



OFFICE OF
**DIVERSITY AND
INCLUSION**

**ANNUAL REPORT
2021 - 2022**

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Accountable agent: Dr. Jamie Hooymen, Provost

Responsible agent: Dr. Justin Mallett, Assistant Vice President of Diversity and Inclusion

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SUMMARY

Northwest Missouri State University has worked diligently to enhance and address issues related to race on its campuses and within the local community. This report outlines the progress Northwest has made in creating an Inclusive Excellence Action Plan and a series of actions related to academic progress, training and education, space, teams, human resources and employment, external relations, and metrics and assessment. These collective actions are intended to strengthen Northwest's infrastructure regarding diversity and inclusion.

PURPOSE

This report provides an update on Northwest's actions to enhance and address issues of race on campus and in the local community. This report describes the current state of diversity and inclusion at Northwest and actions taken by the institution since July 1, 2021.

Any work associated with diversity and inclusion must be aligned with "Adventure 2030," Northwest's strategic plan.

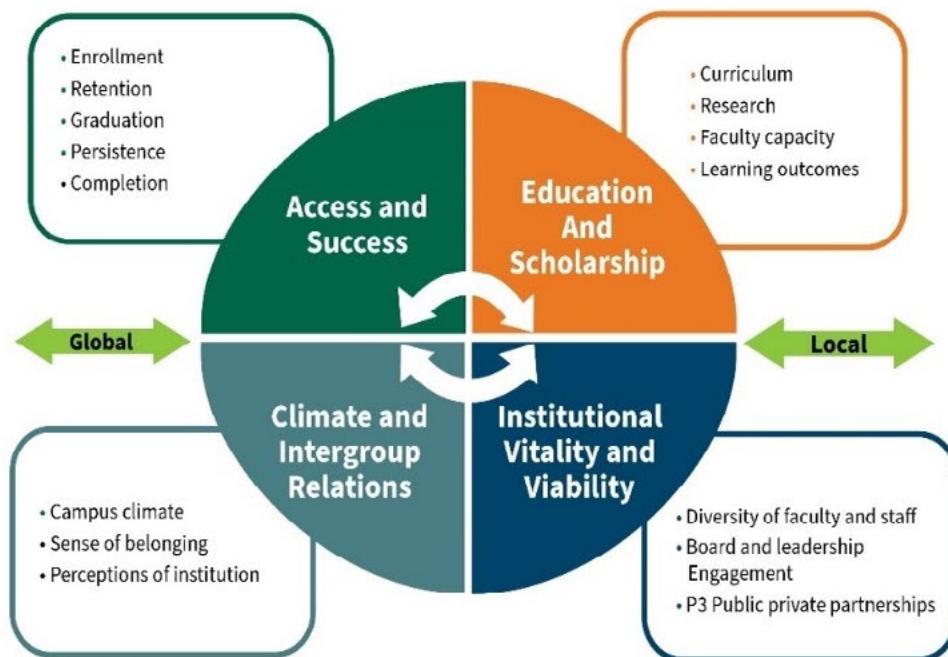
- Strategic Objective Theme: Enrollment and completion-develop partnerships that foster a diverse and inclusive campus.
 - 2.3- Foster inclusive campus and community environments
- Strategic Objective Theme: People-Delivering on the best place to work
 - 3.1. Create and foster an inclusive environment where faculty and staff are engaged, empowered and valued

ANALYSIS

This section addresses efforts during the 2021-2022 academic year related to academic progress, training and education, space, teams, human resources and employment, external relations and metrics and assessment.

OFFICE OF DIVERSITY AND INCLUSION

Northwest has adopted the Inclusive Excellence Framework to address and enhance issues of race and help close equity gaps on campus. The Inclusive Excellence Framework shifts the responsibility of fostering an inclusive environment as well as understanding and implementing diversity and inclusion initiatives to the entire campus community as opposed to one department.



