

Our guideposts



NORTHWEST MISSOURI STATE UNIVERSITY

OFFICE OF DIVERSITY AND INCLUSION ANNUAL REPORT

2020-2021

Office of Diversity and Inclusion Annual Report
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SUMMARY

Northwest has been addressing issues related to diversity and inclusion during the last three decades. After events locally and nationally related to race, Northwest has worked more diligently to enhance and address related issues on campus and within the local community. This brief outlines how Northwest is adopting the Inclusive Excellence framework and a series of actions across the Office of Diversity and Inclusion, academic progress, training and education, policies and process, space, teams, human resources and employment, external relations, and metrics and assessment. The collective actions are intended to strengthen Northwest's infrastructure regarding inclusive excellence.

PURPOSE

This report provides an update of the institution's actions to enhance and address issues of race on campus and in the local community. This brief describes the current state of diversity and actions that have taken place during the 2020-21 academic year.

- Any work associated with diversity and inclusion must be aligned with Adventure 2030, Northwest's strategic plan.
- Strategic Objective 1: Learners – Addressing changing learner needs
 - o 1.3 – Foster inclusive campus and community environments.
 - Strategic Objective 3: People – Delivering on the best place to work
 - o 3.1 – Create and foster an inclusive environment where faculty and staff are engaged, empowered and valued.

ANALYSIS

This section addresses efforts during the last year related to the Office of Diversity and Inclusion, academic progress, training and education, policies and process, 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. Inclusive Excellence creates an environment of awareness and appreciation of diverse perspectives, thus allowing employees and students to thrive. The Inclusive Excellence framework shifts responsibility of creating and fostering an inclusive environment as well as understanding and implementing the diversity mission to the entire campus community as opposed to one department.

The Inclusive Excellence framework breaks down the actions into four categories:

- Access and success
- Climate and intergroup relations
- Education and scholarship
- Institutional vitality and viability

The model for the Inclusive Excellence framework is being vetted through various leadership teams and the Office of Diversity and Inclusion. Northwest has begun incorporating parts of the Inclusive Excellence framework within the institutional infrastructure. The graphic at the following link shows how Inclusive Excellence is being practiced at Northwest: <https://www.nwmissouri.edu/aboutus/DIAdvisory/inclusive-excellence.htm>.

As Northwest continues to work on the Adventure 2030 strategic plan and the diversity and inclusion action plan, the Inclusive Excellence framework will help develop and frame actions to address and enhance issues of race and equity gaps into the above four categories. The next step is creating an Inclusive Excellence action team that aids in creating the Inclusive Excellence action plan that guides the entire institution toward becoming an inclusive excellent campus. The outcomes and actions created in the Inclusive Excellence action plan will be framed under strategic objectives 1.3 and 3.1 and will be assessed and measured.

The Office of Diversity and Inclusion hired two coordinators, Brittany Roberts and Jessie Peter, to assist Assistant Vice President Mallett in addressing and enhancing issues of race on campus. The coordinators help the Office of Diversity and Inclusion provide educational and programmatic events for all Northwest students and employees. Senior Coordinator Jessie Peter has an expanded role in helping incorporate the Inclusive Excellence framework and assisting in the development of the diversity and inclusion action plan.

The Office of Diversity and Inclusion has aligned with the national standards established by the Council for the Advancement of Standards (CAS) in Higher Education. Assistant Vice President Mallett and Provost Hooyman identified an internal review team, and an internal review of the Office of Diversity and Inclusion took place during the week of Dec. 8-11, 2020. Associate Provost of Academic Operations and Development Dr. Jay Johnson provided the findings from the internal review team on Jan. 8, 2021, to Assistant Vice President Mallett and Provost Hooyman. The CAS internal review summary helped lay the groundwork for an external review team that visited the campus later in the spring.

