

**Northwest Missouri State University
Multicultural Programs/Office of Diversity and Inclusion (ODI)
CAS Internal Review: December 8-11, 2020**

Team Members

Lead: Dr. Jay Johnson – Associate Provost, Academic Operations and Development
Dr. Alice Foose – Associate Professor, Recreation
Brooke Hull – Human Resources Generalist
Troy Katen – Deputy Athletic Director for External Operations
Lindsey Stapley – Associate Bursar
Dr. Ashley Strickland – Assistant Director of Academic Support
Drake Summers – Student Involvement Coordinator
Cassie Tavnor – Director, TRiO
Cayla Vertreese – Student, Senior, Lee’s Summit, MO
Jeremy Waldeier – Executive Director of Student Recruiting

Schedule

Tuesday, December 8, 2020

1:00pm – 3:00pm: CAS Training Session with Dr. Justin Mallett, Associate Provost, Diversity and Inclusion
3:00pm – 4:00pm: CAS Review Team tour of Student Engagement Center (JW Jones Student Union)

Thursday, December 10, 2020

9:30am – 10:30am: CAS ODI Interview with Dr. Justin Mallett, Associate Provost, Diversity and Inclusion
10:30am – 11:30am: CAS ODI Interview with Ms. N’ninah Freelon, Diversity and Inclusion Coordinator
4:00pm – 5:00pm: CAS ODI Interview with Dr. Jamie Hooyman, Provost

Friday, December 11, 2020

9:00am – 10:00am: CAS ODI Interview with Faculty/Staff

- Faculty: Dr. Dave Shadinger, Dr. Terry Long, Dr. Dawn Gilley, Dr. Doug Hawley, Dr. Bill Richardson
- Staff: Dr. Kori Hoffmann, Travis Kline, Dr. Allison Hoffmann, Megan Runge, Mike Miller, Kristen Peltz

10:00am – 11:00am: CAS ODI Interview with Affinity Groups

- Ashlee Hendrix, Ally
- Dr. Elyssa Ford, LGBTQ+
- Dr. Gus Hallmon, Association of Black Employees
- Dr. Carolyn Johnson, Community Connections

11:00am – 12:00pm: CAS ODI Interview with students
1:00pm – 2:00pm: CAS ODI Review Discussion

Part 1: MISSION

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Mission is: Does not meet standards

Strengths

- Most stakeholders/ interviews recognized diversity should address a broad range of identities and intersections, including race & ethnicity, gender & sexual orientation, politics, age, ability, socioeconomic status, religion, etc.
- Most interviews mentioned similar concepts of “safe place” and “resources”.
- People are aware that the office exists on campus.

Opportunities for Improvement

- It is important to develop a clear mission statement that addresses the goals of Diversity and Inclusion at Northwest.
- Due to changes within the program from restructuring of both the university and office of diversity and inclusion, this is an opportune time to incorporate the key long-term ideas that each interviewee mentioned and to create clear terminology so that all collaborators can see the vision. Regarding the mission and the long term vision – adding a simple vision statement which aligns with the “every student everyday” mission of the university would be an opportunity. The mission can be more specific to the current time and clearly articulate the scope of the office. This was the key element that the goals, programming, resources, and evaluation of the efficacy rests. Key terms also would be important to include since “equity” was removed from purview and placed within another unit.
- With the expansion to online programs and the diversity mentioned the vision needs to be broad and the mission can be more specific.
- Opportunity to post the mission on the homepage of the web site, use it to market the office (especially if a simple motto can be developed), use it to connect collaborators, etc.
- Mission/vision need to be clearly communicated to the institution and to the community
- There is an opportunity to clarify populations being served in the vision/mission/goals/etc.
- A broad vision is recommended, with a more specific mission. Goals within this context can be set to meet institutional and unit needs.
- Inclusion of how each unit can be involved in ODI initiatives would be helpful in the mission/vision/etc.

Part 2. PROGRAM

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Programming is: Partly meets standards

Strengths

- It is clear that the programming available is for the most part seen as quality and has some impact on campus.
- The office utilizes a lean staff to do their best to provide a number of events that are diverse in nature.
- Collaborates with a variety of programs (eg., student success, TRIO, Education department, Panhellenic, & other student organizations to address needs and programs of the university).
- Programming varies from supporting lectures, movies and discussions, book groups, trainings, reaching out to students who are struggling academically, to offering university and community service opportunities.
- The Office has continued to offer programming in addition to programs and dialogues dealing with current events from Pandemic, the Black Lives Matter, to inflammatory social media postings, to death of students.
- Recent increase in programming/training available for faculty/staff.
- It was mentioned that there is an intention to expand programming to other populations.

