Division for Diversity and Inclusion
Inaugural Report 2013

Beginning a legacy of diversity through awareness and celebration of University life
“The process of racial identity development, often beginning in adolescence and continuing into adulthood, is not so much linear as circular. It’s like moving up a spiral staircase: As you proceed up each level, you have a sense that you have passed this way before, but you are not in exactly the same spot.” – Beverly Daniel Tatum, 1997

The cycle described is relevant to all human beings and is applied throughout the DDI during program, initiative, communication and outreach efforts. We assert that knowledge about where a person or audience is in their respective identity development journeys will better prepare us for delivery of research-based education. Therefore, we will continue to collect data to inform us about more relevant approaches to campus transformation.

For an accessible version of this report, visit diversity.missouristate.edu or contact the Office of the Vice President for Diversity and Inclusion at (417) 836-3736.
The DDI mission is to promote, achieve, advance and sustain the Missouri State University commitment to diversity, equity, and inclusion by enhancing employee capabilities and competencies through diversity research, professional development, collaboration, and integrative activities and practices. Our vision is to be valued and recognized by University and community stakeholders for the development and delivery of strategic programs and resources that institutionalizes means to meet individual, unit and organizational needs for diversity enhancement, education, and outcomes.

The DDI exists to affect progress in MSU’s public affairs mission through diversity research, intervention, pedagogy and cultural competence initiatives and programs. Our work is framed by four concepts: institutional leadership, curricular and co-curricular transformation, campus climate and compositional diversity, and spans all six strategic directions of the MSU Long Range Plan. Initiatives and programs are necessary to impact and impart new ways of educating students, improving faculty instruction approaches and supporting a more progressive University administration. In addition, campus leadership in social matters such as LGBTQ developments, disability and compliance regulation, and readiness for community demographic change are prevue to the DDI’s responsibility. Finally, matters of equity and diversity in student, faculty and staff recruitment and hiring and retention are central to the DDI’s existence. These matters demand concise leadership to build a more diverse student body and workforce, both recognized as integral components for academic accreditation and state funding considerations.

This report includes a brief outline of DDI history followed by a description of our division approach to diversity leadership. Each unit is described as well, followed by respective accomplishments which provide insight into unit growth and efficient use of talent and resources.

Our partnerships throughout the community and with ad-hoc and advisory groups are provided in this report. These relationships reveal the significant breadth and depth of outreach and collaboration that makes the DDI a catalyst for institutional and community change.

Finally, a look into the next few years of DDI administration is outlined to solicit support, partnership and collaboration from all constituents. We care deeply about both the campus and community, and we realize that our work is not possible without the hands and hearts of diversity professionals and champions.

You are invited to explore this report and provide us feedback via our division email at diversityandinclusion@missouristate.edu.
There are two reasons why one of Missouri State University’s top priorities is to become more diverse. First, it is a smart decision to do so, and secondly, it is the right thing to do.

A college education must be available to students of all levels of income, not only for the affluent, and it must be accessible to students of all races, regions and backgrounds. Every student deserves the chance to pursue a college education because it is the passport to so many personal and professional opportunities and the strength of our nation.

In order to accomplish the goal, it is important that our campus and community provide a welcoming environment. Welcoming means intentionally increasing the diversity of our faculty and staff so diverse students have role models and mentors while the University provides the support services they need to succeed. It also means expanding financial aid opportunities. Additionally, the University has an obligation to be a catalyst for ensuring that its welcoming efforts permeate to the entire community through consistent emphasis and engagement.

If that weren’t enough, increasing diversity is also a sound business decision. The nation’s demographics have been changing dramatically for some time, and they are continuing to change. The more diverse population means that the potential for enrollment growth will come increasingly from students of color. Simply stated, if Missouri State is to continue to grow, we must be attractive to students of color and to students from various social-economic backgrounds.

If our graduates cannot live, learn and collaborate with diverse colleagues and if our colleagues cannot communicate and engage effectively with diverse markets, they will not be successful – Period! Firsthand experience is the best way to ensure our students can be successful in a diverse work environment. Thus, our ability to create a more diverse campus is key to our graduates’ success.