Once the internal review was completed and the report was submitted, Assistant Vice President Mallett and Provost Hooyman addressed some of the issues raised from the internal review committee and started the second phase of aligning the Office of Diversity and Inclusion with the national CAS standards, which is the external review process. The CAS external review took place April 21, 2021, and was led by Trent Ball, associate vice president for equity and access at Southeast Missouri State University, and Alicia Sanchez, director of diversity and inclusion at Wichita State University. The purpose of their visit was to confirm whether the Office of Diversity and Inclusion aligns with the national CAS standards. The results of the external review provided these highlights:

- Northwest either meets standards or partly meets standards in 10-12 areas of the CAS review. The two standards not met are Mission and Assessment.
- Northwest must develop a mission and area of focus related to the Office of Diversity and Inclusion and appropriately staff the unit to meet the goals of the mission.
- Northwest must develop assessment tools for all events and programming the Office of Diversity and Inclusion offers throughout the academic year. (i.e., A Survey Monkey instrument has been purchased for the unit to create, analyze and store all future assessments.)
- The decision to create a separate space in the J.W. Jones Student Union for the Office of Diversity and Inclusion is a good decision and is supported by internal and external stakeholders across campus. The new space should create more opportunities for work study jobs and broader programming.
- University leadership should consider returning the equity name to diversity and inclusion efforts and redefine equity for the unit through the Association of Colleges and Universities' (AAC&U) equity-minded lens definition.

In July 2020, in order to better understand factors that affect the retention and graduation of Black students attending Northwest, President Jasinski created the Scope of Action Team. Dr. Jasinski led the Scope of Action Team that also consisted of two members of the Black Alumni and Friends Chapter and two Northwest employees. The team met two times during the month of February to establish a scope of action for the external review. After these meetings, the following was agreed upon as a scope of action for the external review and visit:

- Gain an understanding of Northwest's current state regarding Black student academic performance and actions being taken to address it.
- Articulate, based on a review of national successes and a review of Northwest's data and climate, the key factors and drivers that can improve Black student academic performance.
- Address a robust process for how Northwest's Office of Diversity and Inclusion can provide progress reports that include accountability structures and a communication plan. This should, for example, ensure the timeframe for goals is clear; articulate who is reviewing progress on such and how and when we are communicating/reporting; ensure progress continues through to completion; articulate successes and barriers.
- Provide a report of recommendations to Northwest's president and provost.

The Scope of Action Team also agreed to have Trent Ball complete an external review and visit. Mr. Ball conducted his external review April 22 and April 23, 2021. Mr. Ball requested, received and analyzed key data related to graduation and retention of Black students prior to visiting campus. During his time at Northwest, Mr. Ball visited with Black students and employees, coordinators from the Office of Diversity and Inclusion, internal campus stakeholders (Student Success Center, Institutional Research and Effectiveness, Student Involvement, Career Services, B.D. Owens Library, Residential Life, affinity group leads, Wellness Services and TRIO), and the review ended with a meeting with the president and provost. The results of the external review provided these highlights:

- The University must define the overall focus of the diversity and inclusion office to move the mission forward. This clear definition will alleviate confusion on the overall purpose of the office.
- The creation of a separate space in the Student Union for the Office of Diversity and Inclusion is a sound decision and is supported by students and stakeholders across campus; monies from the Karen L. Daniel Legacy Fund could be used to help alleviate the affordability issue experienced by Black students.
- Expand the current advisory group structure to become more inclusive, and expand the community connections affiliate group to include current and potential community leaders and partners.

- The assistant vice president of diversity and inclusion must have a structure in place that relieves them of being involved in the day-to-day issues of the coordinators. The AVP must be able to continue to work at a local, state and national level to continue to promote the work of diversity and inclusion at Northwest and influence policies and processes. The structure must include a director or senior coordinator between the AVP and coordinators.
- The University must continue the transparent plan of creating a mid-year and annual report for all stakeholders and provide a venue via the web to make sure all stakeholders have access to the report.

To gauge campus climate among Northwest students and employees, a campus climate survey was distributed to all students and Northwest employees on Oct. 12, 2020. Northwest has administered a campus climate survey annually during the spring semester for the last 10 years, but Dr. Mallett along with Dr. Hooyman decided to survey students and employees during the fall semester, as we enhanced our focus on issues of race. The campus climate survey was administered through a third-party vendor, Skyfactor. The survey ended Oct. 31, 2020, and initial numbers show 8.6 percent of students (601) and 56.9 percent of employees (442) completed the survey. The data will be analyzed, compared with the results from other peer institutions and shared with various leaders across campus by July 1, 2021. The campus climate survey will now be offered every other year.