Northwest created an Inclusive Excellence Action Team to create an action plan that will guide the institution toward becoming an inclusive excellent campus. The Inclusive Excellence Action Team is comprised of 37 members representing each area on campus. The Inclusive Excellence Action Team met six times during the academic year and prioritized the strategic objectives in the action plan that will be framed under strategic initiative 2.3 and 3.1 for assessment and measurement.

Based on feedback from the Inclusive Excellence Action Team and the Northwest Leadership Team (NLT), the following strategic objectives and actions will be prioritized for the 2022-2023 academic year:

- Utilize best strategies and practices to enhance the retention, persistence and completion of undergraduate and graduate students from historically underrepresented communities
 - Establish a peer mentoring program within academic units to support graduate and undergraduate students from historically underrepresented populations
 - Allocate resources for existing and new programs and services that enhance the retention and graduation rates for undergraduate and graduate students from historically underrepresented populations. (i.e. Bridge Program)
 - Enhance retention of underrepresented students by facilitating focus group discussions to reflect on factors that enhance and hinder the overall student experience. Implement suggested actions to enhance departmental, campus and community experiences
- Incorporate practices to increase opportunities for cultural competency and understanding for all students
 - Develop learning events within academic units that have an expanded approach on diversity and inclusion themes
 - Require all incoming students to complete online diversity and inclusion training through their University Seminar course
 - Coordinate opportunities for the Northwest community to participate in respectful dialogue that engages students in a variety of perspectives
- Allocate time and commitment to implement diversity and inclusion training for all Northwest employees
 - Develop and require diversity and inclusion training for all Northwest employees
 - Train employees to lead students in a productive conversation focused on discrimination, allyship and issues of race
 - Reestablish the Social Justice Institute for employees to be offered on an annual basis
- Incorporate best practices to increase opportunities in cultural competency and understanding for all employees
 - Provide regular communication to employees regarding support services and resources for handling incidents of bias, harassment and discrimination on and off campus
 - Share Northwest campus climate survey results to increase transparency while identifying areas of growth and improvement
 - Establish a Campus Climate Advisory Team that provides guidance and support for all diversity and inclusion related concerns
- Incorporate strategies to increase understanding in employee training, onboarding and other policies that allow all employees to thrive and succeed
 - Require a diversity statement prompt response be completed for all supervisory-level positions
 - Enhance the onboarding program for all new employees to include transparent and consistent messaging about the importance of diversity and inclusion at Northwest
 - Establish a mentoring program that acclimates employees to their departments and the institution while providing opportunities for professional development and growth

During the 2020-2021 academic year, the Office of Diversity and Inclusion aligned with the national standards established by the Council for the Advancement of Standards (CAS) in Higher Education. Results of the CAS review showed that Northwest either meets or partly meets standards in 10 of 12 areas in the CAS. In September, the external review team conducted a review meeting with Assistant Vice President of Diversity and Inclusion Dr. Justin Mallett to examine changes made since the external review and ensure Northwest is aligned with CAS standards. The results provided these highlights:

- Northwest meets standards in 11 of 12 areas of the CAS review. The standard not met is Mission.
- The new diversity and inclusion space in the J.W. Jones Student Union has created numerous opportunities for students and the Northwest community. The staff must continue keeping its programming and opportunities for students fresh and relevant.
- The external review team still believes that University leadership should consider returning the word “equity” to the name of the Office of Diversity and Inclusion and define equity utilizing a justice lens.

Coordinators in the Office of Diversity and Inclusion enhanced their focus on creating a stronger sense of belonging among underrepresented students. Coordinators invited student leaders of multicultural student organizations (Black Student Union, Minority Men's Organization, Helping Everyone Regardless of Orientation, Indian Student Organization, International Student Organization and First Ladies Organization) to participate in a leadership retreat that provided leaders with information related to leadership development and University processes. The retreat also helped student leaders align their programming efforts to avoid duplication and maximum participation among all groups.

