MU
INCLUSIVE EXCELLENCE
IMPACT REPORT

Spring 2019

Inclusion, Diversity & Equity
University of Missouri

INCLUSIVE EXCELLENCE

is the framework by which the University of Missouri accomplishes its inclusion, diversity, and equity goals. The implementation of the framework centers diversity, equity, and inclusion as an essential component of institutional excellence. Implementation is necessarily deliberative and participatory. Multicultural organizational development takes at least 7 years when the entirety of an organization is focused on transformation[1]. This report summarizes the impact of MU's Inclusive Excellence efforts, with a focus on programs and initiatives funded in 2017.

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Year One

In 2017, UM System identified a lack of funding for diversity, equity, and inclusion (DEI) efforts as one of the main obstacles to improving the living, learning, and working environments at the University of Missouri[2]. The Board of Curators earmarked significant funding to provide incentives for programs, initiatives, scholarship, and hiring to drive deep organizational change across the institutions and the UM System offices.

Year Two

By 2018, university constituents had adopted the Inclusive Excellence framework to develop these programs, and each school, college, and functional division were directed to write unit-specific plans. The plans were reviewed by the UM System DEI Advisory Council, composed of staff, faculty and student representatives from each institution, and funds were administered by the Council based upon the intentionality and potential impact of the program.[3]

Strategy

MU had four objectives for the Inclusive Excellence planning process:

1 Obtain a baseline of activity related to diversity and inclusion campus-wide

2 Involve each major academic and administrative unit in an IE planning process of its own design

3 Acknowledge that all units had different baselines for their diversity and inclusion practices, and varied experiences with strategic planning

4 Develop a vision for where the campus should be within 5-7 years relative to diversity and inclusion practices.

The DEI Advisory Council distributed $3.4M to new or enhanced programs, scholarships, and salary support for new positions in February 2018. IDE facilitated the development of structures and processes for plan development and review, intentionally aligning the IE Framework with the campus strategic plan.

[1]Jackson, B.W. (2014). Theory and Practice of Multicultural Organization Development. In B.B. Jones & M. Brazzel (Eds.), The NTL handbook of organizational development and change, 2nd edition, (pp. 175-192). San Francisco, CA: Wiley.
[2]IBIS Report can be found here: www.umsystem.edu/deiaudit
[3]Advisory Council information & 2018 report can be found here: *www.umsystem.edu/ums/dei/inclusive_excellence_plans*

MU Funded Projects Dashboard   Completed/On-Track Projects

Unit	Brief Description	Award	Impact
Advancement	**Access & Success:** Participate in the Diversity Development Officers Network	$3,000	Advancement staff participated in the annual conference and are using the purchased materials for internal training and to improve recruitment practices.
CAFNR	**Climate:** Conduct focus groups with undergraduate and graduate students from diverse backgrounds and develop action plan.	$250	Completed in Spring 2018. Integration of the findings into the College strategic plan has not been verified. CAFNR has been working its new strategic plan throughout Fall 2018 and into Spring 2019.
Engineering	**Education & Scholarship:** Create a social justice course within the College of Engineering to help new engineers understand topics like racism, prejudice, bias and stereotypes as they relate to their field of study and work. Students learn cross-cultural competence and a global perspective.	$30,000	High impact for students participating in the course. Engineering taught two sections in Spring/Fall 2018 with a total of 20 students. Plan to increase capacity for Fall 2019. Includes the use of the Intercultural Development Inventory as a tool for assessment personal development of students
Engineering	**Community Engagement:** Expand Army Ants High School Robotics Team to more high and middle school students from diverse backgrounds.	$4,770	Increased engagement with underrepresented and underserved students in high school and middle school.
Engineering	**Community Engagement:** K-5 Outreach Efforts—STEM Cubs This is a collaborative project between College of Education, Division of IDE, and College of Engineering that provides STEM activities to underrepresented and underserved students through a triannual Saturday camp.	$12,000	Collaboration with IDE and Education targeting students in Title I elementary schools. Hundreds of students have.
Engineering	**Climate:** Create ZOUME: The College of Engineering Museum Goal is to include exhibits like *"Hidden Figures"* to highlight contributions from female African American Engineers.	$10,000	Awaiting final word on grant application to complete funding that would make the museum installations permanent.
Engineering	**Access & Success:** Increase Diverse Faculty	$90,000	One faculty hire will start in Fall 2019. Overall recruitment efforts have been successful, with 30% of newly hired faculty identifying as women and/or racial/ethnic minorities.
Engineering	**Access & Success:** Expand Minority Engineering Program to include pre-engineering undergraduates.	$30,000	Funding is allowing Engineering to accommodate 10 additional students.
Engineering	**Access & Success:** Expand diversity scholarships for annual COE Summer Camp for high school students.	$30,000	First camp will occur summer 2019. An assessment plan is in place.
Engineering	**Access & Success:** Expand fellowship for URM and women graduate students in Engineering. Will cover 20 students for the first and last years of the PhD program.	$80,000	Funding 4 additional students (this was the goal) for Fall 2019.
Engineering	**Access & Success:** Increase graduate fellowships for women and URM graduate students to travel to conference or obtain other professional development.	$60,000	Covering 20 PhD and 3 MS students in 2018/19.

