



**ANNUAL CERTIFICATION & REPORT
EQUALITY WITHIN THE UNIVERSITY OF NORTH CAROLINA
September 1, 2024**

Peter Hans, President
University of North Carolina System
223 S. West St., Ste. 1800
Raleigh, NC 27603

Dear President Hans:

The University of North Carolina Board of Governors adopted Section 300.8.5 of the UNC Policy Manual, *Equality Within the University of North Carolina*, on May 23, 2024, to reaffirm the University's longstanding commitment to equality.

As such, the chancellor and director of student affairs (or equivalent officer) of each constituent institution must certify and report on his or her constituent institution's compliance with Section 300.8.5¹.

As such, I certify the following on behalf of my constituent institution:

- I. I certify that Western Carolina University fully complies with the University's commitment to institutional neutrality and nondiscrimination required by law and Section 300.8.5 of the UNC Policy Manual.
- II. To achieve compliance, my constituent institution took the following concrete actions:

A. Eliminated Positions:

Position number 000459, Director of the Office of Equal Opportunity and Diversity Programs (Chief Diversity Officer), housed in the Office of the Chancellor, has been vacant for more than a year. Based on a review of the job description and in consideration of Section 300.8.5 of the UNC Policy Manual, the University decided to

¹The Equality Policy requires annual certification as to compliance and expects reports of savings derived from achieving compliance. It is likely that any savings achieved will occur in the first year and that succeeding annual certifications will not report on any additional savings in the out years (because non-compliant programs, employment divisions, and employment positions should be addressed completely in the first year).

eliminate the position prior to naming a new Chief Diversity Officer. The Chief Diversity Officer position no longer exists at Western Carolina University.

B. Realignment of Positions:

Prior Job Title	Prior Job Description	New Job Title	New Job Description
Chief Diversity Officer	Attached as Exhibit A.	ELIMINATED	
Director of Intercultural Affairs	Attached as Exhibit B.	Director of Intercultural Affairs	The updated job description for the Director of ICA prioritizes equality, respect, and neutrality. The focus has shifted to creating inclusive spaces that promote mutual respect and understanding for all students. The Director's role has expanded from managing specific programs and initiatives to adopting a broader

			strategic approach, fostering opportunities for student success, and ensuring that all perspectives are valued equally in alignment with the university's mission and core values. Job description is attached as Exhibit C.
Associate Director of Intercultural Affairs	Attached as Exhibit D.	Associate Director of Intercultural Affairs	The updated job description for the Associate Director emphasizes a strong commitment to fostering equality, respect, and neutrality. This role focuses on developing leadership and mentoring programs that incorporate diverse perspectives and facilitates civil dialogue across campus, and this position description underscores the importance of case management and collaboration in creating an environment of academic success for all students. Job description is attached as Exhibit E.
Assistant Director of Intercultural Affairs	Attached as Exhibit F.	Assistant Director of Intercultural Affairs	The updated job description for the Assistant Director highlights the importance of case management and

			supporting students' academic and personal success through intercultural awareness, civil dialogue, and community engagement. The role also emphasizes collaboration with other departments and student organizations to integrate diverse perspectives into campus life. Job description is attached as Exhibit G.
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C. Other Content or Programmatic Changes

Please see the attached Exhibit H.

D. Savings & Recommended Reallocations:

The Office of Equal Opportunity and Diversity Programs has been closed including the elimination of the Chief Diversity Officer position. (See II.A above.) These actions released \$201,325 in recurring funds for reallocation: \$195,046 in recurring state funds and \$6,279 in non-state funds.

E. Redirected Use of Funds:

Savings (\$\$\$)	Prior Use of Funds	Redirected Use of Funds
\$147,880	Chief Diversity Officer salary, fringe benefits, office supplies, and related services.	Allocate \$147,880 (recurring) to Academic Affairs to be used specifically for two positions to support students within the Division of Undergraduate Student Success, under the direction of the Associate Vice Chancellor for Student Success, Dr. William Moultrie. This allocation would include base salaries of \$50,000 annually plus all relevant benefits.
\$15,000	Chief Diversity Officer salary, fringe benefits, office supplies, and related services.	Allocate \$15,000 (recurring) to the Division of Student Affairs for operations to support student services within the Office of University Scholarships.
\$38,445	Chief Diversity Officer salary, fringe benefits, office supplies, and related services.	Hold the remainder of the lapsed salary/budget within the Chancellor’s Reserve Fund for potential future allocation to support compliance and regulatory functions and faculty/staff engagement and wellbeing.