Opportunities for Improvement

- It was mentioned multiple times that the programming tends to be provided to the same audiences over and over again. Consider expanding your reach through additional campus alliances with faculty and other influencers on campus.
- It was mentioned more than once that programming seemed to be more focused on the needs of the African American community at this time. This comment was accompanied by the understanding that this has been a primary driver of diversity conversation during 2020. This is a campus perception, rather than a reality since several groups mentioned more programs offered in the areas of LGBTQ+, intersectionality, etc. There is an opportunity to develop these areas with more resources.
- There is an opportunity to utilize the student body, faculty, staff, and community collaborators as resources for programming and community building, rather than complete reliance on staffing.
- It was made very apparent that the ODI must expand on how they track programming success, but the department is aware of this and working to identify way to do so.
- There is an opportunity to expand ODI's role into the classroom for student success and to meet the CAS standards.
- Further expansion of partnering could help with resources (e.g., funding, staffing activities, knowledge, etc.). Prior partnering with faculty and programs brought in grants and large events. ODI could vet needs and direction linked to mission.
- Changes in campus operations due to COVID delayed some of the initiatives, these may address some of the concerns.
- Gather more that attendance counts and incorporate qualitative information about the outcomes of the programs and services offered. Work with other groups on campus to document the efficacy of programs.

Part 3. ORGANIZATION AND LEADERSHIP

General Impressions

The external review team suggests the Multicultural Programs and Services rating for Organization and Leadership is: Partly meets standards

Strengths

- The leadership of the Office of Diversity and Inclusion is seen as a strength - people like Dr. Mallett.
- The staff is seen as a positive resource on campus.
- The location of the ODI in relation to other student affairs functions (Greek Life, OSI, and Res. Life) allows the Coordinators to quickly connect students with resources.
- Though not articulated anywhere, the leadership provides consulting/counseling across multiple units on and off campus.

Opportunities for Improvement

- There is not enough staff to handle the load, though it may be difficult to fully understand that organizational staffing need until there is a clear plan for programming and other actions to execute the developed mission.
- Staff have had to cover other duties rather than focus on building community within their office.
- Programming, while appreciated, would be better if there were appropriate staff levels that could possibly represent the diversity of the campus population.
- It was suggested that in the structure there is a top and a bottom, but no middle. In other words, having middle level subject matter experts on staff would be handy.
- There is an opportunity to utilize the student body and volunteers as a resource for programming and community building, rather than complete reliance on staffing.
- People still don't fully understand the office, and why equity is no longer a part of the office.
- The Associate Provost does not have enough weight in decision making across campus. The Associate Provost along with diverse staff are included in decision making but do not have the opportunity for final say.
- The ODI and leadership do not have a clear vision for the department.
- Having a Director over the Coordinators would allow for closer management of expectations for the Coordinators, allow for more focused programming, and would free up time for the Associate Provost to focus on strategic initiatives.
- Being in academic affairs is a benefit, but there may be more opportunities to collaborate within other units on campus.

Part 4. HUMAN RESOURCES

General Impressions

The external review team suggests the Multicultural Programs and Services rating for Human Resources is: Partly meets standards

Strengths

- The staff are seen as knowledgeable in their field.
- The leadership and staff express that there is a need for there to be a broad focus on multiple diverse populations.
- The staff expresses the need to expand their knowledge and training into more diverse topics.
- The ODI is expanding their staff to reflect the various student cultures on campus.
- Campus community are excited about new hires coming to campus (at the time of the interviews, new employees were coming to campus).
- Many domains within this standard are Northwest employment requirements. Northwest is rigorous in providing HR training opportunities for staff and faculty.

Opportunities for Improvement

- There is an opportunity to utilize the student body, faculty, staff from other areas, and community experts as resources for programming and community building, rather than complete reliance on staffing.
- There is opportunity for the Associate Provost to be more involved in the decision making of professional staff and the 4UP process. Department levels have been asked to develop 4UP's that include diversity but individuals are not being held accountable and this is a University effort.
- With the appropriate staffing, there is an opportunity for more training in various areas of DI, as well as counseling.
- Opportunity to create a mentoring or volunteer model of training others to help with some of the programs and services.
- Employing students, graduate assistants, or utilizing interns for profession based learning
- Understanding that financial resources are limited, staff need more opportunities for professional development.

Part 5. ETHICS

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Ethics is: Meets standards

Strengths

- All respondents expressed their trust in how the current Office of Diversity and Inclusion conducts their operations ethically.

Opportunities for Improvement

- There is still an image concern leftover from the previous years of activities that were not seen as ethical from the DEI office. This has left some bad taste in a few areas on campus. One thing to note is that not everyone shares this experience or opinion.
- Publish the ethical practices the ODI abides by in multiple locations (website, posters in the office, etc.).

Part 6. LAW, POLICY, AND GOVERNANCE

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Law, Policy, and Governance: Meets standards

Strengths

- Respondents expressed no concerns of a legal nature, while also expressing that they fully trust the current office to perform with attention to current laws.
- Regular yearly training of all staff on policies.
- The Bearcat Equity link is on the website for ODI to provide a way for students to report incidents.

Opportunities for Improvement

- There is an opportunity for the office to be more transparent with their governance. Office policies and procedures would be a nice thing to share.
- Clarification of services since “Equity” split to another unit. This is an educational opportunity for all of campus.

