Editors’ Notes
Sherry K. Watt, Jodi L. Linley .......................... 1

1. Designing and Implementing Multicultural Initiatives:
   Guiding Principles
Sherry K. Watt
This chapter provides guiding principles for designing and implementing successful multicultural initiatives. A rationale for why these elements transcend both higher education and student affairs settings is presented. In addition to providing guiding principles, this chapter includes advice for socially and politically conscious-minded professionals who are leading the implementation of multicultural initiatives on their campus.

2. Making Meaning through Multicultural Initiatives
Becki Elkins, Kenneth Morris, Jr., Gwendolyn Schimek .......................... 17
This chapter discusses assessment and evaluation of multicultural initiatives by exploring two efforts implemented at a small, liberal arts college.

3. Building and Sustaining a Campus-Wide Multicultural Initiative
Georgina Dodge, Lindsay Jarratt .......................... 27
This chapter summarizes the implementation of a campus-wide multicultural initiative at a large public Midwestern university, exploring strategies, challenges, and lessons learned.

4. Navigating Difference through Multicultural Service Learning
Kira Pasquesi .......................... 37
This chapter explores the design and implementation of service learning as a multicultural initiative. The author shares considerations for multicultural service-learning practice using an example from a course project focused on leadership skill development in public service.

5. Who I Am Is the Text. Who I Become Is the Purpose
Heidi Arbisi-Kelm, Jasmine P. Clay, Mariko M. Lin, Rodney Horikawa, William H. Clifton, Seema Kapani .......................... 47
Student SEED (Seeking Educational Equity and Diversity) is a grassroots, social justice course in which participants actively engage in dialogue about diversity and social identity. This chapter examines Student SEED as a multicultural initiative.
6. Courage in Multicultural Initiatives

Sherry K. Watt, Margaret Golden, Lisa A. P. Schumacher, Luis S. Moreno
This chapter briefly overviews the Principles and Practices of the Circle of Trust® approach and shares an example of how those ideals informed how an instructor team facilitated a multiculturalism in higher education and student affairs course.

7. Building Multicultural Residential Communities: A Model for Training Student Staff

Taryn Petryk, Monita C. Thompson, Trelawny Boynton
The growing diversity and changing demographics within the United States increases the importance of students developing skills to engage across identity difference. The purpose of this chapter is to describe how a pre-employment course for student staff members is used as a multicultural intervention training to provide students with the knowledge and skills to create and facilitate an inclusive, multicultural community in residential communities.


Kathy Obear, becky martinez
This chapter reviews the impact of using race caucuses with members of a student affairs leadership team to deepen their capacity to both recognize common dynamics of racism, internalized dominance, and internalized oppression, and explore specific strategies to create greater equity in their organization.

9. Spiritual Development as a Social Good

Mona Hicks, Uyen Tran-Parsons
The skill development of equanimity and empathy gained through spiritual growth equips students to examine solutions to complex problems in a diverse, global society. This chapter explores intentional multicultural initiatives designed to foster spiritual development and interfaith engagement as means to navigate difference and social good.

10. Addressing Underrepresentation in STEM Fields through Undergraduate Interventions

Jodi L. Linley, Casey E. George-Jackson
This chapter provides an overview of undergraduate STEM initiatives for underrepresented minorities and women, as well as a description and critical analysis of one comprehensive federally funded initiative at a research-intensive university.

INDEX