Coordinators also are working on enhancing sense of belonging through their programming efforts and connecting with alumni. The Office of Diversity and Inclusion collaborated with the Office of University Advancement to host Mercedes Ramirez Johnson as a keynote speaker during Hispanic Heritage Month. The Office also hosted Dr. Rikki Frucht during LGBTQ+ History Month. During Homecoming weekend, Oct. 29-30, the University recognized Joe Bell, the first African American graduate of Northwest. Northwest alumna Karen L. Daniel was the keynote presenter for the MLK Peace Lunch in January.

ACADEMIC PROGRESS

Spring 2021 semester grades showed that underrepresented students performed well overall. The chart below shows the retention, persistence and graduation rate of Northwest domestic underrepresented students in comparison to international, white and race/ethnicity unknown:

Fall 2020 to Fall 2021 Retention	
Rate	
Domestic Underrepresented	69%
International	78%
White	77%
Race/Ethnicity Unknown	65%
Fall 2020 to Spring 2021 Persistence	
Rate	
Domestic Underrepresented	89%
International	93%
White	93%
Race/Ethnicity Unknown	92%
Spring 2021 to Fall 2021 Persistence	
Rate	
Domestic Underrepresented	83%
International	88%
White	90%
Race/Ethnicity Unknown	82%
Fall 2014 Cohort 150% Graduation Rate	
Rate	
Domestic Underrepresented	39%
International	47%
White	58%
Race/Ethnicity Unknown	75%

Average Cumulative Undergraduate GPA Spring 2021	
GPA	
Domestic Underrepresented	3.03
International	3.40
White	3.23
Race/Ethnicity Unknown	3.32
DFWI Rates Spring 2021	
% DFWI	
Domestic Underrepresented	18%
International	5%
White	12%
Race/Ethnicity Unknown	14%
Hours Completed 2020-2021 Academic Year	
Hours	
Domestic Underrepresented	29.1
International	31.1
White	30.7
Race/Ethnicity Unknown	26.9

While the data shows some improvement, there is still work to be done to close the equity gaps between Northwest domestic underrepresented students and majority students. Northwest continues to address areas needed to create and foster an inclusive environment, the expectation is that the overall academic success of underrepresented students will continue to improve.

TRAINING AND EDUCATION

As a part of annual training, all Northwest employees must complete, diversity awareness training that was deployed in August 2021 and closed Sept. 15, 2021. As of May 1, 2022, 86 percent of Northwest employees (651 employees) completed the training.

The Office of Diversity and Inclusion also is resuming the Social Justice Institute at Northwest. As part of the Diversity Learning Environment (DLE) framework, the Social Justice Institute will provide cultural information, promote a team environment of inclusivity that values and encourages diversity of thought and ensures that intersecting identities are acknowledged and leveraged properly. The Social Justice Institute will consist of four required classes and four elective classes. The classes will be offered in a cohort format with hope to offer classes to the first cohort in August. The graphic below shows how the Social Justice Institute will look.



The Office of Diversity and Inclusion has provided various educational opportunities to Northwest employees and students while engaging the community and the region on issues of race. Some of these educational efforts include:

- Inclusive language presentation to entire Northwest campus (5 sessions)
- Inclusive language presentation to University Police Department
- Diversity awareness presentation to Wathena, Kansas, community members
- Implicit bias in predictive analytics as a part of the CIVITAS software campus launch
- Implicit bias and microaggressions training for Aramark employees
- Diversity Awareness presentation to MOSAIC medical center chaplain cohort
- SAFE Zone training (two sessions)
- Career Pathing presentation about inclusive language
- Bearcat Diversity Book Club ("How to be an Antiracist," "White Rage")
- Implicit bias and microaggression presentation to North Star Advocacy Center
- Inclusive language and power, privilege and oppression training to all Panhellenic chapters
- Implicit bias presentation to Mosaic Life Care staff in Maryville and St. Joseph.
- Inclusive language presentation to the Missouri Association of Admissions Counselors and Registrar Officers
- Dr. Mallett has continued to serve on the statewide Equity Advisory Commission authorized by Missouri Commissioner of Higher Education Zora Mulligan. This committee continues to examine equity gaps in higher education among state colleges and universities.
- Dr. Mallett has engaged in a collaborative effort with other state diversity officers to relaunch the Missouri Diversity Officers in Higher Education (MODOHE).
- Dr. Mallett, Dr. Linda Smith, Ashlee Hendrix and Carolyn Johnson presented at the American Association of State Colleges and Universities (AASCU) summer meetings about the work Northwest has conducted to address issues of race on campus.
- Dr. Mallett has agreed to join the AASCU Transformation Curriculum Advisory Council. This council is charged with reviewing and revising the curriculum of the cohort to help in closing equity gaps for Black, Latino/a/x, Indigenous and low-income students.
- Dr. Mallett, Dr. Mike Steiner, Dr. Gail Cullen, Dr. David Shadinger, Dr. Heather Hill and Dr. Debra Brown are participating in the AASCU Every Learner, Every Where cohort to address racial inequalities in classroom learning and technology.

POLICIES AND PROCESS

In spring 2021, Northwest President Dr. John Jasinski tasked the University's legal counsel with conducting an equity mindedness review of all policies in the University's Policy Library. Legal counsel provided a spectrum of recommended edits, ranging from the use of gender neutral pronouns to a review of practices that have limited protections from implicit bias.

President Jasinski appointed Vice President of Student Affairs Dr. Matt Baker in cooperation with Executive Assistant to the President Melissa Evans with creating a process to review the recommendations provided by legal counsel. The review is occurring concurrently with a campus wide policy review, and each member of the Northwest Leadership Team is reviewing all policies under their purview to consider legal counsel's recommendations.

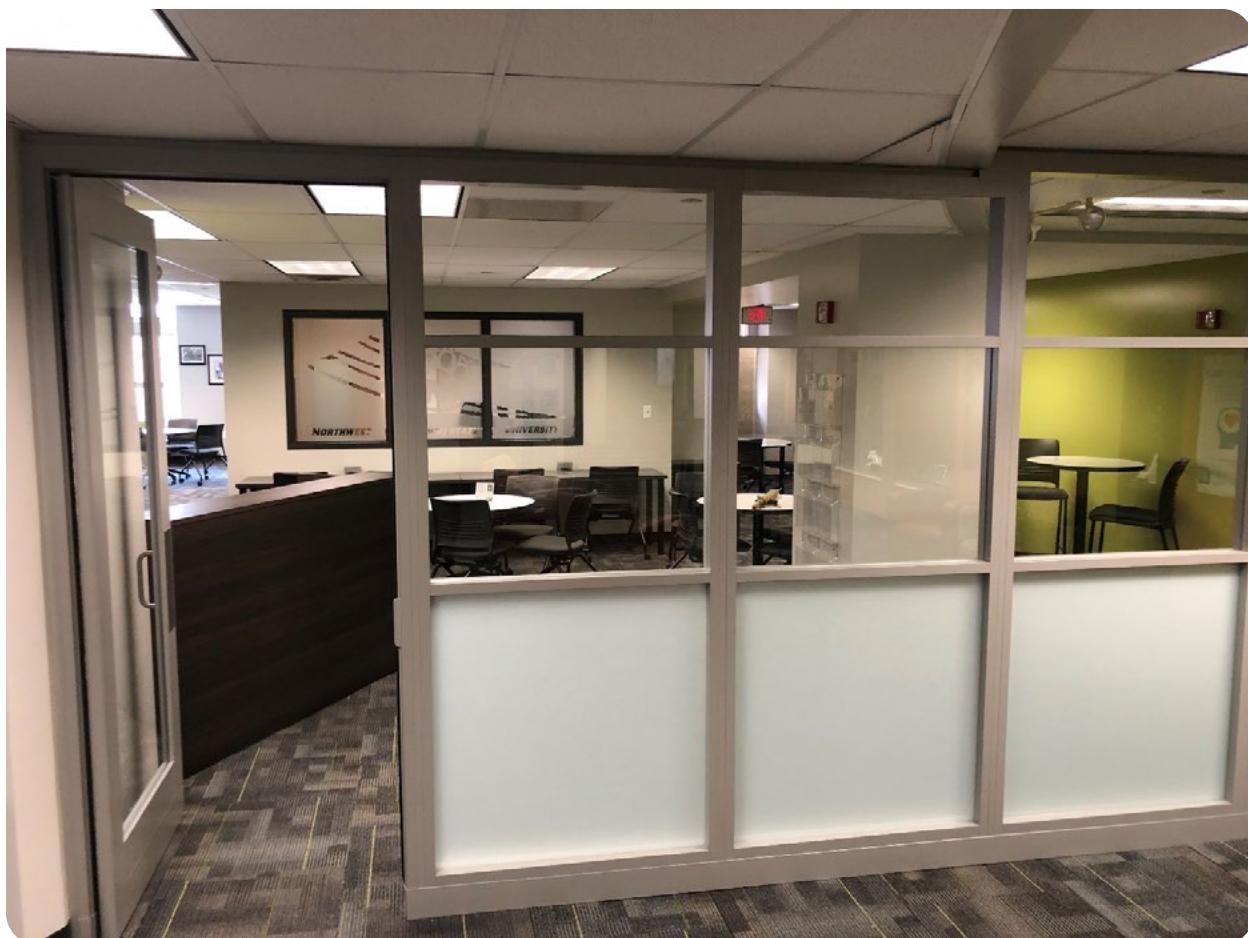
Edits to the policies will be collected and shared with the Board of Regents for approval and then reposted to the policy library. Northwest's goal is to complete this work prior to the start of the fall semester.