Unit	Brief Description	Award	Impact
Extension	**Access & Success:** Youth Futures College Within Reach Annual Conference. It promotes college as an obtainable goal for youth not typically encouraged to pursue higher education.	$32,350	Completed in Summer 2018 with 75 youth participants, 15 adult leaders, 10 college peer mentors attending a no cost 5 day conference
HES	**Climate:** Redress accessibility needs in existing buildings by improving doorways and signage.	$24,000	Design work is in final stages. Construction and installation work should be completed by the start of the Fall 2019 semester.
Journalism	**Access & Success:** Create an investigative journalism summer workshop for diverse students.	$53,202	First workshop will be hosted this summer for 25 students.
Journalism	**Access & Success:** Develop Schooljournalism.org to provide online modules of fundamental lessons for high school teachers as a part of a diversity recruitment plan and pipeline program.	$53,000	Web development is on track to go live in Fall 2019.
Law	**Access & Success:** Reestablish a staff position for Diversity Coordinator/Academic Success Director	$80,000	Posting is listed, and position announcement clearly articulated the DEI goals for the role. Anticipated start date is Fall 2019.
Law	**Access & Success:** Establish Visiting Assistant Professor Program to identify up-and coming faculty from underrepresented / underserved populations.	$100,000	Hire has been made. Visiting professor starts in Fall 2019.
Law	**Access & Success:** Match Shook, Hardy & Bacon diversity grant that the Law School receives yearly.	$10,000	Students will be starting their positions in Fall 2019.
Law	**Access & Success:** Increase funding levels for Law School diversity scholarships and tuition waivers by 25% for each of the next 3 years.	$100,000	Law School made 12 additional recruiting visits to URM serving institutions. Anticipating increase in URM, women, and veteran 1L students for Fall 2019.
Medicine	**Access & Success:** Increase Chancellor's Diversity Hiring Support Initiative.	$150,000	Hires have been made. Faculty will start in Fall 2019.
Nursing	**Education & Scholarship:** Expands existing program for diverse undergraduate and graduate students (N4970 Study Abroad program). Program includes mentoring involvement of students in educational and global health research.	$14,700	Sinclair School of Nursing took two groups of students to Ghana and Thailand in 2018/19.
SHP	**Access & Success:** Create a FTE staff position to advance holistic admissions within Health Professions.	$70,000	Position is posted, with an anticipated start date in Fall 2019.
Student Affairs	**Climate:** Provide captioning at the spring division leadership forum.	$200	Completed. Captioning made the event more accessible for those who are deaf or hard of hearing.
		Subtotal $1,037,472	

