SPECIAL
DOVER HUMAN RELATIONS COMMISSION WORKSHOP
A G E N D A

Revised to Include New Items #1 and #2

SEPTEMBER 23, 2014 - 5:30 P.M.

CITY HALL CONFERENCE ROOM
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

Public comments are welcomed on any item and will be permitted at appropriate times. When possible, please notify the City Clerk (736-7008 or e-mail at CityClerk@dover.de.us) should you wish to be recognized.

AGENDA ADDITIONS/DELETIONS

1. **Presentation - Dover Public Library Changing America Exhibit Steering Committee Volunteers** ***(Michelle Hughes)***

2. **Presentation - Re-Entry Opportunity Program** ***(Ken Abraham)***

3. **Discussion - DHRC Authority and Complaint Process** ***(City Solicitor Nicholas Rodriguez and Commissioner Gail Launay-Tarlecki, State of Delaware Human Relations Commission)***

4. **Formulation of Complaint Process and Form**

5. **Review of Draft DHRC 2015-2018 Strategic Plan** ***(Commissioner Ruane)***

6. **Commission Members' Announcements**

7. **Adjournment**

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THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS.

Dover, Delaware, Code of Ordinances >> PART II - CODE OF ORDINANCES >> Chapter 58 HUMAN RELATIONS >>

Chapter 58 HUMAN RELATIONS

ARTICLE I. - IN GENERAL
ARTICLE II. - HUMAN RELATIONS COMMISSION

Dover, Delaware, Code of Ordinances >> PART II - CODE OF ORDINANCES >> Chapter 58 - HUMAN RELATIONS >> ARTICLE I. IN GENERAL >>

ARTICLE I. IN GENERAL

Secs. 58-1—58-30. Reserved.

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Dover, Delaware, Code of Ordinances >> PART II - CODE OF ORDINANCES >> Chapter 58 - HUMAN RELATIONS >> ARTICLE II. HUMAN RELATIONS COMMISSION >>

ARTICLE II. HUMAN RELATIONS COMMISSION

Sec. 58-31. Purpose.
Sec. 58-32. Established; composition; appointment; representation; holding other office; removal from office; terms of office; vacancies; reappointments.
Sec. 58-33. Organization; quorum; meetings; rules of procedure; limitation of functions; agreements; compensation; legal counsel; reports.
Sec. 58-34. Expenses.
Sec. 58-35. Conflicts of interest.
Sec. 58-36. Powers and duties.

Sec. 58-31. Purpose.

The city council has deemed it to be in the best interest of the city to establish a human relations commission to include members who are broadly representative of the entire community and who are committed to a philosophy of inclusion, intergroup cooperation, and fair treatment that will effectively help the city meet the following needs:

(1) *Fairness, respect.* Promote and develop an environment of fairness and respect among its citizens;

(2) *Monitoring.* Develop ways to measure and monitor community relations, particularly those that are sources of intergroup conflict;

(3)

Intergroup relations. Involve all segments of the community in understanding and appreciating the benefits of positive intergroup relations;

(4) *Issues.* Offer a range of programs and services that will help its residents and neighborhoods prevent and resolve issues of human relations; and

(5) *Intergroup conflict.* Develop ways of anticipating, preparing for, and relieving community tensions arising from intergroup conflict.

(Code 1981, § 2-16; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-32. Established; composition; appointment; representation; holding other office; removal from office; terms of office; vacancies; reappointments.

(a) *Established.* There is hereby established an advisory commission to be known as the "City of Dover Human Relations Commission," to carry out the objectives as described in this article.

(b) *Composition; appointment.* The members of the human relations commission shall be appointed by the president of the council, based upon recommendations from and subject to confirmation by the council. The human relations commission shall consist of nine members, all residents of the city. Two members shall be selected from each council district and one member shall serve from the city at-large.

(c) *Representation.* In selecting the membership of the commission, particular care shall be taken to ensure that the commission is broadly representative of racial, religious, gender and ethnic groups residing in the city.