The Office of Title IX and Equity has continued to use Bearcat Equity to provide a reporting process for students or employees to share any reports of discrimination or bias.

Northwest received 13 reports of bias or discrimination during fall 2021 classified as race (3), sexual orientation (5), national origin (2), disability (1) and employee bullying (2).

GATHERING SPACE

On Aug. 26, 2021, the Office of Diversity and Inclusion officially opened the doors of its new gathering space. The University remodeled a portion of the Student Engagement Center, located in the J.W. Jones Student Union. This remodeled space allows the Office of Diversity and Inclusion to create a "home away from home" for underrepresented students while providing an inclusive learning environment for all students and employees. The area includes a social area for students, a conference room for multicultural student organizations and other student groups to meet, and a barbershop/salon area where students as well as employees and community members may get their hair cut and styled. Diversity and inclusion coordinators and student workers also are located in the space.



Northwest partnered with Doyle Irvin Jr., a barber at Tanner Salons in St. Joseph, Missouri, to provide haircuts to students and members of the Northwest community. The barbershop is licensed by the State of Missouri Cosmetology and Barbers Examiners through September 2023. The barbershop operates on a bi-weekly basis. The barbershop averaged around 14 visitors per week during the fall and spring semester. Visitors to the barbershop are racially and gender inclusive and include a mix of community members and Northwest students. Doyle has offered free haircuts to students during various points in the semester. The Office of Diversity and Inclusion has also subsidized some of the haircuts.



TEAMS

Last summer, Northwest leadership adopted the guideposts of “Listen, Align, Act” to address issues of race on campus and within the local community. During the listening phase, Northwest created three teams to listen to issues of race and enhance its overall focus. After receiving feedback from all of the teams, Northwest leadership decided to combine two of the teams. Northwest now has two teams to address issues of race on campus.