Academic Progress

Fall 2020 semester grades showed that underrepresented students performed well overall. During the semester, 78 percent of underrepresented students had a GPA of 2.0 or higher, and 91 percent of students finished in good academic standing. The data also showed work must be done with all of our underrepresented students who classify as freshmen.

As it relates to first-time freshmen, from fall 2020 to spring 2021, Northwest retained 86 percent of all domestic underrepresented students in comparison to 90 percent of first-time freshmen who identify as white.

Spring 2021 semester grades showed a continued improvement with the academic success of underrepresented students at Northwest. During the semester, 82 percent of underrepresented students had a GPA of 2.0 or higher, and 93 percent of students finished in good academic standing. The data also showed that work must be done with Black students who classify as freshmen. Of 60 underrepresented students who finished the semester either suspended or on academic probation, 52 percent of the students identified as Black. The hope is that future actions, including a more robust mentorship program, will help in reducing the number of underrepresented students on academic probation and suspension.

In 2015, University strategic planning was accompanied by an academic master plan that centered on the implementation of a set of Institutional Learning Outcomes (ILOs). Seven ILOs serve as the foundation for the Northwest Core general education program and align with co-curricular programming. An ILO dedicated to diversity, equity and inclusion (DEI) provides specific indicators of success and metrics for assessment. In 2017-2018, Northwest strengthened implementation of the diversity, equity and inclusion ILOs by implementing a measurement of student success. This also included the creation of a DEI studies minor within the Department of Humanities and Social Sciences. Northwest also increased the number of related courses offered to 14; 1,635 assignments or projects are assessed for the DEI learning outcome.

In collaboration with the American Association of State Colleges and Universities (AASCU) and the Bill and Melinda Gates Foundation, Northwest is one of the pilot institutions selected to address specific barriers and needs disproportionately affecting students of color. The AASCU project started in February 2020, with a goal of recognizing blind spots and identifying root causes that restrict progress, remove barriers to graduation and retention that signal institutional responsibility and ownership, align student success initiatives and institutional goals, and leverage learning into positive changes in policy and practices that improve equitable student outcomes.

Training and Education

In August 2020, diversity awareness online training was deployed to all Northwest employees as well as the Board of Regents, Northwest Foundation Board of Directors and Northwest Alumni Association Board of Directors. As of June 1, 2021, 99 percent of employees and 100 percent of all Regents, Northwest Foundation and Alumni Association board members completed the training.

A student version of the diversity awareness training was deployed in September 2020. Students had until the end of October to complete the training. The student training was sent to 7,747 students, and as of June 1, 2021, 37 percent of Northwest students completed the training. The diversity awareness training has shown the institution that it needs to start at a foundational level as it relates to diversity and inclusion. This training along with enhanced workshops offered by the Office of Diversity and Inclusion will be important components to helping create and foster an inclusive environment.

In 2016, the Northwest Leadership Team and the Diversity and Inclusion Team adopted the Diversity Learning Environment (DLE) as the learning model to connect all workshops, curricular and co-curricular activities that students and employees participate in related to diversity and inclusion. The DLE will continue to serve as the learning model utilized to examine the intersection of individual, organizational and institutional levels in relation to campus climate for diversity and inclusion. The DLE will be delivered

through instructional services in University Seminar, is implemented in core curricular designs and emphasizes diversity and inclusion as core concepts for mixing curricular and co-curricular topics with diversity and inclusion strands.

The DLE actively seeks out information about a variety of cultures, promotes a team environment that values and encourages diversity of thought, ensures that intersecting identities are acknowledged and leveraged appropriately. The DLE was instrumental in creating the diversity, equity and inclusion minor housed in the Department of Humanities and Social Sciences. This model will continue to serve and provide a framework through which diversity and inclusion curricular and co-curricular efforts can be connected as opposed to individual one-off trainings.

