Inclusive Excellence

Infrastructure. The following structures are critical for the effective implementation and sustainability of the university’s goals for Inclusive Excellence

295 Create an institutional Inclusive Excellence strategy that leverages strengths and creates opportunities for implementing best practices.

2015-16 Progress Narrative

NKU’s strategy for advancing Inclusive Excellence (IE) must reflect CPE’s diversity strategy and NKU’s Strategic Plan. In response, the Office of Inclusive Excellence has initiated the process for developing the Inclusive Excellence Plan 2020, which has formed sub-committees. The process has included intentional outreach to NKU community stakeholders resulted in approximately 70 sub-committee members. The sub-committees began meeting in the summer of 2016.

Opportunities for creating best practices during 2015-16 included: serving on Institutional Student Success Committee and Academic Policies & Procedures Committee, educating search committees, presenting campus climate findings, designing IE Symposium, collaborating on design and implementation of Economic Inequality Summit, developing Bias Incident Response Team, and enhancing IE website, http://inclusive.nku.edu/, with comprehensive resources.

295.01 Create an Inclusive Excellence Steering Committee responsible for identifying key leverage points, developing new strategies based on best practices, implementing measures for assessment for evaluative and tracking purposes (diversity scorecard), and facilitating a process to develop the Inclusive Excellence Plan (2020).

295.02 Develop a public accountability diversity scorecard that will articulate metrics to measure progress.

295.03 Develop and administer a Campus Climate survey.

295.04 Develop a communications plan to release findings to the NKU community.

295.05 Investigate feasibility of Restorative Justice as an intervention for bias motivated incidents.
Assess the organizational needs of the Office for Inclusive Excellence in order to ensure sustainable change.

Inclusive Excellence

Begin in 2014-15

3.1a, 3.1b, 3.1c, 3.1d, 3.2a, 3.2b, 3.2c, 3.2d, 3.3a, 3.3b, 3.4a, 3.4b, 3.4c, 3.4d, 3.5a, 3.5b, 5.4a

2015-16 Progress Narrative

A project coordinator/admin. assistant was hired. After eight months, the project coordinator moved on to an assist. director position at NKU. A new administrative assistant was recently hired. Since the Sr. Advisor also now serves as Title IX Coordinator, a project coordinator is needed for optimal functioning and ensuring university compliance with Title IX.

298.01 Hire a Project Coordinator and/or obtain funds for course release for a faculty member.

298.02 Hire two part-time student workers.

299 Develop a comprehensive Supplier Diversity Initiative

Begin in 2014-15

5.1c, 5.4a

2015-16 Progress Narrative

IE Sr. Advisor serves on Leadership Advisory Council for Minority Business Accelerator (MBA) and facilitated a meeting with MBA rep. and new NKU Assistant VP for Facilities. Ideas were exchanged. MBA rep agreed to conduct research on regional diverse suppliers.

299.01 Conduct outreach to diverse suppliers

299.02 Develop policies and practices, including databases, that promote the use of suppliers who may have previously been excluded

299.03 Participate in conferences that highlight supplier diversity programs

561 Develop a coherent infra-structure for effectively ensuring NKU is in compliance with Title IX of the Education Amendments of 1972 (Title IX), the Violence Against Women Reauthorization Act of 2013 (VAWA), and related state and federal anti-discrimination laws and university policies.

Begin in 2015-16

2015-16 Progress Narrative

561.01 Align NKU’s polies, procedures, and processes with relevant federal and state laws

561.02 Ensure that NKU community is well-informed through training and supported in reporting prohibited conduct.

561.03 Develop a process (strategy plan) for investigations.

561.04 Develop a Consensual Relationships Policy.

561.05 Determine definition of “responsible employees”.

Under Way

Not Started Completed Ongoing

☑ ☐ ☐
561.06 Ensure all investigators and hearing officers are regularly trained.
561.07 Develop Title IX Advisory Committee
561.08 Meet regularly with Title IX Deputies.
561.09 Institute Title IX training for students, staff, and faculty who participate in Study Abroad and Study Away programs.
561.10 Create and update Title IX website on a regular basis.
561.11 Evaluate Title IX procedures for investigating and resolving allegations
561.12 Review current procedures for investigating and adjudicating student sexual assault cases.

Education and Communication. Establish a collective understanding of the framework of IE across the university and external community.

300 Integrate Inclusive Excellence into core aspects of the university, including but not limited to: operations, academics, student affairs, and advancement.