MU Funded Projects Dashboard Projects On-Hold or Not Yet Started

Unit	Brief Description	Award	Impact
A&S	**Education & Scholarship:** Establish the Michael A. Middleton Center for Race, Social Justice and Citizenship to focus on promoting dialogue and research related to diversity and inclusion.	$50,000	Project is on hold for redevelopment. Potential high impact for interdisciplinary scholarship and courses.
CAFNR	**Access & Success:** Expand efforts to recruit graduate students from institutions serving students from underrepresented groups	$2,500	Waiting on update from CAFNR. Funds have not yet been accessed. Impact would increase diversity among CAFNR graduate students
Education	**Education & Scholarship:** Expands existing diversity course in Education, School, and Counseling Psychology to permit enrollment of all College of Education undergraduates and open sections for students from other academic units.	$87,000	Will begin Fall 2019. Both faculty members were unavailable to teach the course in 2017-18. One was promoted to the Provost's Office. The other was on leave and will return Fall 2019. Will provide a research based course to increase awareness of diversity issues as well as increase multicultural competencies for participating students. Impacts all undergraduates in the College of Education and ~100 students from other colleges each year. Includes with pre/post assessments.
Education	**Access & Success:** Establish mentoring program for faculty and professional staff. Each faculty member would be given a range of options for mentoring. Each staff member would participate in professional development and develop awareness of career pathways for promotion.	$50,000	Funds have not been spent. The staff member responsible for this program left the university. The position was not filled. The potential impact for this project is large. A successful mentoring program for faculty and career pathways for staff directly address concerns raised in the Campus Climate survey.
Education	**Access & Success:** Expand Grow Your Own (MU) The College of Education is developing a program that provides support in three different areas for school districts partners who develop Grow Your Own Teacher Programs.	$100,000	Grow your own programs have made continued progress in Missouri, but the funding has not been accessed.
Engineering	**Climate:** Intercultural Development Assessments	$9,000	Incomplete as of reporting, 12 staff had completed the IDI and the follow-up meetings. Trainings have been developed and offered as result of the findings. Project extended into Fall 2019.
Journalism	**Access & Success:** Create Summer Research Program for underrepresented students from HBCUs for four years. Students will be introduced to graduate education in journalism and mass communication for master's and doctoral work.	$50,000	First program will occur this summer. Journalism will host students.
Vet Med	**Access & Success:** Expand recruitment/travel/sponsorship at URM STEM meetings	$14,000	Expansion of recruitment trips has occurred, and may result in increased enrollment in Fall 2019.
	Subtotal	$362,500	
	TOTAL FUNDS FOR MU	$1.4M	

SWOT Analysis of Inclusive Excellence at MU

Strengths/Successes
- Unprecedented levels of DEI engagement and ownership across the institution.
  - 23 units submitted IE plans in 2017 and impact reports in 2018/19.
- Development of collaborative and Interdisciplinary initiatives
  - 5 academic units are collaborating with CASE, MU Connect, and the Teaching for Learning Center to improve student success
    — Combining predictive analytics, inclusive teaching, and success coaching models
- Community engagement around Inclusive Excellence is making MU a significant partner in the state (Extension/IDE), and Columbia/Boone county (IDE), and an emerging leader
  - Faculty, staff, and students report that IDE's community partnerships with community will make Columbia a better place to live, learn, and work

Weaknesses
- Varying levels of commitment to Inclusive Excellence across units
- Weak coordination within units prevents initiatives from achieving high impact
- Greater cross-functional collaboration needed to communicate existing resources across campus
- Climate remains a weak point across most academic and administrative units
  - Stronger commitment from unit leadership needed to expand beyond one-time training events or speakers
- Staff indicate that supervisors and colleagues have low multicultural competencies

Opportunities
- Campus wide adoption of success coaching models will increase retention and graduation rates for underserved and underrepresented students.
  - Requires investment in additional staff
- Central coordination of unit facilitators and leaders so that IE is deepened across campus

Threats
- Complacency
- Enrollment Management has not developed a strategy for recruitment of underrepresented and underserved students.
  - URM enrollment is flat over the past 2 years, and URM deposits are down for Fall 2019
- Continuing retention issues for URM faculty
  - Faculty from the School of Arts & Science, Journalism, Education, and Engineering have remarked that Columbia can be a "challenging place to raise children of color," and for partners to find employment commensurate with their resumes.
    — However, Columbia's initial steps into Inclusive Excellence in collaboration with IDE could make Columbia a more welcoming community for faculty of color

Division of Inclusion, Diversity & Equity

University of Missouri

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