This Diversity and Inclusion annual report chronicles our early progress thanks to division leadership and collaboration with MSU stakeholders.

Although much remains to be done in 2013–14 and beyond, I am confident that the Division for Diversity and Inclusion will lead us to the creation of a more diverse campus. MSU shall be a campus that keeps promotion and achievement of inclusive excellence for all students at its core. This value will remain a priority for our continuing and future successes as an exceptional institution of higher education in the Midwest and the nation.

Clifton M. Smart III
President
Missouri State University
A new era in diversity education and leadership has begun at Missouri State University. Now is the time to lead transformation of our campus experience so that all faculty, staff and students may achieve success at levels not known in University history. I consider it a privilege to serve MSU and the Springfield community as its first African American vice president and leader for the Division for Diversity and Inclusion (DDI). Creation of the DDI marks significant progress toward meeting 21st century challenges of advancing institutional leadership, curricular and co-curricular transformation, campus climate and compositional diversity. These four concepts frame our mission, vision and work as MSU makes headway for enhanced regional, state and national profiles as a leader in diversity scholarship and innovation.

The DDI is pleased to present its first Annual Report. This report highlights and lists division-wide accomplishments since our start in October 2011. You will find information about our division developments as well as data revealing the effectiveness of diversity initiatives and partnerships. All work presented in this report feeds into the MSU Long Range Plan and positions us for impact during the next planning cycle.

As members of the MSU community, we welcome your review of our work to date. The DDI has enhanced many of its unit programs while molding into a division of professionals and friends. Forging a new administration within the University has been a challenge worth meeting and we believe that our work to grow into a full-service division will be self-evident.

Finally, we invite you to connect with our future aspirations and join the growing number of diversity enthusiasts influenced by our energetic, talented and scholarly administration. The DDI will soon be poised to help ensure that MSU and the city of Springfield are recognized nationally for inclusive practices and opportunities for all populations. This report reveals our thoughts, programs, initiatives, and ideals to reach that goal. We are here to integrate, collaborate, and elevate! I extend a warm welcome, and thank you, to all friends and colleagues.

Ken Coopwood, Sr.
Vice President for Diversity and Inclusion
Missouri State University
A three-year conversation prior to October 1, 2011, gave credence to the official start for the Division for Diversity and Inclusion (DDI). Vision by people such as Dr. Michael Nietzel, former MSU president; Dr. Leslie Anderson, interim vice president for diversity and inclusion; Wes Pratt, director of institutional equity and compliance; and Juan Meraz, diversity outreach; as well as many others collectively steered the campus to realizing its need for a dedicated diversity administration.

Four offices, acquired from the Division of Student Affairs, formed the new division. The DDI then set course to define its mission, vision and core processes for engaging and educating the campus and community. The first division retreat was held in April 2012 to align unit perspectives and strategic initiatives and establish transitional responsibilities. Our operating model was determined months later and was based upon international Whole Brain Thinking® research by Ned Herrmann (1922-1999), creative thinking pioneer.

By October 2012, the DDI’s commitment to inclusive administration, program development, equity, research and services was agreed to be the hallmark of future work and divisional infrastructure. Staff was empowered to pursue diversity paradigms that serve well for institutionalizing benefits for all students, faculty and staff. To this end, staff was reassigned, workspace was redesigned and new marketing and news venues were created.

In less than two years, the DDI has made significant impact on campus and in the Springfield community. Some examples of our success include the addition of a diversity goal in all University staff annual performance reviews, approval of dual campus and community climate studies, a faculty retention initiative, approval of the first campus warming activity, the first Diversity Fellow, a University-wide faculty mentoring program and a record number of visits to campus by underrepresented students and families in a single weekend. Our presence in the community has also been well documented. Hundreds of Springfieldians and Missourians took part in our race relations exhibit, and our inaugural Collaborative Diversity Conference sold out – drawing more than 300 people from around the state.

