

---

If diversity plans focus narrowly on structural diversity, the broader questions related to systemic cultural transformation, changes in campus administrative practices, progress toward student learning goals, or the enhancement of intellectual diversity will not be addressed (Humphreys, 2000). Although specific approaches may vary based on institutional characteristics, strategic diversity plans typically include a number of key elements:

1. *A values, vision, or mission statement* that identifies the importance and value of diversity and inclusion and establishes links to strategic institutional goals in a broader regional, national, and global context;
2. *A conceptual framework* that provides the overarching rationale for diversity and articulates the areas of focus or dimensions for study;
3. *Input* from campus constituencies, diversity councils or commissions, and governance councils in plan development;
4. *Objectives* and milestones presented in a multiyear format;
5. *Accountability* for fulfillment of goals for departments, divisions, and executive positions or the collaboration needed to achieve objectives;
6. *Incentives* and recognition for hiring or other diversity-related initiatives;
7. *Assessment mechanisms* such as campus climate surveys or other diversity assessment tools to monitor progress and provide data;
8. *Infrastructure, budgetary, and staffing resources* necessary to implement the plan.

An overview of representative diversity strategic plans in public research universities is provided in the appendix. Examples of diversity strategic plans with concrete objectives related to the realization of reciprocal empowerment in the workplace originate in several universities:

The University of Arizona's diversity action plan (2003) has clear components relating to empowerment. It addresses the issue of correcting salary inequities for faculty and staff from underrepresented groups through initiation of campuswide compensation studies and the identification of funds to address those inequities. In addition, the plan emphasizes the need to review faculty teaching and service responsibilities annually and