WESTERN CAROLINA UNIVERSITY

Title: Chancellor

By: *Kelli R. Brown*

Name: Kelli R. Brown

Date: September 1, 2024

Title: Vice Chancellor for Student
Affairs

By: *Sam Miller*

Name: H. Sam Miller

Date: September 1, 2024

Exhibit A

Chief Diversity Officer

Proposed Classification

Classification

Classification Title	Director
Schematic Code	71265
Fail Message	Thank you for your interest in this position. Based on your responses to the questions on the employment application, you do not meet the minimum qualifications for this position. Please do not let this discourage you from applying for other positions that interest you.

Position Details

Departmental Information

Department	Office of the Provost
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Additional users with permission to access

Employee Information

Employee First Name

Employee Last Name

Employee Id

Position Information

Classification Title	Director
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Working Title	Chief Diversity Officer
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Position Number	000459
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Primary Purpose of Organizational Unit

Primary Purpose of Position	The Director of the Office of Equal Opportunity and Diversity Programs reports to the Chancellor and is responsible for developing, implementing and overseeing the
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University's equal opportunity and diversity programs and activities.

Position Type

Permanent Full-Time

Number of Hours Per Week**Number of Months Per Year**

12

Work Schedule/Hours**JCAT****FLSA**

Exempt

Employee Class

EN - EHRA Non Faculty

Description of Work

Western Carolina University seeks a dynamic individual to join Western Carolina University (WCU) as its first Chief Diversity Officer. The position will report directly to the Provost and will be a deputy Title IX Coordinator as described in WCU Policy 053, Sexual Harassment, Sexual Misconduct, and Other Unlawful Harassment.

The successful candidate will bring his/her vision of diversity and inclusion to WCU and will be a leader and visible agent for WCU in the greater western North Carolina community and beyond. The successful candidate will lead the discussion of diversity on campus; will encourage respectful discussion and differing opinions; and will educate the faculty, staff, and students of WCU along with the external community on issues of diversity and inclusion.

The CDO will have the following experience, qualifications, and attributes:

Required Qualifications:

A terminal degree and 3 years of relevant experience in a leadership role directly related to Diversity or a Master's degree in a relevant field and 8 years of relevant experience in a leadership role directly related to Diversity;

Preferred Qualifications:

Demonstrated knowledge of major academic and diversity issues with a demonstrated clear understanding of the importance of a diverse, equitable, and inclusive environment in a public comprehensive university setting;

Experience overseeing Affirmative Action/Equal Employment Opportunity compliance regulations, policies, and practices; Demonstrated leadership in the cooperative creation and delivery of campus-wide diversity and cultural competency training programs;

Demonstrated knowledge of federal, state, and local laws, regulations, and guidelines related to affirmative action and civil rights enforcement; Demonstrated knowledge of employment policies and practices in higher education;

Familiarity with the Standards of Professional Practice for Chief Diversity Officers as outlined by the National Association of Diversity Officers in Higher Education.

Ability to work collaboratively and effectively across the University's many units, divisions, departments, colleges, etc.;

Excellent oral and written communication skills, a collaborative communication style, strong interpersonal skills, the proven ability to work with sensitive and confidential information and the ability to facilitate cultural change when necessary;

High energy and a creative thinker;

A commitment to promoting a culture of openness;

Recognition of the mission and culture of the University;

Recognition of the culture of the local and regional community; and

Must possess strong organizational skills; and

Must be motivated and ambitious in the creation of a new campus office.

Western Carolina University

Founded in 1889, WCU is a public, regional, comprehensive university and one of the seventeen campuses of the University of North Carolina System. WCU enrolls over 10,000 students and is supported by over 600 faculty and over 900 staff, Located 53 miles west of Asheville where it maintains an instructional site at Biltmore Park, WCU is located in the heart of the beautiful southern Appalachian Mountains near the Great Smoky Mountains National Park, the Blue Ridge Parkway, the Qualla Boundary, home of the Eastern Band of Cherokee Indians, and within a 150 mile radius of Atlanta, Knoxville, and Charlotte.

Minimum Qualifications

A terminal degree and 3 years of relevant experience in a leadership role directly related to Diversity or a Master’s degree in a relevant field and 8 years of relevant experience in a leadership role directly related to Diversity.

Preferred Qualifications

Demonstrated knowledge of major academic and diversity issues with a demonstrated clear understanding of the importance of a diverse, equitable, and inclusive environment in a public comprehensive university setting;

Experience overseeing Affirmative Action/Equal Employment Opportunity compliance regulations, policies, and practices; Demonstrated leadership in the cooperative creation and delivery of campus-wide diversity and cultural competency training programs;

Demonstrated knowledge of federal, state, and local laws, regulations, and guidelines related to affirmative action and civil rights enforcement; Demonstrated knowledge of employment policies and practices in higher education;

Familiarity with the Standards of Professional Practice for Chief Diversity Officers as outlined by the National Association of Diversity Officers in Higher Education;

Ability to work collaboratively and effectively across the University’s many units, divisions, departments, colleges, etc.;

Excellent oral and written communication skills, a collaborative communication style, strong interpersonal skills, the proven ability to work with sensitive and confidential information and the ability to facilitate cultural change when necessary;

High energy and a creative thinker;

A commitment to promoting a culture of openness;

Recognition of the mission and culture of the University;

Recognition of the culture of the local and regional community;

Must possess strong organizational skills; and

Must be motivated and ambitious in the creation of a new campus office.