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

- Microaggressions presentations (121 employees attended)
- Implicit Bias presentations (130 employees attended)
- Power, Privilege and Oppression presentations (125 employees attended)
- What is Racism? presentations (140 employees attended)
- Diversity awareness training for the Maryville City Council
- Diversity awareness training for Northwest Panhellenic chapters
- Bearcat Diversity Book Club (“So You Want to Talk About Race,” “Why Are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations About Race,” and “White Fragility”)
- Student Bearcat Diversity Book Club (“So You Want to Talk About Race” and “Why are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations About Race”).
- Implicit Bias presentation to Maryville R-II School District
- Strategic planning committee with Maryville R-II School District
- Creation of Community Diversity and Inclusion Committee consisting of ministers, Chamber of Commerce, business leaders and Northwest retirees. The first meeting took place Oct. 29, 2020.
- Dr. Mallett presented to the Missouri Association of Admissions Counselors and Registrar Officers on implicit bias on Oct. 29, 2020.
- Dr. Mallett is serving on a statewide Equity Advisory Commission authorized by Missouri Commissioner of Higher Education Zora Mulligan. The group is charged with examining equity gaps in higher education among state colleges and universities.
- Dr. Mallett engaged in a collaborative effort with other state Black employees to relaunch the Missouri Association of Blacks in Higher Education and joined the executive board as the vice president of programming.
- Dr. Mallett has been named Northwest’s MIAA Athletics Diversity and Inclusion designee. He will represent Northwest at meetings within the MIAA on issues of diversity and inclusion in athletics.
- The Office of Diversity and Inclusion has met with every academic department, Faculty Senate, Student Senate, Provost Council, Student Ambassadors and other stakeholders to address issues of race and actions the University is taking to foster an inclusive environment.
- Dr. Mallett presented at the American Association of State Colleges and Universities (AASCU) winter meetings on how to respond and be proactive to reduce racial incidents on a predominantly white campus.
- Dr. Jasinski presented nationally three times throughout the 2020-21 academic year on topics related to diversity and inclusion. Those attending the presentations included the AASCU president as well as other institutional presidents.
- Northwest has agreed to participate in the Postsecondary Education Network (PEN). The purpose of PEN is to make postsecondary education in Missouri more equitable, so all students can benefit from education beyond high school. The next discussion within PEN will be on racial equity initiatives. Northwest will put together a campus team of faculty, staff and students to participate in PEN initiatives.

Policies and Process

Dr. Matt Baker, vice president of student affairs, along with students and members of the Northwest community and Husch Blackwell, the University's legal consultant, addressed the Student Code of Conduct and amended the policy regarding hate speech. The committee met five times to discuss options to address hate speech at Northwest and created a policy that provides standards of what is expected of a student when they are admitted to the University. On Dec. 10, 2020, the Board of Regents approved the amended Student Code of Conduct policy. The updated policy is accessible at <https://www.nwmissouri.edu/policies/student/Student-Code-of-Conduct.pdf>.

The Office of Accessibility and Accommodations introduced the Bearcat Equity Program in August 2020 to provide a landscape for a bias-free and discrimination-free community and a reporting process for individuals to share any discrimination or bias.

Northwest received 15 reports of bias during fall 2020 classified as race (9), religion (2), cultural bias (1), sexual orientation (1), accessibility (1) and gender (1). All 15 cases were resolved.

The spring 2021 semester saw a decrease in the reporting of incidents in the Bearcat Equity Program. During the spring, the Office of Accessibility and Accommodations received 12 reports of discrimination or bias classified as race (3), gender (2), sexual orientation (3) and other (4). All 12 cases were resolved.