2015-16 Progress Narrative

Partnered with HR on educating search committees (also, see actions under “Supplier Diversity”). Presented workshops on IE & implicit bias to Advancement and Enrollment Management and to SA Women’s Leadership program. Participated in faculty initiative, “The Great Divide Initiative” and brought faculty together to develop scholarship track for IE Symposium. Sponsored faculty experts on inclusive pedagogy. Co-taught Honors diversity class on “Economic Inequality”, which brought issues of diversity, equity, and inclusion to attention of students and built credibility with faculty. Collaborating on the development of a mentor program for underrepresented faculty with ADVANCE grant team.

300.01 Collaborate with Marketing re: infusing Inclusive Excellence into branding initiative.
300.02 Collaborate with stakeholders in the development of marketing/recruitment materials for faculty to provide at conferences and other networking opportunities.
300.03 Develop marketing materials for faculty and staff to present at conferences and other networking opportunities.
300.04 Present at conferences with students, staff, and faculty on Inclusive Excellence
300.05 Seek out current opportunities on-campus (i.e., “Celebration of Research”) for involvement
300.06 Develop a communications plan to educate the internal and external community on the Inclusive Excellence framework.
300.07 Develop website, calendar, and newsletter.
300.08 Meet regularly with stakeholders such as Academic & Dean’s Council, Faculty Senate, Staff Council, Chairs’ Council, and Student Affairs etc.
Equitable Policies and Procedures. The following strategies will ensure that NKU is continuously moving towards attaining a more safe, diverse, equitable and inclusive community.

308 Revise search processes for faculty and senior administrators in order to enhance the diversity of the applicant pool and advance diverse candidates in the search process

Human Resources, Inclusive Excellence, Vice President, Academic Affairs and Provost

Begin in 2015-16 1.3b, 5.1a, 5.1c

2015-16 Progress Narrative

Sr. Advisor created a document called “Best Practices for Hiring Diverse Faculty”, which was shared with the Pres., Provost, Human Resources and posted on IE website. Discussions continue with HR and AA regarding implementing a monitoring system for ensuring diverse applicant pools and the advancement of diverse candidates through the search process. Discussions continue to take place regarding conducting critical data analysis that includes change over time and the relationship between new hires (the opportunity to hire) and the percentage of URM faculty actually being hired, contrasted with a baseline year.

Sr. Advisor for IE researched discipline-related recruitment sites, sent to Deans for feedback, and provided HR with data. IE has a link on its website on best practices for “Hiring Diverse Faculty”. Also, exploring implementing an “Opportunity Hire” policy, which includes a “search waiver” provision. In partnership with AA, applying for ADVANCE grant that includes a mentoring program for diverse Faculty Fellows. Workforce Diversity is a sub-committee for designing NKU’s next iteration of its diversity plan - Inclusive Excellence Plan 2020.

308.01 Engage in proactive innovative hiring practices in order to strengthen the university’s ability to recruit faculty from underrepresented groups. Such practices include the following: cohort hiring (determined by date of hire or scholarship intersections), diversity fellowships (pre- and post-doc), and visiting professorships.

☑ ☐ ☐ ☐

308.02 Ensure HR policies and practices foster diverse

☐ ☐ ☐ ☑

308.03 Meet with Provost and HR to discuss new search processes and implementation of innovative hiring practices

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308.04 Prepare a document that outlines Best Practices for diverse faculty recruitment

☐ ☐ ☑ ☐
Implement 1-2 best practices.

Develop policies and statements on NKU website that will attract LGBTQ candidates. Implement new policies that simplify process of changing name and gender marker in university records. These efforts will address NKU All Card, Outlook, NKU directory, and HR's current domestic partner benefits language.

Assist LGBTQ Programs and Services in developing taskforce that will make recommendations regarding practice and policy that address LGBTQ concerns.

**Develop Diversity-Issues Plan for the NCAA Institutional Performance Program**

**Inclusive Excellence**

**Begin in 2014-15**

**1.1a, 1.1c, 5.1c, 5.4a, 5.4b, 5.4c**

**2015-16 Progress Narrative**

This was completed in 2014-15.

Serve as Co-Chair for the Gender/Diversity Issues & Student-Athlete Well-Being Subcommittee for the NCAA Institutional Performance Program.

In collaboration with Intercollegiate Athletics, regularly monitor the Diversity-Issues Plan.

**Examine policies and practices that may have an exclusionary impact on underrepresented students, faculty, and staff populations; develop policies and practices that advance Inclusive Excellence.**

**Begin in 2014-15**

**5.1c, 5.4a**

**2015-16 Progress Narrative**

Currently serving on Institutional Student Success Committee and Academic Policies and Procedures Committee where policies and procedures are examined through many lens, including the inclusive excellence lens. Consensual Relationship policy is now in Draft form, reviewed by Legal and presented to Pres. and Provost. Continue to advocate for expansions of number of gender inclusive restrooms on campus, in particular, in SU and AC. Partnering with LGBTQ in inquiry to HR regarding health insurance for transitioning staff and faculty. Continue working with AA in ensuring that Faculty HB contains inclusive and equitable policies and procedures.