Posted Salary Range

Applicant Reviewer

Natalie Broom

Job Responsibilities

Job Duty Name

1

Description of Job Duty

required

Percentage Of Time

100

ADA Checklist Form

ADA Compliance Information

The physical activity of this position	Talking. Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly., Hearing. Perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound.
The physical requirements of this position	Sedentary work. Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Job
The visual activity requirements including color, depth perception, and field of vision	The worker is required to have close visual acuity to perform an activity such as: preparing and analyzing data and figures; transcribing; viewing a computer terminal; extensive reading; visual inspection involving small defects, small parts, and/or opera
The condition the worker will be subject to in this position	None. The worker is not substantially exposed to adverse environmental conditions (such as in typical office or administrative work.)

FLSA Checklist

FLSA Checklist

The physical requirements of this position Sedentary Work

Salary Threshold Questions

Threshold Determining Factor(s): If the answer to the questions 1 and 2 is "No", then the employee is NOT EXEMPT from the FLSA minimum wage and overtime requirements. In which case, the employee must complete a timesheet to accurately record all hours worked for each pay period. If the answer to question 3 is "YES", then the employee may be Exempt as a highly compensated employee.

Does the position pay (or employee earn) at least \$844 per week? No

Does the position pay (or employee earn) at least \$43,888 per year? No

Does the position pay (or employee earn) at least \$132,964 per year? No

Duties & Responsibilities Questions Executive Exemption

Executive Exemption Determining Factor(s): An employee may be eligible for an executive exemption only if all responses are "YES". "Management" includes interviewing, hiring, training, directing work, appraising employees' work, disciplining, planning and controlling the work unit's budget, and monitoring/implementing legal compliance measures. A "customarily recognized department or unit" must be a permanent institutional arrangement with continuing functions, such as Human Resources or one of its permanently established departments.

Is the primary duty of the position to manage a customarily recognized department or unit of the University or its major divisions? No

Does the position regularly supervise the full time equivalent of two permanent employees? No

Does the position have the authority to make personnel decisions such as hiring, terminating, or disciplining? No

Duties & Responsibilities Questions: Administrative Exemption

Administrative Exemption Determining Factors: An employee may be eligible for an administrative exemption only if all responses are "YES".

Is the primary duty of the position to perform office or non-manual work that is directly related to the management of general business operations of the University and its customers? No

Does the position customarily and regularly exercise discretion and independent judgment relative to matters of significance? No

Duties & Responsibilities Questions: Learned Professional Exemption

Is the primary duty of the position to perform work requiring knowledge of an advanced type in a field of science or learning that is customarily acquired by a prolonged course of specialized intellectual instruction? No

Is the primary duty of the position to teach, tutor, instruct, or lecture for the purpose of imparting knowledge of students? No

Duties & Responsibilities Questions: Computer Exemption

Is the primary role of the position a computer systems analyst, computer programmer, software engineer, or one requiring similar skills in the computer field? No

Does the primary (50% or more) duty of the position consist of systems (prototypes or machine operating) design, creation, development, documentation, analysis, testing, and/or modification of programs and/or consultation with users to determine hard/software or system functional specifications? No

Is the employee compensated either on a salary or fee basis at a rate not less than \$684 per week or, if

compensated on an hourly basis, at a rate not less than \$27.63 an hour?

Posting Details

Posting Text

Special Instructions to Applicants

To be considered, applicants must apply online.

Attach a current CV; a letter of intent; and a written philosophy of diversity in higher education.

Review of applications will begin immediately and continue until the position is filled.

For questions or additional information, please contact Shea Browning, Search Committee Chair at 828-227-7116.

Supervisory Position

Supervisor Position Description

Job Title	Provost and Vice Chancellor for Academic Affairs- #000305
Position Number	000305
Org Unit	Office of the Provost (201100)
First Name	Richard
Last Name	Starnes
Email	starnes@email.wcu.edu

Employee

This position description is vacant.

Position Documents

No documents have been attached.

Exhibit B

Job Title: Director of Intercultural Affairs

Primary Purpose of Position The primary location of this position is the main Cullowhee, NC campus.