(d) *Holding other office; removal.* No member of the commission shall hold any elected or appointed office under the government of the United States or the state, county, or city. The city council president may remove members of the commission, with the concurrence of the city council, for substantial neglect of duty, or gross misconduct in office.

(e) *Terms of office; vacancies.* A member of the commission shall be appointed for a term of office of three years and until his successor has been appointed . The appointees shall be appointed for staggered terms of office. When a vacancy occurs in the membership of the commission, it shall be filled by appointment for the unexpired portion of the term in the same manner as the original appointment.

(f) *Reappointments.* Members may be reappointed.

(Code 1981, § 2-17; Ord. of 2-11-2002; Ord. No. 2010-23, 8-23-2010; Ord. No. 2013-15, 9-23-2013)

Sec. 58-33. Organization; quorum; meetings; rules of procedure; limitation of functions; agreements; compensation; legal counsel; reports.

(a) *Organization.* The human relations commission shall annually elect its own chairperson to preside over its meetings and may create and fill such other offices and committees among its members as may be found necessary and proper for its effective organization.

(b) *Quorum.* A majority of the membership of the commission shall constitute a quorum and, if a quorum is present, a vacancy on the commission shall not impair the right of the remaining members to exercise all the powers of the commission.

(c) *Meetings.* The commission shall hold at least five meetings per year; one each quarter and one to be determined by the commission. Special meetings may be called by the chairperson or three members of the commission.

All meetings shall be held at City Hall and in accordance with the Laws of Delaware regarding the Freedom of Information Act (FOIA) and City of Dover procedures. The commission will distribute its agendas and minutes through the city clerk's office.

(d) *Rules of procedure.* The commission is also authorized to adopt rules of procedure for the conduct of its meetings.

(e) *Functions limited.* The commission shall not involve itself in activities or functions already assigned by law or decree to other governmental bodies.

(f) *Agreements.* The commission may enter into agreements and build partnerships with other entities and organizations for the purpose of more efficiently and effectively carrying out its responsibilities.

(g) *Compensation.* Members of the commission shall receive no compensation.

(h) *Legal counsel.* The city solicitor shall provide legal counsel to the commission and shall be the legal representative of the commission in connection with its duties hereunder, on a case-by-case basis, or determine that outside counsel is needed and obtain such outside counsel for a particular matter.

(i) *Reports.* The commission shall report to the city council on a quarterly basis regarding its affairs. An annual report of its accomplishments and a summary of its recommendations shall be provided to the mayor and the city council.

(Code 1981, § 2-18; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-34. Expenses.

(a) *Budget.* The city council may appropriate a budget for the city human relations commission to provide for necessary expenses and expenditures.

(b) *Other funding.* The commission may also receive funding from other governmental, philanthropic or private organizations for the exclusive purpose of carrying out its responsibilities.

(Code 1981, § 2-19; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-35. Conflicts of interest.

If any member of the human relations commission concludes that they have a conflict of interest with respect to a matter which is pending before the commission, that member shall disqualify themself from participating in any deliberations, discussions and decision making processes of the commission.

(Code 1981, § 2-20; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-36. Powers and duties.

The powers and duties of the human relations commission shall be to:

(1) *Recommendations.* Review city programs, activities, functions and ordinances, and make recommendations to the city council for new, amended or changed programs, functions, activities or ordinances which would support inclusiveness and civility among city residents and enhance communication and understanding among residents of the city;

(2) *Intergroup conflicts.* Inquire into incidents of intergroup conflicts and disputes within the city and take such action as may be designed to alleviate such conflicts and disputes;

(3) *Intergroup cooperation.* Promote and encourage communications between and cooperation of all groups interested in bettering human relations in the city;

(4) *Complaints.* Seek the active assistance of the state human relations commission in the solution of complaints of alleged discrimination which fall within the jurisdiction of the state commission;

(5) *Research, education, etc.* Engage in such research, education and advocacy as, in the judgment of the commission or the city council, may be needed to improve human relations in the city;

(6) *Programs.* Develop and maintain programs that build positive relations among communities and enhance problem-solving skills among residents throughout the city;

(7) *Other functions.* Do all other acts and deeds necessary and proper to carry out and effectively accomplish the objectives, functions and services contemplated by the provisions of this article.

