, University of Notre Dame</li> </ul> </li> </ul>	<p>1998</p>
<p>Conduct a cultural audit of faculty, staff, and students (including administrators to determine how inclusive the educational environment is for women, minorities, and international students.</p>	<p>Future</p>

**Efforts to Recruit and Retain Diverse Faculty, Staff, and Students**

Action	Status
<p>Conduct a statistical analysis of where EKUBusiness stands on the recruitment of minority students and faculty</p>	<p>1998, 2001</p>

Develop an Equal Opportunity Hiring Policy, EKU	Longstanding
Develop an advertising campaign that promotes the school's commitment to diversity	Future plan
Target new pools of culturally and demographically diverse faculty, staff, and students:  EKUBusiness faculty and staff attend recruiting events in Louisville and Lexington and Cincinnati and Dayton to attract minority students.  EKUBusiness advertises all faculty position announcements to historically black institutions	Ongoing
Expand orientation programs for incoming faculty, staff, and students to communicate the commitment to diversity  EKUBusiness assisted in sponsoring James McBride, a nationally known African-American author of <i>The Color of Water</i> to speak to all incoming freshmen during New Students Days. All freshmen received a copy of his book, which was further discussed in their orientation class.	August 2001
Communicate the commitment to diversity with new faculty and staff as part of the new-employee orientation	Future plan

#### Training and Development

Action	Status
Provide faculty and staff development workshop (including administrators) to give training needed to develop skills needed to be effective and inclusive with students  Potential presenter: Dr. Thomas E. Harris, Professor, Communication Studies, University of Alabama, Tuscaloosa, Alabama. His topic: "Beyond Talk to Action: Making Diversity an Intricate part of the Classroom Experience	Future plan
Co-sponsor development workshops and seminars with EKU's Teaching and Learning Center	Future plan

Support faculty and staff in attending professional conferences and workshops that focus on diversity  Drs. L. Carnes and J. Vice attended “Converging Within Divergence,” Conference, 66 <sup>th</sup> Annual Convention for Association for Business Communication, San Diego, California.	November 2001
Include questions regarding inclusiveness on alumni surveys	Summer 2002

#### Establish a Supportive Culture, Which Becomes the Norm

Action	Status
Find ways to communicate and celebrate the positive outcomes of diversity (See it as a competitive advantage.)	Future Plan
Conduct focus groups with a panel of minority professionals to suggest support programs and services that would help create a more inclusive learning environment.	Future Plan

#### Develop Resources and Structures to Support Diversity

Action	Status
Incorporate diversity issues and examples in existing courses as appropriate:  Example: Designated teams in ACS 300 each semester conduct primary data and regarding diversity in the workplace and present the data to the class in an oral report.	Ongoing
Support student groups that provide advocacy and networking for students who may be intimidated by the job search (women, minority, and international students)	Future Consideration
EKUs’ NUTS (Not the Usual Traditional Students)	1995, approximately
Provide special assistance in preparing cover letters and resumes on how to appropriately deal with potentially discriminating issues.	Future consideration
Assess brochures, advertising, and other materials to ensure the pictures and text promote a commitment to diversity	Ongoing
Interpret with caution minority teachers who receive lower than average teacher evaluations	

### Curriculum Development

Action	Status
<p>Ensure the core curriculum contains opportunities for students to learn about diversity and to gain effective management skills</p> <p>Ensure through peer review (includes course portfolios, course analyses, and classroom visitation)</p>	Ongoing
<p>Encourage/require group assignments that require students to work in demographically and culturally diverse groups.</p>	Ongoing
<p>Train students on the dynamics of diversity within groups as preparation on group assignments.</p>	Ongoing
<p>Integrate materials on diversity and multiculturalism into a mix of required courses where they fit naturally</p> <p>ACS 300, Managerial Reports MGT 300, Principles of Management MKT 300, Principles of Marketing SOC 131, Introduction to Sociology</p>	Ongoing
<p>Engage guest speakers, panelists, or other presenters from diverse backgrounds to demonstrate professional role models in business are from all backgrounds:</p> <p>Annual Professional Skills Conference includes women and African-American executives as well as topics such as international communication.</p>	Ongoing  1997--

### Motivation and Rewards

Action	Status
<p>Identify opportunities to honor, recognize, and reward faculty, staff, and students who participate in or undertake diversity efforts on behalf of the school.</p>	Future
<p>Reward faculty who contribute to improving the effectiveness and inclusiveness of the school environment</p>	Future

### Evaluation and Assessment

Action	Status
<p>Develop a means to measure progress and to facilitate continuous improvement.</p>	Future

Consider hiring an external consultant to conduct an audit	Future
Re-evaluate attitudes of faculty, staff, and students, using the original cultural audit. Provide feedback to faculty and administrators to provide impetus for continuous improvement.	Future

Annual Institutional Effectiveness Progress Report  
Instructions

I. Title Page

II. Executive Summary (one page)

III. Status of Outcomes/Results, 2003-2004

Assessment Impact Report (inserted from TRACDAT)

Assessment of Educational Objectives (two pages, ½ page for each item)

What **process** was used? (describe faculty and/or staff involvement)

What are the most **significant improvements (changes)**, based on the assessment of the educational objectives?

How will these changes be **measured in 2004-2005**?

How will these changes impact the **department's budget and plan**?

IV. Explanation of Outcomes, 2003-2004

What **goals, strategic directions or objectives** if any, were **not achieved**? Why? (one page)

What **modifications** are being made this year to accomplish these **goals, strategic directions, or objectives**? (one page)

What are **five major accomplishments** for 2003-2004? (one page)

List each accomplishment and

Specify the related **EKU goal(s)**

V. Adjustments to the Unit's Strategic/Action Plan for 2004-2005

What changes have been made to the strategic/action plan?

(Summary, 1-2 paragraphs)

Optional: How does the revised plan appear on TracDat?

(attach plan from TracDat)

VI. Priorities for 2005-2006

What priority 2005-2006 goals/strategic directions/objectives will require new funding?

Attach Budget Request Forms for each priority.