- President's Diversity and Inclusion Advisory Team: This team combined the members of the Issues of Race Action Team to its group. Also, to gather more feedback, Northwest Leadership Team members were removed from the group. This group meets monthly and provides information to the assistant vice president of diversity and inclusion on issues of race and how to address them on campus and in the local community. The group is working on a project related to creating a land acknowledgement statement for Northwest. The assistant vice president for diversity and inclusion provides monthly updates to the president and provost. The NLT members are made aware through a monthly FYI in their meeting agenda.
- Presidential Accountability Team on Race: Led by President Jasinski, the purpose of this group is to hold Northwest accountable regarding its intentionality, overall progress and oversight. The group will meet twice a year, once in January and once in June before the release of the annual report. The decision was recently made to increase the membership of the group by two people to make the group more inclusive. The team will now be comprised of three members of the Northwest Alumni Association's Black Alumni and Friends Chapter, two Northwest employees and two additional underrepresented alumni selected by President Jasinski.

HUMAN RESOURCES (HR) AND EMPLOYMENT

The Office of Human Resources has continued its work on recruiting and retaining underrepresented employees. Northwest has created a hiring/onboarding Green Team charged with examining and refining the hiring process. A Green Team has addressed the interviewing process by making sure questions related to diversity and inclusion must be asked during all interviews. The team is evaluating the composition of the hiring committees and the necessary trainings needed for an employee to serve on a hiring committee at Northwest.

As it relates to hiring at Northwest, since Oct. 14, 2021, 10.5% of all Northwest employees are from a racially underrepresented population. Since May 1, 2021, eight underrepresented employees have left the institution. Five of the eight left the institution due to advancement opportunities.

The Office of Human Resources has engaged in understanding the role of student employment on the retention and graduation of underrepresented students. Northwest created a Green Team focused on reviewing the student employment process and enhancing the hiring of underrepresented students. The Green Team is reviewing and creating actions with the hope to start implementing some actions in the spring. According to data starting Oct. 1, 2021, the racial ethnicity count of student employees is 9.4 (74 out of 784 people) percent, while graduate assistants are 6.7% (5 out of 75 people) percent. Human Resources has a racial diversity goal for employees of 11% percent, which will match the overall diverse student population of 11% percent.

EXTERNAL RELATIONS

Northwest has continued to address diverse representation on both the Northwest Alumni Association Board of Directors and the Northwest Foundation Board of Directors. Both groups identified this as a need and have continued to work to enhance diverse representation. The Northwest Foundation Board of Directors added Abe Kaoud while the representation on the Northwest Alumni Association Board of Directors remained the same from the 2020-2021 academic year.

The Northwest Foundation Board continues to make diversity and inclusion a priority, and donations during the Day of Giving campaign will enhance diversity and inclusion efforts and scholarship. Northwest received \$2,400 for diversity and inclusion efforts during the campaign in fall 2021. The Northwest Foundation Board also contributed funds so Northwest can enhance its partnership with the Hispanic Development Fund (HDF) to enhance the recruitment and retention of Latino/a/x students from the Kansas City area. With this partnership with HDF, Northwest has visited HDF students, and HDF-eligible students visited Northwest on Nov. 4, 2021. Northwest is also referenced in the HDF playbook showcasing the institution and scholarships. For the 2021-22 academic year, Northwest awarded three HDF matching scholarships compared to zero last year. This amounted to \$2,500 for the 2021-22 academic year.

The Office of Diversity and Inclusion now has a partnership with Mosaic Life Care to create a regional collaborative that addresses systemic racism within the region. The Office of Diversity and Inclusion are collaborating with the Mosaic Diversity and Inclusion Committee to provide diversity awareness training for Mosaic employees. In return, Mosaic Life Care will serve as a sponsor for key diversity and inclusion events on campus and will help in providing additional educational opportunities in the areas of diversity and healthcare.