The DDI’s future gets brighter with every meeting, every partner, and every service. We anticipate a division of advanced units and initiatives by 2016. These advances will take us into the next planning cycle and into the next paradigm shift for diversity and inclusion.
To align goals and frame our progress, the DDI staff sought a model that served to meet people where they are and to educate people to make a choice for progressive change. Our choice is a “Paradigm of Inclusion Model” (PI model) which can be defined as an intentional instructional process designed to promote positive change in every constituent’s attitude and scope of diversity knowledge. The PI model’s premise is that through encounters with diversity initiatives, strategic programs and people from different cultures or experiential backgrounds, paradigm shifts will occur.

A paradigm shift can be defined as the altering of patterns of thought and behavior that previously defined and detained people from new discovery about themselves and the global community. We assert that paradigm shifts are the gateway to the future MSU. They mark the discerning contact with difference, conscience, tradition and matters of equity that simultaneously sever cords of injustice and bring about freedom from emotional, psychological and psycho-social strongholds. The PI model is strategically adaptive to the DDI logo, the spiral of knowledge production, because it contains components of development within each of the division concepts that both meet people where they are and takes them to a higher place while never losing sight of their point of origin.

Application of the PI model is aligned with our responsibility to move diversity education from its stigma as a multicultural event or ethnic showcase to an institutionalized ongoing learning process. Learning about diversity paradigms should go on consistently and pervasively throughout curricular and co-curricular environments, and when implemented effectively, ensures equal access to education itself, empowering people to detect the sources of and biases in the information they are exposed to. (Banks, et al., 2001)

Finally, research about diversity leadership and the effects of paradigm shifts is clear and more documented than ever before. Pioneers in research on thinking and paradigm shifts, such as Ned Herrmann and Joel Barker, have provided compelling evidence over the past 20+ years that substantial change necessarily involves progressive thought and new ways of using familiar and unfamiliar information. The DDI staff recognizes the relevance of this research as well as the benefits in store for all of MSU when utilized effectively. As paradigm shifts occur, the future of Missouri State will increasingly include people from all races, creeds, religions, orientations, abilities and geographies.
The DDI is charged with developing a University-endorsed inclusive community with service continuity and collaboration as its core. Units within the DDI are: Disability Resource Center, Diversity Outreach and Recruitment, Institutional Equity and Compliance, and Multicultural Programs. All of our offices strive to model inclusive excellence by ensuring our initiatives and services intentionally engage and include the rich diversity of faculty, staff, students and community partners.

Disability Resource Center (DRC) - In conjunction with the Community Principles and overall mission of Missouri State University, the Disability Resource Center appreciates disability as an integral part of the University experience. We are committed to providing equal access and opportunity to all campus programs and services for persons with disabilities. Through collaboration and support of the entire campus community, the Disability Resource Center promotes disability pride, self-determination of the student and universally accessible design principles, so that everyone has full access to University life.

- **Access Technology Center (ATC)** - The Access Technology Center is committed to serve as a resource for faculty, staff and students with disabilities in addition to those working with individuals with disabilities. ATC strives to provide equal access and opportunity to all faculty, staff and students throughout the academic programs and social activities Missouri State University has to offer. Through training and assessment of individual needs, conversion of textbooks and academic materials into an accessible formats, and providing specialized equipment and software, ATC is able to contribute to the mission of universal design.

Office for Institutional Equity and Compliance (OIEC) - The Office for Institutional Equity and Compliance is a system-wide department charged with monitoring the University’s compliance with federal, state and institutional policy guidelines that promote a non-discriminatory and harassment-free environment. This includes investigating complaints of discrimination or harassment, making policy recommendations, advising units about hiring policies and processes, offering mandated training within the University community, ensuring educational and/or workplace support services for persons with disabilities, and monitoring compliance with the University’s affirmative action initiatives.
Office of Multicultural Programs (OMP) - The Office of Multicultural Programs helps multicultural students acclimate to the University and the Springfield community by providing resources for educational and occupational partnerships.

- **Giving Voice** - Giving Voice, a theatre organization under the direction of Dr. Carol J. Maples, assists leaders in the academic, business and community fields to address issues of oppression, micro-aggression and discrimination through a series of workshops and presentations. This training, led by a facilitator and the actors, offers opportunities for workshop participants to discuss how to approach these situations, as well as creating a safe environment to "try out" solutions.