The Director of Intercultural Affairs (ICA) is a member of the Associate Vice Chancellor/Dean of Students' leadership team and is responsible for the comprehensive management of the department. The Director will lead the department in strategies seeking to engage WCU students with various backgrounds and beliefs, while maintaining a focus upon underrepresented students. The Director reports to the Associate Vice Chancellor/Dean of Student's and provides advice, direction, guidance, leadership, mentoring, and motivation for the associate director, assistant director, administrative support, graduate assistants, and students. The Director will also work collaboratively with campus partners to further the mission of the university and the department.

Description of Work The Director of Intercultural Affairs (ICA) is a member of the Associate Vice Chancellor/Dean of Students' leadership team and is responsible for the comprehensive management of the department. The Director will lead the department in strategies seeking to engage WCU students with various backgrounds and beliefs, while maintaining a focus upon underrepresented students. The Director reports to the Associate Vice Chancellor/Dean of Student's and provides advice, direction, guidance, leadership, mentoring, and motivation for the associate director, assistant director, administrative support, graduate assistants, and students. The Director will also work collaboratively with campus partners to further the mission of the university and the department.

- **Minimum Qualifications** Master's degree in Student Affairs, Higher Education, Education, Counseling or related field with highly transferable skills. A minimum of 3 years of full-time Student Affairs experience with supervision of professional staff, budget management, and program development at an accredited university of higher education.
- **Preferred Qualifications** Demonstrated ability to articulate complex issues and tailor messaging to a diverse range of audiences. Strong understanding of current DEI trends and tools, and ability to stay aware of quickly changing national DEI-related rules and regulations.

Job Duty Name Comprehensive Management

Description of Job Duty Work collaboratively with the Associate Vice Chancellor/Dean of Students to develop a vision, mission, and strategic plan for ICA that meets the needs of current and future constituents while adhering to University priorities.

Administer the ICA budget.

Recruit, train, supervise, and evaluate ICA staff (ex: Associate Director, Assistant Director, Administrative Support, and Graduate Assistant).

Provide formative and summative feedback to ICA staff, and complete designated University evaluation procedures in a timely fashion.

Conduct regular staff and individual meetings.

Percentage Of Time 30

Job Duty Name Assessment

Description of Job Duty Provide comprehensive oversight and leadership for ICA assessment. Adhere to all University, division, and supervisor assessment-related deadlines. Create learning outcomes for office and events and assess degree to which they are met. Create an annual and semester-by-semester assessment summary. Use assessment data to enhance office and programs and propose new initiatives.

Percentage Of Time 20

Job Duty Name Event Management

Description of Job Duty Create a comprehensive, annual programming model and calendar that meets the needs of the University, underrepresented students, and the entire student body. Provided a balanced variety of events that teach students to live in a global society. Provide guidance, leadership, and oversight of Project CARE. Provide guidance, leadership, and oversight of ByStander Education. Provide guidance, leadership, and oversight of SafeZone Education. Provide guidance, leadership, and oversight of MLK Celebration Week. Provide guidance, leadership, and oversight of ICA Council. Plan and implement experiential learning opportunities for students.

Percentage Of Time 35

Job Duty Name Other Responsibilities

Description of Job Duty Serve as a member of the Associate Vice Chancellor/Dean of Students' leadership team. Attend monthly Division of Student Affairs Leadership Team meetings. Serve on University-wide and Student Affairs committees as appropriate and necessary. Serve as a resource to designated student organizations (ex: BSU, Inspirational Choir, LASO, SAGA). Collaborate with campus partners (ex: Academic Affairs, Athletics, Campus Police, Greek Student Engagement and Development, Residential Living, etc.) as appropriate and necessary on matters related to ICA. Maintain current knowledge base of issues and trends related diversity, inclusion, social justice, etc. Complete other duties as assigned.

Percentage Of Time 15

Exhibit C

Job Title: Director of Intercultural Affairs

Department: Intercultural Affairs

Reports To: Associate Vice Chancellor & Dean of Students

Mission Statement:

The mission of Intercultural Affairs is to create opportunities for students to engage with differing perspectives, develop cross cultural communities, promote respectful dialogue, and provide access for all. Our aim is to equip every student with the tools to thrive in a diverse and interconnected world.

In ICA, we foster connections in a supportive space, where individuals can bring their most authentic selves. We strive to ensure all backgrounds, beliefs, viewpoints, abilities, cultures, and traditions are invited, included, and supported. Through ICA, students achieve success through exploring community, leadership, and intercultural awareness in ways that value and honor their collective and individual experiences.