Newly created policy and procedures for Bias Incident Response Team (BIRT), which will be presented to Executive Team in fall 2016.

Develop Title IX Policy

Review Consenting Relationship Policy

Identify gender-inclusive restrooms on campus and have signs created

Collaborate with Facilities on policy regarding gender-inclusive restrooms in all new buildings

Revise the university’s non-discrimination policy to include gender identity and gender expression.
314.06 Distribute the updated non-discrimination statement to campus stakeholders that use it, such as human resources.

314.07 Collaborate with LGBTQ Programs and Services to develop policies that create safe learning and working environments for transgender students, faculty, and staff.

314.08 Collaborate with Admissions and LGBTQ Programs and Services to explore additions to NKU application for admission pertaining to gender identity and sexual orientation, in order to appropriately address the academic retention and success of LGBTQ students.

314.09 Support LGBTQ Programs and Services in creation of Alumni network.

314.10 Advise Housing on transgender concerns.

Assessment. Success of embedding Inclusive Excellence throughout all aspects of the university requires quality assessment to measure progress and outcomes.

<table>
<thead>
<tr>
<th>313</th>
<th>Develop a Bias Incident Response Protocol</th>
<th>Inclusive Excellence</th>
<th>Begin in 2015-16</th>
<th>1.3a, 1.3b, 5.1a, 5.1c, 5.4c</th>
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**2015-16 Progress Narrative**

- Created Bias Incident Report Team (BIRT), which researched best practices and developed a policy, procedures, and reporting mechanism. Will present to Executive team in Fall 2016.

313.01 Bring appropriate stakeholders together to assess the needs of NKU.

313.02 Review protocol of benchmark institutions.

313.03 Create and publicize protocol.

Program Quality: The following strategies are critical for student success and/or professional development.
Collaborate in the intentional design of co-curricular programming that is infused with global and multicultural perspectives, aligned with curriculum, and promotes transdisciplinary learning through inter-group dialogue.

2015-16 Progress Narrative

In partnership with International Students and Scholars and the Student Center for Inclusiveness, the Office of Inclusive Excellence began developing programs on religious pluralism. Partnered with Scripps Center for Civic Engagement on year-long initiative called “Great Divide.”

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Encouraging the development of new synergies among various units, such as increased dialogue between international students and students from Center for Student Inclusiveness.

Collaborating with CPE, Regent Ward, and other Kentucky institutions in the design of implementation of regional Inclusive Excellence Symposium. The Symposium will provide educators, governing board leaders, business leaders the opportunity to engage with national experts on inclusive excellence trends. The Symposium will also include a scholarship track.

304.01 Collaborate with Student Affairs

304.02 Obtain funding for a PT faculty position with course release to liason between Office of IE, Center for Student Inclusiveness and Academic Affairs

304.03 Partner with Center for Student Inclusiveness and International Student Education to develop a Certificate Program for Intercultural Competence.

304.04 Partner with NKU LGBTQ Programs and Services and faculty to develop Queer Studies program.

305 Create learning opportunities for students, staff, and faculty that increase cultural competence and develop inclusive leadership through engagement in candid, complex conversations around diversity, equity, and inclusion.

2015-16 Progress Narrative

In collaboration with faculty and staff, IE sponsored two faculty experts on inclusive excellence pedagogy, facilitated development of programming for Women’s History month, sponsored a webinar on Advancing, Equity, and Inclusion in Higher Ed, in which approx. 60 people attended, and provided ongoing workshops on implicit bias. Office of Inclusive Excellence also engaged faculty, staff, and students in conversations on cultural competence in multiple venues.
Develop regional symposium on inclusive excellence
Identify steps for intercultural competence certificate

### 306 Participate in Academic Affairs’ general education planning in order to promote academic equity through infusion of diverse content and inclusive pedagogy.

#### 2015-16 Progress Narrative

General Education initiative is just beginning.

| 306.01 | Provide educational opportunities for faculty to learn about incorporating topics related to identity into curriculum. For example, LGBTQ themes and historical figures | Inclusive Excellence | Begin in 2014-15 | 1.3a, 1.3b, 5.1c |

#### 307 Develop strategic partnerships with external community groups

2015-16 Progress Narrative

- Serving on Cincinnati Chamber’s Leadership Advisory Council for the Minority Business Accelerator and Chamber’s committee for developing regional cultural competence curriculum
- Participating in community discussions around creating a Social Justice and Social Innovation Center in Covington (Skyward, Inc. and Urban Metro Campus are conveners)
- Serve as Advisor to Northern KY Chamber of Commerce’s inclusion initiative and member of Board diversity sub-committee for Academy of Notre Dame.