- **Gospel Choir** - The Missouri State University Gospel Choir, under the direction of Dr. David Knox serves as the premier ensemble in the Southwest Missouri area for the performance and appreciation of Gospel music. Founded in 1989 as a student organization, the Gospel Choir performs at various University functions and community events, as well as concerts throughout the academic year.

Multicultural Services - Multicultural Services provides leadership and support for the establishment and administration of multicultural student recruiting initiatives and the development and administration of departments and programs that serve the needs of multicultural and diverse student populations. Multicultural Services oversees the Student Transition Education Program (STEP) and the Multicultural Leadership Scholarship Program (MLSP).

- **Diversity Outreach and Recruitment** - Diversity Outreach and Recruitment develops and facilitates comprehensive strategies where diversity is a key component of the University’s public affairs mission and its comprehensive strategy for achieving institutional excellence.

- **Co-curricular Student Ombudsperson** - The Co-curricular Student Ombudsperson is part of the Division for Diversity and Inclusion and is a place for student voices to be heard. The Co-curricular Student Ombudsperson develops, organizes, coordinates, and supervises a variety of individual and social support services designed to facilitate the retention of students at the University. The Co-curricular Student Ombudsperson participates in planning and presenting appropriate retention topics, provides information to commuter students about student life and campus navigation, and provides information to participants at special events hosted or supported by the Division for Diversity and Inclusion.

- **TRIO** - Missouri State University TRIO Programs serve participants who are motivated to prepare for, enter and complete postsecondary education. Through ongoing personal and professional development, TRIO staff creates and implements comprehensive services and opportunities, which foster student growth through academic and cultural enrichment, social interaction, and service to others.
Division accomplishments

The Division for Diversity and Inclusion has completed several works that align with research-based conclusions about the students, faculty and staff served at MSU and within greater Springfield. The following initiatives report intentional effort to insert programs and services around campus where most needed.

Services

- Since the creation of the Division for Diversity and Inclusion, overall enrollment for underrepresented populations has increased by 7.42%
- Provided accreditation support and partnership for NCATE visitation
- Created a Diversity Fellow position to provide leadership to academic development initiatives
- Created the Co-curricular Student Ombudsperson position to enhance student campus and community navigations
- Presented more than 100 campus and community presentations on diversity leadership and education
- Partnered with Enrollment Management to serve students from three college access organizations
- Realigned and awarded multicultural scholarships
- Repurposed Multicultural Services for improved administrative leadership over scholarship-based programs
- Established five new scholarships for underrepresented students
- The Disability Resource Center (DRC) provided resources to the highest number of students ever recorded who have health related, physical and sensory disabilities
- Merged the DRC and ATC to better enhance resource delivery
- The collaborative role the DRC played in the design of the Foster Recreation Center was published twice in peer reviewed journal articles as best practice; the building is built with universal design features that create a welcoming, inclusive environment for all users, especially those with disabilities
- Updated all access technology in the ATC
- Collaborated with various campus units to eventually make the Bear Paw on the North Mall accessible
- Provided for the first time ever, alternative textbooks in mp3 format
- Students with disabilities established a new student organization
- Made improvements to the Multicultural Resource Center (MRC) to create an environment of inclusion and bring greater awareness and educational opportunities to students who visit
- Coordinated student programs to enhance academic performance, ethical leadership, community engagement, cultural competence and social awareness
- Increased number of participants in the Student Transition Education Program (STEP) Conference to 360 students and 70 parents
- Developed the Multicultural Leadership Scholarship Program into a cohort model with campus and community engagement components
- TRIO had 34 students graduate during the current academic year
- Collaborated with Human Resources to implement a diversity goal component in the staff Appraisal Development Plan (ADP)

Community Engagements

- Began the community climate study
- Collaborated on the race education/research initiative community fieldtrips
- Worked with the Race and Faith Collaborative by building a partnership with faith-based organizations and community organizations to have courageous discussions throughout the city to embrace our differences
- Hosted the Statewide Collaborative Diversity Conference
Campus Engagements