Position Summary: The Director of Intercultural Affairs at Western Carolina University is responsible for direct oversight of the Department of Intercultural Affairs (ICA) and focuses on fostering an inclusive and supportive campus environment for all students. The Director reports to the Associate Vice Chancellor & Dean of Students (DOS) and is an integral part of the leadership team for the DOS Unit. This position aims to support student success through the management and oversight of the Office of Intercultural Affairs, consistent with the mission of the office.

Key Responsibilities:

Strategic Planning and Management (25%):

- Design, implement, and evaluate programs and events that align with the department's mission of promoting education and exposure to different backgrounds, beliefs, viewpoints, abilities, cultures and traditions.
- Collaborate with academic departments, student organizations, and external partners to provide diverse learning opportunities for students.
- Align the programs and mission of the department with the University and UNC System Strategic Plans.

Student Engagement and Support (15%):

- Create a welcoming space where all students feel included and respected.
- Provide resources and guidance to support students in exploring their cultural identities and understanding others.
- Facilitate discussions and activities that promote mutual respect, understanding, and community building among students.

Leadership and Supervision (30%):

- Provide management and supervision of staff, graduate students, and student workers in ICA.

- Provide training and development opportunities for staff to enhance their skills in supporting student success.
- Oversee the budget and resource allocation for the department, ensuring efficient use of funds to support programs that align with the mission of the Department.

Collaboration and Outreach (15%):

- Build and maintain relationships with campus and community partners to support the mission of Intercultural Affairs and Western Carolina University.
- Represent the department on various university committees and task forces.
- Serve as a liaison between students, faculty, and administration to address intercultural opportunities and support student success.

Assessment and Reporting (15%):

- Develop and implement assessment tools to measure the impact of intercultural programs and initiatives on student success (retention, graduation, etc.)
- Prepare and present reports on the department's activities, outcomes, and impact on student success to university leadership.
- Utilize data to inform and improve program offerings and departmental strategies.

Qualifications:

- Master's degree in Student Affairs, Higher Education, Education, Counseling or related field with highly transferable skills.
- A minimum of 3 years of full-time Student Affairs experience with supervision of professional staff, budget management, and program development at an accredited university of higher education.
- Demonstrated ability to articulate complex issues and tailor messaging to a diverse range of audiences.
- Strong understanding of current Higher Education trends and tools, and ability to stay aware of quickly changing national rules and regulations.

Exhibit D

Job Title: Associate Director of Intercultural Affairs

Primary Purpose of Position The Associate Director of Intercultural Affairs (ICA) reports directly to the Director of ICA and serves as the department's deputy. They will develop, advise, implement, and evaluate a variety of intercultural and academic services and programs that promote and assist with recruitment and retention of underrepresented students. While providing services and programs that are designed to ensure the developmental and academic success of all Western Carolina's students while maintaining a focus on the underrepresented student population, as well as programs and services that educate the campus and community. The Associate Director will also teach the Project C.A.R.E university course.

Primary Purpose of Position The primary location of this position is the main Cullowhee, NC campus.

Assists in advancing the mission and vision of ICA through targeted projects, initiatives and committees. Develops, plans, implements and evaluates activities and programs focused on educating and supporting students regarding cultural awareness, gender equity, social justice, and other issues impacting underrepresented populations. Oversees and evaluates Project C.A.R.E., mentoring/retention programs for students based on research, student/institutional need, and available resources. Recruits, trains and evaluates individuals serving as mentors for department-sponsored programs and initiatives. Provides peer counseling, orientation-type programs and other support services for students of diverse cultures, gender and sexual orientation.

Develops and implements assessment efforts for the department. Serves as a student affairs generalist collaborating with other student affairs professional staff in the development and implementation of programs and services to meet student needs. Creates and provides a non-threatening environment for students to seek assistance and referral with personal growth opportunities (i.e. self-improvement, life- skill development, etc...) and/or concerns (i.e. sexual harassment, racial discrimination, gender bias, and/or other bias). Collaborates with faculty and staff in academic units on matters of mutual concern (i.e. cultural awareness, gender equity, social justice, and other issues impacting underrepresented populations). Develops and implements leadership training opportunities for students as assigned.

Serves on divisional and campus-wide committees as assigned. Participates in Orientation/Open House and other University recruitment activities as appropriate/necessary. Attend meetings and make presentations to various groups. Commits to working with students and staff to create an inclusive community that encourages formal and informal learning and active involvement. Completes other duties as assigned.

Description of Work

- **Minimum Qualifications** Masters Degree in college student affairs, higher education, counseling, women's studies, or related field. 1-3 years professional work experience. Strong oral and written communication skills. Strong organizational and planning skills.