Dr. Jasinski also commissioned Husch Blackwell to look at policies at the Board-level and within the Faculty Handbook to make sure policies are equity-minded. According to the Association of American Colleges and Universities (AAC&U), equity-mindedness refers to the perspective or mode of thinking exhibited by practitioners who call attention to patterns of inequity in student outcomes and are willing to assume personal and institutional responsibility for the elimination of inequities. Being equity-minded is essential to the success of the Inclusive Excellence model and includes:

- Using data to identify inequitable racial and ethnic outcomes
- Exercising agency to produce racial and ethnic equity
- Viewing the classroom as a racialized space and self-monitor interactions with underrepresented students

Phase 1 of the equity-minded review is complete.

Space

The Office of Diversity and Inclusion has enhanced its focus on creating a sense of belonging for current underrepresented students at Northwest. The University is remodeling a space in the Student Union projected to be completed by June 2021. Diversity and Inclusion coordinators established a committee of 10 students to help guide the overall layout of the space. The remodel provides the Office of Diversity and Inclusion with its own space to create a “home away from home” for underrepresented students. The area includes a social area for students, a conference room where multicultural student organizations may meet, and a barbershop/salon area where students may get their hair cut and/or styled. Diversity and Inclusion coordinators and student employees will work in the remodeled area.

Northwest has partnered with Doyle Irvin Jr., a barber at Tanner Salons in St. Joseph, Missouri, to provide haircuts to students and members of the community. The barbershop opened Feb. 7, 2021, and averaged 11 visitors per week during the spring semester. Visitors were racially and gender inclusive and included a mix of community members and students taking advantage of the barbershop. Due to remodeling of the space, the barbershop is closed through the summer but will reopen for the fall semester.

Teams

Northwest leadership adopted the approach of “Listen, Align, Act” to address issues of race on campus and within the local community. During the listening phase, Northwest has enhanced the Northwest Leadership System to listen to issues of race through the creation of three teams.

- President’s Diversity and Inclusion Advisory Team: This team is comprised of students from multicultural student organizations along with members of affinity groups. This group meets to provide information to President Jasinski and the Northwest Leadership Team related to issues of race and how to address them on campus and in the community. This group meets monthly to provide information about the student experience and how issues of race affect their overall sense of belonging.
- Issues of Race Action Team: This team is comprised of faculty and staff, and their primary task is to ensure action on issues of race at Northwest and alignment with the diversity and inclusion action plan and the Adventure 2030 strategic plan. This team meets monthly and started the process of addressing the Diversity and Inclusion Action Plan, which will be linked with the University-wide strategic plan, advising of underrepresented students, and analyzing the history of Northwest as it relates to issues of race.
- Presidential Accountability Team on Race: Led by President Jasinski, this team includes three members of the Northwest Alumni Association's Black Alumni and Friends Chapter and two Black Northwest employees. The purpose of this group is to hold Northwest accountable regarding its intentionality, overall progress and oversight. The group convened in January and has a second meeting scheduled to take place in late June before the release of this report.

Human Resources and Employment

Since the summer of 2020, Northwest has enhanced its focus on the recruitment and retention of Black employees and underrepresented faculty and staff. President Jasinski has met individually with all Black employees to listen and hear about their experiences at Northwest and within the community. The Association of Black Employees (ABE) has also been revitalized to help advance the issues and experiences of Black employees while providing a safe space for Black employees to gather, fellowship and discuss topics and issues important to them.

The Office of Human Resources is involved in addressing issues of race by extending its scope with job postings. Job postings are now placed in many national diverse publications (higherjobs.com, INSIGHT into Diversity, Journal of Blacks in Higher Education, etc.). Shifting our publications to a more diverse area has allowed Northwest to attract candidates who are more diverse. Since Jan. 1, 2020, Northwest has posted 95 positions and hired 91 of them, 12 underrepresented minorities have been hired (13 percent); that percentage aligns with the current percentage of Northwest's underrepresented student population. While we realize there is more work to do in this area, this is evidence of efforts to further diversify faculty and staff at Northwest.

Human Resources is also undergoing a process of making the interview and search process for open positions more consistent. A part of the process will be to make sure faculty and staff on hiring committees undergo implicit bias training. There also has been collaborative efforts with the Office of Diversity and Inclusion to make sure that participation and questions asked during the hiring process are consistent for every participant, which goes toward eliminating bias and ensuring equity for participants involved in the search process.