Part 7. DIVERSITY, EQUITY, AND ACCESS

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Diversity, Equity, and Access: Partly met standards

Strengths

- Respondents believe the office does what it can to provide a broad range of services given the staff levels and needs of the campus.
- There is no concern of the office not treating people fairly and with civility.

Opportunities for Improvement

- Respondents want to see a more broad approach with regard to increasing inclusion of historically underrepresented groups, including people with disabilities, different religions, etc...
- There is an opportunity to expand services to students who are online.
- It is recommended to post staff office hours, and ensure that there is staff available for services and direction. It would also be recommended that staff responsibilities be clarified and publicly shared.

Part 8. INTERNAL AND EXTERNAL RELATIONS

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Internal and External Relations: Partly meets standards

Strengths

- Respondents feel the current office has good relationships around campus.
- Dr. Mallett has been very active in Maryville in trying to improve the community.
- The ODI has offered a “safe” place for at least some underrepresented students. The word “safe” or “safety” was a key theme mentioned by many of the stakeholders.

Opportunities for Improvement

- The staff does not fully know or understand what Dr. Mallett is doing off campus. They know he is doing good things, but they don’t know what they are. They trust him, though.
- Dr. Mallett hasn’t shared broadly what he does to build relationships off campus. With certain groups, this may build more opportunities for synergy.
- The staff believe working with Maryville R2 is a great idea but that there are other entities we could partner with in the community to foster an inclusive environment throughout Maryville.
- The staff recognizes students need to be involved in building relationships with the community and not just Dr. Mallett
- The office has an opportunity to expand how information is disseminated. There was a lot of conversation around people not knowing when events were happening.
- COVID and restructuring of space has limited some opportunities for students to connect and feel as if they have a space to connect.
- Several groups were missing key access to some of the programs including online students, non-traditional or older students, students with disabilities, and international students. Partnering with other groups and organizations who serve these students may help close the gap. Even adding them to a long term plan would help.
- Opportunity to collaborate with other “out-facing” offices on how they engage in the community. This can be with entities already known, but also for new organizations that may be interested in some sort of engagement.

Part 9. FINANCIAL RELATIONS

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Financial Relations: Meets standards

Strengths

- There were no concerns that the office mismanages any financial resources.
- Students voted to pay a fee towards diversity and inclusion measures.

Opportunities for Improvement

- Utilize the budget for more staffing, student engagement opportunities, and assessment activities. The student fee account may assist in this kind of planning.
- There is an opportunity to create a standard for programming that receives financial support from the ODI. A process is needed for this that can be formalized and public to the student organizations and other qualifying entities.

- Consider a matching fund out of the student fee for possible grants and other programming opportunities.

Part 10. TECHNOLOGY

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Technology: Partly meets standards

Strengths

- The office has the same access to technology as the rest of the campus (e.g., internet, access to zoom, and can check out projectors, cameras, and other technology equipment if needed).

Opportunities for Improvement

- The website is very poor, and doesn't really tell us much. Adding mission and current programs and partners would help greatly. Linking the calendar more directly would help find events and activities better.
- The only platform ODI has access to is NW 360. Could be beneficial to have access to Banner.
- The office is working with IRE to have a Diversity dashboard but does the ODI have access to or know about WebFocus report requests.
- Staff mentioned the need for a programming laptop and card readers.
- Partnering with CITE (Center for Information & Technology for Education) could help with communication as well as resources.

Part 11. FACILITIES AND EQUIPMENT

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Facilities and Equipment: Partly meets standards

Strengths

- The Associate Provost for DI is in the Administration Building, which may give him more access to leadership and strategic decision making.
- Shared space for the staff with other student involvement staff may provide opportunities for integration.

Opportunities for Improvement

- There is no space on campus that is solely for underrepresented students. There are several distinct spaces needed including (a) safe places for various groups of underrepresented students to hang out and connect, (b) places for staff to work on programming, confidential meetings, etc. that are quiet, and (c) areas for offering programs.

- Students with problems that DI can address are not able to have physical privacy ahead of their discussions with the Associate Provost or staff members. This may be something to consider with the new gift.

Part 12: ASSESSMENT

General Impressions

The External Review Team suggests the Multicultural Student Programs and Services rating for Assessment: Does not meet standards

Strengths

- Has kept participation counts and listened to feedback of programs
- Recognized need for better evaluation of programming and link to the university mission
- Willingness and interest, including seeking out this CAS review to improve and discover key next steps.

Opportunities for Improvement

- There's not much being done in the way of assessment. An opportunity would be to work with the IR office to create a dashboard for data reporting that may already be collected by other means on campus.
- The data collected after events tends to come from the same audience. There's an opportunity to expand data collection.
- Many people expressed the understanding that it is hard to produce quantitative data. An effort to research how other institutions are producing this must be made. Tapping into the resources and expertise of the university to collaborate is another opportunity.
- Adding qualitative data and linking these to the mission, 4UP plan, objectives, and university strategic plan to create a targeted framework of evaluating efficacy and areas for improvement.