- Preferred Qualifications** Knowledge of current trends and issues pertaining to diversity in post-secondary education. Ability to work with diverse groups. Ability to multi-task and work cooperatively with others in a fast-paced, changing environment. Experience with conflict resolution, leadership development and sensitivity to gender and diversity issues. Willing to work evenings and weekends as necessary. Strong theoretical and practical understanding of cultural, identity, student, and organizational development theories. Strong coordination and evaluation skills. Demonstrated ability to work independently with minimal day-to-day supervision, with ability to set priorities, deadlines, and to juggle multiple tasks while ensuring projects are completed with excellent attention to detail required. Experience working with students of diverse populations, planning and executing campus wide programming/workshops in the realm of identity and diversity preferred.

Job Duty Name Collaboration

Description of Job Duty Collaborate with campus constituents to ensure a wide range of diverse programming is offered to meet the needs of students.

Percentage Of Time 20

Job Duty Name Programming

Description of Job Duty Coordinate events in support of University-wide programs.

Percentage Of Time 40

Job Duty Name Recruitment

Description of Job Duty Participate in Orientation/Open House and other University recruitment activities.

Percentage Of Time 5

Job Duty Name Assessment

Description of Job Duty Responsible for the design, development, implementation and evaluation of a variety of programs designed to increase campus awareness and appreciation of different cultures, gender issues and sexual orientation. Develop special programs during awareness months associated with the cultures represented at Western Carolina University as well as programs about Appalachian culture.

Percentage Of Time 10

Job Duty Name Leadership Development

Description of Job Duty Develops and implements leadership training opportunities for students as assigned.

Percentage Of Time 10

Job Duty Name Other Duties as Assigned

Description of Job Duty Serve as a student affairs generalist collaborating with other student affairs

professional staff in the development and implementation of programs and services to meet student needs.

Percentage Of Time 5

Job Duty Name Cultural Awareness

Description of Job Duty Collaborates with faculty and staff in academic units on matters of mutual concern

(i.e. cultural awareness, gender equity, social justice, and other issues impacting underrepresented populations).

Percentage Of Time 10

Exhibit E

Job Title: Associate Director of Intercultural Affairs
Department: Intercultural Affairs

Mission Statement: The mission of Intercultural Affairs is to create opportunities for students to engage with differing perspectives, develop cross cultural communities, promote respectful dialogue, and provide access for all. Our aim is to equip every student with the tools to thrive in a diverse and interconnected world.

In ICA, we foster connections in a supportive space, where individuals can bring their most authentic selves. We strive to ensure all backgrounds, beliefs, viewpoints, abilities, cultures, and traditions are invited, included, and supported. Through ICA, students achieve success through exploring community, leadership, and intercultural awareness in ways that value and honor their collective and individual experiences.

Position Summary: The Associate Director of Intercultural Affairs will play a pivotal role in shaping and nurturing the leadership potential, intercultural competence, and holistic well-being of all WCU students. The Associate Director will promote the recruitment, retention, and success of all students. This role focuses on leadership development, exposure to diverse perspectives, and effective case management. The Associate Director will work collaboratively to develop, implement, and evaluate a variety of programs which promote exposure to varying viewpoints and encourage the benefits of learning from other's experiences and background.

Key Responsibilities:

Student Success & Leadership Development (25%):

- Design and deliver comprehensive leadership programs that empower students to develop their leadership skills in an intercultural context.
- Mentor and coach student leaders to cultivate their abilities to lead inclusively and effectively.
- Facilitate workshops and experiential exposure to leadership topics, ensuring they encompass diverse perspectives, respect, and intercultural competencies.
- Oversees and evaluates Project C.A.R.E., mentoring/retention programs for students based on research, student/institutional need, and available resources. Recruits, trains and evaluates individuals serving as mentors for Project C.A.R.E. mentorship program.

Exposure to Diverse Perspectives: Programming & Assessment (35%):

- Develop and implement initiatives and events that promote the understanding and appreciation of diverse viewpoints, such as: panels, and discussions that encourage civil dialogue and the sharing of different perspectives.
- Collaborate with other departments and student organizations to integrate diverse perspectives into campus life
- Develops, plans, implements and evaluates activities and programs based on student and institutional needs. Programs directly relate to student success, civil dialogue, culture awareness and other issues impacting student development and success.

- Develops and implements assessment tools to measure the impact of leadership development and intercultural programs.
- Assists in the creation of reports and utilizes data to inform strategic planning and continuous improvement efforts.

Collaboration and Outreach (10%):

- Serve as a liaison between the Intercultural Affairs department and other campus entities to promote a cohesive and inclusive campus environment.
- Participate in campus committees and initiatives related to student success, student development, and the mission of ICA.

Supervision (15%):

- Provide direct or indirect supervision to student workers, paraprofessional staff members, interns etc. associated with department.
- Recruits, trains, and evaluates individuals serving as mentors, workers, interns, leadership capacity etc. for ICA or any ICA-sponsored program and initiative.