(Code 1981, § 2-21; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

During the DHRC Organizational Meeting of March 25, 2014, members rescinded the existing by-laws of the DHRC, including this intake form.

A. Intake Form Front Page

THE CITY OF DOVER HUMAN RELATIONS COMMISSION
INTAKE FORM

Name of person or organization filing: (last name, first name, middle initial) ☐ Mr. ☐ Miss ☐ Mrs. ☐ Ms.		Home Phone: ( )	Business Phone: ( )	Fax: ( )
Street Address:	City:	County:	State:	Zip Code:
Identify the contact person that the Commission should notify:				
List the name, address and telephone number of any person or organization that you believe should be invited to appear before the Commission to help resolve your concern:				
Summarize what has or will occur that has given rise to your concern. Use this space for a brief and concise statement of facts (who, what, where, when, why, how). Additional details may be submitted on an attachment.				
What relief or action is being requested?				
Completion of the following questions is *OPTIONAL*: Ethnicity: ☐ Black ☐ White ☐ Hispanic ☐ Asian ☐ Native American ☐ Other: _____ Sex: ☐ Male ☐ Female Age: _____ Nation of Origin: _____				
NOTICE: ALL DOCUMENTS AND TESTIMONY PRESENTED TO THE HUMAN RELATIONS COMMISSION ARE AVAILABLE TO THE PUBLIC AND THE PRESS.				
Signature: Date:				
This form was delivered to: _____(person) on _____(date), located at _____(address). This form was mailed to: _____(person) on _____(date), located at _____(address).				

A. Intake Form - Back of Page

THE CITY OF DOVER HUMAN RELATIONS COMMISSION
RECORD OF ACTION

Case No. _____

CITY CLERK ACTION:

1. On _____ (date), the INTAKE FORM was received by the City Clerk's Office.

2. On _____ (date), the concerns expressed in the INTAKE FORM were placed on the New Business section of the Agenda for the Commission meeting to be held.

3. On _____ (date), a copy of the INTAKE FORM was mailed to members of the Commission along with the Agenda for the Commission meeting.

4. On _____ (date), notice of the date, time and location of the Commission meeting at which the concern(s) expressed in the INTAKE FORM will be considered by the Commission was mailed to the following:
   a.) the party(ies) filing the INTAKE FORM;
   b.) the interested party(ies) identified in the INTAKE FORM; and
   c.) the person(s) or entity(ies) who caused the concern(s) to be raised.

5. On _____ (date), notice of the Commission's final action was sent to the person(s) filing the INTAKE FORM and the other party(ies) listed on the INTAKE FORM.

COMMISSION ACTION:

1. On _____ (date), the Commission decided it did/did not have jurisdiction over the matters set forth in the INTAKE FORM.

2. On _____ (date), the Commission considered the matters set forth in the INTAKE FORM.

3. On _____ (date), the Commission took the following action:

_____
_____
_____
_____
_____

DRAFT City of City of Dover Human Relations Commission Strategic Plan 2015-2018

I. INTRODUCTION

The establishment, purpose, powers and duties of the City of Dover Human Relations Commission (hereinafter, "the Commission") are provided for in Part II of the Dover, Delaware Code of Ordinances, Chapter 58-Human Relations Article II Human Relations Commission.

Broadly representative of racial, religious, gender and ethnic groups residing in Dover the nine volunteer members of the Commission are all residents of the City of Dover. They are appointed by the president of the Dover City Council, based upon recommendations from and subject to confirmation by the Council.