Human Resources, in collaboration with Office of Diversity of Inclusion, has consulted with Husch Blackwell about a recommendation to give Northwest employees the opportunity to include gender pronouns on their email signature as well as business cards.

In spring 2021, Northwest started engaging in understanding the role of student employment on the retention and graduation of underrepresented students. According to data starting Nov. 1, 2020, the racial ethnicity count of student employees is 10.1 percent (77 out of 761), while graduate assistants are 7.6 percent. (3 out of 71). Human Resources has a goal for racial diversity of student employees matching the overall diverse student population of 13 percent.

External Relations

During the summer of 2020, the Northwest Leadership Team, with Assistant Vice President Mallett, identified key drivers that affect the overall graduation and retention of underrepresented students, specifically among Black students. One of those drivers is affordability. President Jasinski worked with the Northwest Foundation to raise funds to assist in helping underrepresented students. A \$1 million gift by Northwest alumna and then-Northwest Foundation Board member Karen Daniel established the Karen L. Daniel Legacy Fund. These funds are to be used, upon approval, for the creation of a resource center for Black students as well as for scholarships for Black students and/or diverse hiring support.

The Northwest Foundation Board has also made diversity and inclusion a priority, and donations from alumni and friends were made during the Day of Green giving campaign in September 2020 to enhance diversity and inclusion efforts and scholarship support. The Northwest Foundation also will provide support for efforts to increase the enrollment of underrepresented students, specifically with our Latino/a/x/ demographic, by contributing funds so Northwest can enhance its partnership with the Hispanic Development Fund (HDF) and continue to enroll Latino/a/x students from the Kansas City area.

Northwest also is addressing 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 worked to enhance diverse representation. During the fall, the Northwest Foundation Board of Directors added Gina Smith and the Northwest Alumni Association Board added Kimberly Massey Heslop ('93), Terrance Logan ('07, '10) and D'Vante Mosby ('18). Additionally, diverse representation is being encouraged on the Board of Regents.

The Office of Diversity and Inclusion is working with Mosaic Life Care to create a regional collaborative that addresses systemic racism within the region. We are in the process of looking for a third company to join the partnership, and the Diversity and Inclusion Committee at Mosaic has partnered with Northwest to make sure its board members and employees understand diversity awareness and factors affecting their overall work and sense of belonging at Northwest.

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. The monies from this grant will be used to enhance trainings for employees and students while bringing in a keynote speaker to address how systemic and racial issues affect all of us and not just a small population of people. The goal is to have the diversity training program deploy in August 2021 for all internal and external stakeholders.

Northwest has been selected to participate in the Truth, Racial Healing and Transformation (TRHT) Institute offered by the American Association of Colleges and Universities. The purpose of the TRHT Institute is to start the process of helping college campuses move the needle in addressing systemic barriers to equity and opportunities within the local community for underrepresented populations. The TRHT Institute also addresses racial trauma and various methods to speak to the pain and trauma associated with revisiting racism. Northwest has assembled a team of members from the Office of Diversity and Inclusion, Wellness Services and University Police Department. Northwest is one of only two Missouri schools selected to participate in this nationwide initiative. Information regarding the TRHT Institute and its work can viewed online at <https://universitybusiness.com/aacu-selects-78-colleges-for-institute-on-racial-healing/>.

Metrics and Assessment

Metrics and assessment is a new area to many diversity and inclusion directors. Due to the functionality of the Office of Diversity and Inclusion, the metrics used were typically event attendance or testing after a training or workshop. To change this model and stay aligned with the institutional goals of Northwest, the Office of Diversity and Inclusion has incorporated the 4-UP process to create and assess goals and align with the institution. Every department on campus has been asked to provide goals within their 4-UP to assess diversity and inclusion. The 4-UP will be modified and enhanced over time. The figure below shows the Office of Diversity and Inclusion 4-UP for the 2020-2021 academic year.