Other Duties as assigned (15%):

- Recruitment: Participates in orientation/open house and other university recruitment activities as appropriate/necessary.
- Case Management: Create and provide a non-threatening environment for students to seek assistance and referral with personal growth opportunities and academic success.

Qualifications:

- Master's degree in Higher Education Administration, Student Affairs, Intercultural Studies, or a related field.
- Minimum of 2 years of experience in higher education, student affairs, or a related field, with a focus on diversity, equity, and inclusion initiatives.
- Proven experience in leadership development, program management, and case management.
- Strong interpersonal and communication skills, with the ability to foster civil dialogue and promote viewpoint neutrality.
- Commitment to creating an inclusive and supportive environment for all students.

Exhibit F

Job Title: Assistant Director, Intercultural Affairs

Primary Purpose of Organizational Unit Provide services and programs that are designed to ensure the developmental and academic success of Western Carolina's underrepresented student population, as well as programs and services that educate the campus and community.

Primary Purpose of Position Develops, plans, implements and evaluates activities and programs focused upon educating and supporting students with regard to cultural awareness, gender equity, social justice, and other issues impacting underrepresented populations. Assist students with personal crises, collaborate with campus constituencies, develop leadership training, and participate in recruitment efforts.

Description of Work

- **Minimum Qualifications** Masters Degree in college student affairs, higher education, counseling, women's studies, or related field. Strong oral and written communication skills. Strong organizational and planning skills. Knowledge of current trends and issues pertaining to diversity in post-secondary education. Ability to work with diverse groups. Ability to multi-task and work cooperatively with others in a fast-paced, changing environment. Willing to work evenings and weekends as necessary.

Description of Job Duty Collaborates with faculty and staff in academic units on matters of mutual concern (i.e. cultural awareness, gender equity, social justice, and other issues impacting underrepresented populations).

Percentage Of Time 3

Description of Job Duty Creates and provides a non-threatening environment for students to seek assistance and referral with personal growth opportunities (i.e. self-improvement, life-skill development, etc...) and/or concerns (i.e. sexual harassment, racial discrimination, gender bias, and/or other bias).

Percentage Of Time 5

Description of Job Duty Develops and implements assessment efforts for the department.

Percentage Of Time 5

Description of Job Duty Develops and implements leadership training opportunities for students as assigned.

Percentage Of Time 2

Description of Job Duty Develops and implements mentoring programs for students based upon research, student/institutional need, and available resources.

Percentage Of Time 5

Description of Job Duty Develops, plans, implements and evaluates activities and programs focused upon educating and supporting students with regard to cultural awareness, gender equity, social justice, and other issues impacting underrepresented populations.

Percentage Of Time 50

Description of Job Duty Interprets policies and procedures, responds to policy questions, and provides related guidance as necessary to student or prospective students.

Percentage Of Time 1

Description of Job Duty Other duties as assigned.

Percentage Of Time 5

Description of Job Duty Participates in Orientation/Open House and other University recruitment activities as appropriate/necessary.

Percentage Of Time 1

Description of Job Duty Provides peer counseling, orientation-type programs and other support services for students of diverse cultures, gender and sexual orientation.

Percentage Of Time 5

Description of Job Duty Recruits, trains, and evaluates individuals serving as mentors for department-sponsored programs and initiatives.

Percentage Of Time 2

Description of Job Duty Serve as primary resources and point of referral for members of the campus community seeking information on gender issues.

Percentage Of Time 5

Description of Job Duty Serves as a student affairs generalist collaborating with other student affairs professional staff in the development and implementation of programs and services to meet student needs.

Percentage Of Time 5

Description of Job Duty Serves as primary resource and point of referral for members of the campus community seeking information on affection/sexual orientation.

Percentage Of Time 5

Description of Job Duty Serves on divisional and campus-wide committees as assigned.

Percentage Of Time 1

Exhibit G

Job Title: Assistant Director of Intercultural Affairs
Department: Intercultural Affairs

Mission Statement: The mission of Intercultural Affairs is to create opportunities for students to engage with differing perspectives, develop cross cultural communities, promote respectful dialogue, and provide access for all. Our aim is to equip every student with the tools to thrive in a diverse and interconnected world.

In ICA, we foster connections in a supportive space, where individuals can bring their most authentic selves. We strive to ensure all backgrounds, beliefs, viewpoints, abilities, cultures, and traditions are invited, included, and supported. Through ICA, students achieve success through exploring community, leadership, and intercultural awareness in ways that value and honor their collective and individual experiences.