The Commission has begun a strategic planning process to better define its strategy, focus, and direction over the next three years: 2015-2018.

In developing the first phase of this planning process the Commission has organized its three-year long- term strategic objectives around the components of its mission and its commitment to competency, transparency, and public accountability.

II. MISSION

Committed to a philosophy of inclusion, intergroup cooperation and fair treatment, the City of Dover Human Relations Commission works to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity[i], inclusion[ii] and cultural competency[iii] in its organization and services.

Additionally, by involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of varying backgrounds in the city; and, advocates for an environment of fairness and respect.

The Commission works with the City Council and the City Administration and other community organizations to strengthen inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city.

III. VISION

The Commission's vision is a city whose government, organizations, groups and individual citizens value diversity, inclusion, respect and trust.

IV. LONG-TERM OBJECTIVES

Mission component:

A. Work to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusiveness and cultural competency in its organization and services.

Long-term Objectives

A.1 In cooperation with the City of Dover Manager and its Human Resources Department evaluate the current "state and climate of diversity and inclusion" and cultural competency within Dover's government organization, services and vendor relationships; and, make recommendations to the City Manager and the Dover City Council which identify policies and best organizational practices which support diversity, inclusion and cultural competency within city government, its services; and, vendor relationships.

A.2 Building on its partnership with the Dover Police Department, identify additional human relations approaches and lessons that can be integrated into the Dover Police Department's ongoing Community Relations strategy.

Mission Component:

B. By involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of varying backgrounds in the city; and, advocates for an environment of fairness and respect.

Long-term Objectives

B.1 Assess how the community of Dover is organized and identify organizations, churches, fraternities, sororities and other organizations with whom the DHRC should establish partnerships; and, to enter into agreements with these organizations to more effectively carry out its mission.

B.2 Provide a report to the Dover City Council and to the public which analyzes the current "state and climate of diversity and inclusion" and cultural competency within the Dover community and makes recommendations for programs, policies and practices that support diversity, inclusion and cultural competency.

B.3 Identify, support and participate in programs and events within the city of Dover which celebrate its diversity or promote greater understanding of the issues, concerns and needs of our diverse population. (e.g., the African American and Hispanic Festivals and the Dover Public Library's Created Equal Project)

B.4 Create and implement an external education process and program that provides the pubic with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that develops skills in effectively fostering greater understanding, inclusion and fairness in the city.

Mission Component

C. Works with the City Council and the City Administration and other community organizations to strengthen inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city

Long-term Objectives

C.1 Define when a diversity, inclusion and or a human relations issue[iv] exists and specify the types of these issues that will be accepted by the

Commission; and, identify and implement a process for receiving and responding to such issues by taking action to correct or improve the situation.

C.2 Develop an understanding with the State Human Relations Commission that will delineate the roles and procedures of the two Commissions in the solution of alleged discrimination complaints which fall within the jurisdiction of the State Human Relations Commission and identify and maintain specific ways the two Commissions will work together.

C.3 Review the City of Dover's Code of Ordinances and make recommendations to the Dover City Council that will improve the city's efforts to eliminate discriminatory behavior.

C.4 In cooperation and partnership with city officials, law enforcement, clergy, community organizations and public and private mediation services, assist in developing plans for monitoring sources of intergroup conflict and for responding to and managing community conflicts and disruptions in Dover; and, participate in managing community conflicts in accordance with these plans.

COMPETENCY TRANSPARENCY and ACCOUNTABILITY

D. The Commission is committed to acting with a high degree of competency, and transparency and accountability both to the Dover City Council and to the community.

Long-term Objectives

D.1 Regularly provide an update on the Commission's activities, progress and accomplishments to the Dover City Council; and, provide opportunities for the Council to review and affirm the Commission's Strategic Plan, including a process which encourages Council members to identify specific diversity, inclusion and human relations issues that may be particularly critical or relevant within each City Council District.