METRICS	FALL 18	FALL 19	FALL 20	GOAL	PERFORMANCE
1. Campus climate survey completion rate - students	11.1%	7.2%	8.6%	15%	
Campus climate survey completion rate - faculty/staff	N/A	N/A	56.9%	45%	
2. Fall to fall retention - domestic underrepresented students	66.8%	63%	69.4%	65%	
Fall-to-fall retention rates - Black students	57.7%	59%	67.1%	65%	
3. Fall enrollment - domestic underrepresented students	12.8%	12.2%	12.2%	15%	
Fall enrollment - Black students	5.0%	4.7%	4.6%	5%	
4. College of Arts and Sciences/Undergrad Studies retention - underrepresented	56.12%	57.14%	TBD	60%	
Professional schools retention - underrepresented		63.83%	67.0%	74%	
5. College of Arts and Sciences Graduation rate - underrepresented	28.0%	27%	TBD%	35%	
Professional Schools Graduation rate - underrepresented		40.2%	42.5%	53%	

Conclusion

Issues of race is a topic being discussed within organizations throughout the country and is not specific to Northwest. Collaboration with other entities in conjunction with our process of “Listen, Align, Act” has allowed Northwest to gain a jump start in addressing many of the issues other institutions are facing. It is important for Northwest to maintain the momentum it has created and continue to work diligently in addressing issues of race.

Through our “Listen, Align, Act” process, we have made some gains, but we will not relax as there is much more work to be done. The 2020-2021 academic year showed Northwest is committed to addressing and enhancing a diverse and equitable campus.

NEXT STEPS

The Office of Diversity and Inclusion is continuing the following actions to assist in making Northwest a more equitable and inclusive campus.

- The Office of Diversity and Inclusion will continue implementing the Inclusive Excellence framework to help create an Inclusive Excellence action plan that will guide the entire campus, including the Office of Diversity and Inclusion. The next steps will include creating an Inclusive Excellence Action Team that works to create action items to enhance and address issues of race and reduce equity gaps. The Inclusive Excellence Team will be formed during the summer of 2021 and begin work on developing the Inclusive Excellence plan during the fall of 2021.
- The Office of Diversity and Inclusion will continue addressing recommendations made by the Council for the Advancement of Standards in Higher Education external review team to align fully with the national standards created by CAS. The external review team will return to campus in August 2021 to check on progress and confirm if Northwest fully meets standards in all 12 areas.
- Northwest will move on to Phase II of its equity-minded policy review.
- The teams created through the enhanced Northwest Leadership System will be changed to provide a stronger voice and institutional collaboration on issues of race. The new teams will be announced in August 2021.

- Northwest will join the Postsecondary Education Network (PEN), a collaborative of Missouri institutions committed to eliminating equity gaps in postsecondary educational attainment for low-income students and Black students.
- The Office of Diversity and Inclusion, in collaboration with the Office of Human Resources, will introduce more training on issues of race during the fall semester.
- The Office of Diversity and Inclusion has partnered with Student Activities Council (SAC), Panhellenic Council and Interfraternity Council to bring trainings and diversity programming to students.
- Brittany Roberts, coordinator of diversity and inclusion, will lead the Inclusion Committee within Student Senate to identify future leaders and provide involvement from underrepresented students attending Northwest.
- Collaborative work is happening with Northwest affinity groups (LGBTQ+, AIIY, Association of Black Employees, and Community Connections) to offer events and opportunities for Northwest employees to continue conversation and learning about issues of race.
- The Office of Diversity and Inclusion is engaging at the state level through the Missouri Association of Blacks in Higher Education to discuss issues of race and improving Northwest's pool of diverse candidates.
- Through the enhanced Northwest Leadership System, we will continue to listen to students, employees and alumni on issues of race.
- The Office of Diversity and Inclusion will continue working with Northwest community partners and external stakeholders on providing diversity awareness training and workshops.
- Northwest will continue implementing its plan formed through the TRHT team to address racial history and racial trauma and become a central location in the region for providing diversity awareness training for various stakeholders.
- To bridge the relationship between underrepresented students and the Office of Diversity and Inclusion, Northwest has created the Bearcat Connections program to pair underrepresented students with employees and community members for mentorship and to strengthen relationships with the local community.