



Dear Colleagues,

I want to personally thank you for the dedication and passion that you brought to the Vision 2020 Diversity Committee. It is evident that you made this work a priority as it is well written, comprehensive and will serve as a catalyst for diversity and cultural competency.

Such ambitious goals will require the extraordinary efforts of many. I believe that Belmont is poised to embrace this challenge, ensure that our campus is safe, welcoming, and cultivates an environment that encourages student success and college completion.

The following recommendations are approved by Senior Leadership:

- Expand Belmont's working definition of diversity by reconstituting and expanding the charge and mission of the Welcome Home Team to include the following areas:
  - Addition of race, ethnicity, gender identity, sexual orientation
  - Enhancement of current institutional surveys to include a diversity section
  - Expansion of the membership of the Welcome Home Team to include representatives from the proposed Diversity Council
  
- Human Resources will develop and execute diversity training for the campus community (including senior level administration) by utilizing the "train the trainer" model
  - Hiring managers will receive training and incorporate a diversity component into the interview process (i.e. questions)
    - Diversity related questions will be developed and used for performance reviews and faculty qualifications in TK20
    - Diversity components will be integrated into the university community of learning (i.e. Teaching Center, curriculum, etc.)

Senior leaders realize that resources are an integral part of ensuring the success of the integration of diversity, culture, and inclusion and we are committed to ensuring that the aforementioned goals are achieved.

The expanded Welcome Home Team will lead the implementation of the approved recommendations. Dr. Burns and I will be responsible for the ongoing oversight of the expanded Welcome Home Team.

I look forward to our work together as we enhance the Belmont community and create a more diverse and welcoming place for all.

With appreciation,

A handwritten signature in blue ink that reads "Susan West". The signature is written in a cursive style with a large, looping initial "S".

Susan West