The Office of Diversity and Inclusion in partnership with the Office of University Advancement have also continued to engage with underrepresented alumni to connect them with campus. In fall 2021, the Honorable Judge Ann Marie Clarke '70 and Clarence Bilal '05 were honored during the annual Alumni Awards Banquet. The Office of Diversity and Inclusion hosted Mercedes Ramirez Johnson '97 as a keynote speaker for Hispanic Heritage Month. Northwest representatives had several conversations during the fall semester with underrepresented alumni, encouraging them to reengage with Northwest through their time, talent and treasures. The first three recipients of the Karen L. Daniel Legacy Fund were awarded scholarships for the spring semester. The recipients of the Alyce Cummins Future Educator Scholarship and the Claudine Daniel Trailblazer scholarship each received a \$6,000 scholarship that is renewable as long as they are enrolled as students at Northwest, and the recipient of the Leslie Doyle Leadership Scholarship received a one-time award of \$5,000.

Last spring, the Office of Diversity and Inclusion was the recipient of a \$20,000 grant from the Missouri Scholarship and Loan Foundation to promote racial equity at Northwest. This money was used to help promote racial equity with our new students at Northwest. All new students taking University Seminar were required to read chapter two in the book "So You Want to Talk About Race," and on Nov. 18, 2021, we hosted Linal Harris from Insights Coaching to discuss implicit bias and how students can recognize and acknowledge their bias. Many University Seminar instructors made this event required attendance for their students to further learning about creating and fostering an inclusive campus environment.

METRICS AND ASSESSMENT

The Office of Diversity and Inclusion has implemented metrics into its programming. Metrics have primarily focused on attendance and satisfaction of the program attended. Through the work of the Inclusive Excellence Action Team, all departments will have established diversity and inclusion goals that can be measured and assessed. Through Northwest's participation with the American Association of State Colleges and Universities (AASCU) pilot, Northwest has established institutional goals related to equity gaps that will help guide the retention, persistence and graduation of domestic underrepresented and first-generation students attending Northwest. The following chart indicates these institutional goals:

	AY2021	AY2022	AY2025	AY2028	AY2030
	Current Gap to Overall	Near Term Goal	Mid Term Goal	Long Term Goal	Target
First Generation					
Retention	- 5.16%	- 4.50%	- 3.00%	- 1.00%	0.00%
Persistence Fall-to-Spring	- 1.98%	- 1.75%	- 1.00%	- 0.50%	0.00%
Persistence Spring-to-Fall	- 2.00%	- 1.75%	- 1.00%	- 0.50%	0.00%
Graduation	- 6.02%	- 6.00%	- 5.00%	- 2.50%	0.00%
Domestic Underrepresented					
Retention	- 11.68%	- 10.50%	- 6.50%	- 2.50%	0.00%
Persistence Fall-to-Spring	- 4.42%	- 4.00%	- 2.50%	- 1.00%	0.00%
Persistence Spring-to-Fall	- 6.57%	- 6.00%	- 3.50%	- 1.50%	0.00%
Graduation	- 14.65%	- 14.00%	- 11.00%	- 6.00%	0.00%

CONCLUSION

Northwest has continued to address issues of race on campus and strives to make sure diversity and inclusion is embedded within the infrastructure of campus. Through the work of various Green Teams and the Inclusive Excellence Action Team, the Office of Diversity and Inclusion realizes this work is ongoing and must be embraced by everyone.

Through the “Listen, Align, Act” process, we are continuing to make progress, but we cannot relax as we continue working toward fostering an inclusive environment for Northwest students and employees.

Next Steps

- The Inclusive Excellence Action Team will continue to work on creating the Inclusive Excellence Action Plan. The group has prioritized the strategic objectives and created actions for FY23. The next step will involve creating action items for the prioritized objectives for FY24 and FY25.
- Northwest will analyze the results of its campus climate survey, present the results to the Northwest community and align the actions from the campus climate survey with the Inclusive Excellence Action Plan.
- Northwest will join the Missouri Association of Diversity Officers in Higher Education to further collaborate and share knowledge regarding diversity and inclusion work in the state of Missouri.
- Through the Northwest guideposts of “Listen, Align, Act,” Northwest will continue to listen to students, employees and alumni on issues of race.
- Northwest will re-start the Social Justice Institute for employees to participate in. This revamped model will provide a more in-depth view into identity development and social justice.