D.2 Improve community awareness of the Commission and a better understanding of its role by developing, implementing; and, maintaining a comprehensive communications plan which creates a process for routine communications to the community, including supporting policies and procedures for managing communications and for using supporting tools, such as, a web-based hub of information and resources.

D.3 Create and implement an internal education process and program that provides the Dover City Council, the City Administration and the members of the Commission with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that strengthens their skills in effectively fostering greater understanding, inclusion and fairness in the city.

D.4 Provide due notice and access to the public by conducting all meetings in accordance with the Delaware Freedom of Information Act (FOIA) and City of Dover procedures.

D.5 Identify and seek funding from other governmental, philanthropic or private organizations to more effectively carry out its responsibilities.

V. IMPLEMENTATION AND ORGANIZATIONAL STRUCTURE

Once the Commission adopts these proposed long-term strategic objectives the Commission will develop and implement specific work plans for each long-term strategic objective within the assigned year or years. These work plans will include short-term goals/priorities/initiatives with specific performance measures and action items to be accomplished within shorter time periods.

The Dover Code of Ordinances centralizes decision making at the Commission level. However, it is suggested that a functional committee structure be utilized to move these long-term strategic objections into actual performance.

Each of these Committees shall consist of at least three members of the DHRC and may include outside advisors, citizens, and City staff members to more effectively develop and execute the work plans. Individual Commissioners may serve on one or more Committees.

These functional Committees are advisory, not decision-making. They are transparent and accountable to the Commission and the community at large. They will meet on a regular basis to develop, implement and monitor work plans for the specific long-term strategic objectives assigned to the committee. Their work plans will be presented to and adopted by the full Commission prior to implementation.

The Commission may assign one or more long term strategic objectives to the Commission "acting as a whole".

Additionally, in order to respond to an emergent human relations issue that may not be identified in this plan, the Commission may from time to time create an additional functional committee. Such committees are intended to convene, and make recommendations for action to the full Commission; and, then disband when they are no longer relevant or needed.

Based on the set of proposed long-term objectives identified in this strategic plan, it is suggested that the following functional committees be established:

Government Policy, Programs, and Practices Committee—to develop, implement and monitor work plans for Objectives A.1, A.2, C-3 and C.4

Community Engagement Committee—to develop, implement and monitor work plans for Objectives: B.1, B.2 and B.3.

Education Committee—to develop and implement plans for Objectives: B.4, D.3.

Communications Committee—to develop, implement and monitor work plans for Objectives D.1, and D.2.

The Commission as a "whole" to develop implement and monitor work plans for Objectives: C.1, C.2, D.4 and D.5.

Draft prepared by Eugene B. Ruane, City of Dover Human Relations Commissioner, September 8, 2014.

[i] It is critical that the Commission agree on a definition of **diversity**. Howard J. Ross, one of the nation's recognized leaders on diversity and organizational change notes that "diversity has generally represented an acceptance of

difference, a lack of discrimination due to difference, and a presence of different kinds of people in organizations". However, he argues that in this narrow view, diversity "has been related to as a means to erase or fix problems" rather than as a "way to create a new future vision". The focus of this limited understanding is "the level of challenges (or "illness")" that some people face: "bias, discrimination, lack of access, oppression, physical and emotional violence, and soon." The response was then on "passing laws and then instituting compliance measures to make it illegal to continue these practices." The goal was to "create a state of social diversity, where people were not denied their rights, were more appropriately represented in organizations, and were not actively discriminated against." He calls this approach "the health-care metaphor" focused on efforts to "create organizations in which people are no longer "sick". (Howard J. Ross, ReInventing Diversity Transforming Organizational Community to Strengthen People, Purpose, and Performance (Lanham, Maryland : Rowman & Littlefield Publishers, Inc. 2011, page 33)