Position Summary: The Assistant Director of Intercultural Affairs reports to the Director of ICA and will assist students and paraprofessionals in developing outreach and programming that supports intercultural awareness, civil dialogue, and community engagement. This role also focuses on case management of students, promoting their academic and personal success. The Assistant Director will work collaboratively to implement programs that encourage exposure to varying viewpoints, the benefits of learning from others' viewpoints, and civil dialogue among the student body.

Key Responsibilities:

Programming Development & Implementation (30%):

- Assist in the design, implementation, and evaluation of various programming efforts designed to increase campus awareness and appreciation of varying backgrounds, cultures, and viewpoints associated with all of students at Western Carolina University.
- Support students and graduate students in planning and executing outreach initiatives that foster connections among diverse populations.
- Ensure programs and events are inclusive, accessible, and promote viewpoint neutrality.
- Facilitate discussions and activities that encourage civil dialogue and the sharing of different perspectives.

Case Management (20%):

- Provide case management support to students, focusing on their holistic development and well-being.
- Conduct individual and group meetings with students to address their concerns, needs, and goals.
- Connect students with appropriate resources and support services to enhance their success and development.

Student Success and Leadership Development (20%):

- Promote academic and personal success among students through targeted interventions and support strategies.
- Develop workshops and resources that address the academic, social, and personal development needs of students.
- Monitor and track student progress, providing guidance and support as needed.

Collaboration and Support (10%):

- Collaborate with other departments and student organizations to facilitate understanding of diverse perspectives into campus life.
- Serve as a resource for students, providing guidance on best practices for inclusive programming and outreach.
- Participate in campus committees and initiatives related to intercultural dialogue/awareness and student development.

Assessment and Reporting (10%):

- Develop and implement assessment tools to measure the impact of outreach and programming efforts.
- Prepare reports and presentations on program outcomes and student development metrics.

Other Duties as Assigned (10%)

- Participates in orientation, open house and other university recruitment events as appropriate/necessary.
- Participates in other committees/events/initiatives that align with the mission of ICA and WCU.

Minimum Qualifications:

- Master's degree in Higher Education Administration, Student Affairs, Intercultural Studies, or a related field.
- 1-2 years of experience in higher education, student affairs, or a related field, with a focus on diversity, equity, and inclusion initiatives.
- Proven experience in program development, outreach, and case management.
- Strong interpersonal and communication skills, with the ability to foster civil dialogue and promote viewpoint neutrality.
- Commitment to creating an inclusive and supportive environment for all students.

Exhibit H

C. Other Content or Programmatic Changes

Updated mission statement for the Department of Intercultural Affairs (ICA)

- **Prior:**
The mission of the Department of Intercultural Affairs at Western Carolina University is to provide an inclusive environment that examines, recognizes, accepts and affirms human differences and similarities by creating opportunities for meaningful cultural exchange on campus and within the surrounding communities. Through education and engagement, we aim to develop culturally competent individuals who will thrive in a diverse and interconnected world.
- **Updated:**
The mission of Intercultural Affairs is to create opportunities for students to engage with differing perspectives, develop cross cultural communities, promote respectful dialogue and provide access for all. Our aim is to equip every student with the tools to thrive in a diverse and interconnected world.

In ICA, we foster connections is a supportive space where individuals can bring their most authentic selves. We strive to ensure all backgrounds, beliefs, viewpoints, abilities, cultures and traditions are invited, included and supported. Through ICA, students achieve success through exploring community, leadership, and intercultural awareness in ways that value and honor their collective and individual experiences.

Updated ICA professional staff job descriptions

- Revised to align with updated mission statement
- Supports access to student success initiatives (e.g., Project CARE)
- Supports developing cross cultural communities
- Facilitate activities that strengthen mutual respect and understanding
- Foster a supportive space for students to meet and socialize

Reviewed Student Organization Procedures

Reviewed the policies and procedures for recognized student organizations as “student-led organizations” including the Student Government Association.

Faculty Diversity Officer Program

The Faculty Diversity Officers and the Faculty Diversity Officer Program have been revised to ensure compliance with policy while continuing to ensure not only affirmative and equitable searches, but also searches that align with WCU's strategic initiative of inclusive excellence. University Search Representatives (USR), formerly Faculty Diversity Officers, will be assigned to faculty searches not as subject matter experts but instead to ensure compliance with federal/state employment laws; and relevant UNC and WCU policies and regulations. In addition, USRs will work with search committees to create a respectful, welcoming environment for all applicants. Belongingness begins at recruitment and is reflected in an applicant's experience with the search process. USRs are general faculty who are added to faculty search committees after having received compliance training from Human Resources, who also review every search at its conclusion.

Review by Office of Legal Counsel

The Office of Legal Counsel has reviewed and advised on several college and department mission statements or guiding documents to ensure compliance with Section 300.8.5 of the UNC Policy Manual.