Mr. Ross promotes a broader understanding that goes beyond simply prohibiting discrimination and getting people in the door. He states that a diversity focus or program "means creating opportunities for people to be a part of the fundamental fabric of the way the organization functions---decision-making, responsibility, leadership—and then creating organizations that are culturally competent, culturally intelligent, and culturally flexible." We have to "really develop a sense of inclusion" and "a certain level of competence in understanding the needs of various people we are working with and serving". This requires a "systematic approach to incorporating an awareness of diversity and skills related to diversity into everything an organization does." (Ibid. 34)

(Author's Comment: A brief internet search of diversity programs has revealed that many organizations have adopted the broader approach that Mr. Ross has formulated. These programs reframe the conversation to focus on fair treatment and respect, and away from discrimination and "protected classes". An example from CUNY Queensborough Community College in New York City is attached. See: Definition for Diversity in Exhibit 1.)

[ii] **Inclusion** "is not simply a function of how fully involved people are in the structures of their organizations and societies". It is "a function of connection". "It is the ability of people to feel integrated into the cultural dynamics, leadership, and decision-making structures of the organization". (Ibid., 38)

[iii] **Cultural competency** is "the organizational ability to have and utilize the policies, appropriately trained and skilled employees, and specialized resources to systematically anticipate, recognize, and respond to the varying expectations (language, cultural, and religious) of customers, clients, patients, and co-workers of diverse backgrounds." It requires a certain amount of "**cultural intelligence**" in that "people need to have knowledge of both distinctions of culture and of the specific traits of different cultures". It requires a certain amount of "**cultural humility** "in that we need to be able to recognize that our cultural models may simply be different from , rather than better than, those of other people." And, "people also require a degree of "**cultural flexibility**" "to facilitate interaction with others on their own terms." (Ibid. 38)

[iv] Queensborough Community College in New York has included a description of when "a diversity issue exists" in its Definition for Diversity. See Exhibit 1.)

Definition for Diversity

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. It is extremely important to support and protect diversity because by valuing individuals and groups free from prejudice, and by fostering a climate where equity and mutual respect are intrinsic.

"Diversity" means more than just acknowledging and/or tolerating difference. Diversity is a set of conscious practices that involve:

- Understanding and appreciating interdependence of humanity, cultures, and the natural environment.
- Practicing mutual respect for qualities and experiences that are different from our own.
- Understanding that diversity includes not only ways of being but also ways of knowing;
- Recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others;
- Building alliances across differences so that we can work together to eradicate all forms of discrimination.
-

Diversity includes, therefore, knowing how to relate to those qualities and conditions that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups. These include but are not limited to age, ethnicity, class, gender, physical abilities/qualities, race, sexual orientation, as well as religious status, gender expression, educational background, geographical location, income, marital status, parental status, and work experiences. Finally, we acknowledge that categories of difference are not always fixed but also can be fluid, we respect individual rights to self-identification, and we recognize that no one culture is intrinsically superior to another.

A diversity issue exists when

An issue (policy or business practice - formal, informal, internal, or external) has a different **impact** on a particular group (i.e., impact on men vs. women, black vs. white, American vs. foreign, urban vs. rural, married vs. single, etc.)

Exhibit 1 City of Dover Human Relations Strategic Plan 2015-2018 Definition for Diversity CUNY Queensborough in New York City

It **happens more frequently** to a particular group (i.e., different groups may have dramatically different "numbers" - turnover, terminations, promotions, discipline, few or no role models, etc.) It is **more difficult for one group to overcome** (i.e., upward mobility for a particular group within an organization - "glass ceilings")

A diversity issue exists where the policy or business practice has an impact exclusive of difference (not inclusive of difference). Is there a trend or pattern (intentional or unintentional)?

Having a diversity issue is not necessarily a bad thing. Doing nothing about it given you have knowledge of the issue is where organizations go wrong (negligence). Being in denial about these issues do not make them go away. Ignorance is not bliss inside or outside the courtroom. The real question is why do we have this issue and can we take action to correct it or improve the situation.

Source: http://www.qcc.cuny.edu/diversity/definition.html Queensborurgh Community College in New York CUNY