- Acquired Giving Voice and Missouri State University Gospel Choir
- Established an online *diversity calendar*
- Began the *campus climate study*
- Established a faculty mentoring program
- Implemented *Diversity Landmarks* as the first campus warming activity
- Created the “Incorporating Universal Design Concepts” video project in collaboration with the Access Technology Center, the Faculty Center for Teaching and Learning, and faculty members
- DRC director, Katheryne Staeger-Wilson, co-presented with faculty at the Showcase on Student Learning Summit: “Universal Design in Learning: Making Courses Accessible for All”
- The DRC hosted the following events with Dr. Susan Burch (Middlebury College) which provided resources and support to faculty to propose the interdisciplinary disability studies minor: “Unspeakable: A Dialogue on Race and Disability” and “The Value of Disability Studies”
- Developed a Disability Oral History project to capture the conceptual frameworks of disability through time as well as a history of the disability experience
- Collaborated with vice presidents, deans and administrators on the implementation of the *Good Faith Planner (GFP)* which is a tool for use in planning for human capital and expansion of college/department expertise
- Collaborated with University administration in the development of the *Faculty Diversity Composition Initiative (FDCI)* program, which is a forgivable loan or loan reimbursement program for eligible faculty in exchange for their written commitment to work at Missouri State University for a stipulated period following the successful completion of their terminal degree

Policies

- Updated the Accommodation Policy for Students and General Guidelines for Documentation
- Consulted in the creation of a Student Technology Requirements for Courses or Programs policy

Staff Awards

- Public Affairs Awards, 2013 - Juan Meraz and Wes Pratt
- Promotion of Cultural Competence, 2012 - Katheryne Staeger-Wilson
- Southwest Center for Independent Living’s Honoring People with Disabilities Wall Honoree, 2012 - Katheryne Staeger-Wilson
- MIB Community Service Award, 2011 - Francine Pratt
- Staff Excellence in University Service, 2011 - Katheryne Staeger-Wilson
- Excellence in Community Service, 2011 - Katheryne Staeger-Wilson
Division ad-hoc and advisory groups

Diversity and Inclusion Advisory Council (DIAC) - Members of the DIAC are charged to champion the effort for community engagement to:
- Establish University-wide and community goals for improving the presence of diversity among individuals, ideas and cultures.
- Create and review specific strategies that will advance progress towards these goals.
- Provide insight for identifying criteria for performance, success and assessment of goal attainment.

Diversity Coordination Task Force (DCTF) - The DCTF has been established to develop venues to:
- Implement a clearinghouse website for all campus multicultural events.
- Introduce a campus-wide convocation series to include all culturally significant events, programs, and services for use by faculty, staff and students.
- Revise and make more inclusive major cultural heritage month programs.

Missouri State, OTC, Drury, Evangel, SBU (MODES) - As higher education institutions, we recognize both the opportunity and the responsibility to take a leadership role with regard to diversity concerns in the larger community. Therefore, the MODES mission is to coordinate efforts and to partner between institutions, serving parallel needs for our students, faculty and staff and the community that surrounds and supports us.

Diverse and United Engagement Team (DUET) - By representing the vice president for diversity and inclusion, members of DUET are charged to champion the effort for community engagement by:
- Communicating University and community engagement initiatives for improving diversity dialogues and shared experiences.
- Attending and reporting on specific community diversity developments and undertakings.
- Identifying University and community programs in need of increased collaboration.

Equal Opportunity Advisory Committee (EOAC) - To serve as a University-wide advisory committee regarding equal employment opportunity policies and practices of the University including:
- Communicate the University’s commitments to equal opportunity and affirmative action.
- Develop and evaluate the Affirmative Action Program.
- Plan and implement appropriate educational programming for the University community.
- Serve as an advisory hearing panel for complaints.

Recruitment and Retention Consortium (RRC) - Faculty and staff colleagues assembled to develop recommendations to address the need for enhanced recruitment and retention of diverse students, faculty and staff. The RRC represents more than 230 faculty and staff engaged in considering the best-practices for this effort.

Key Assistants Group (KAG) - An initiative to enhance performance by the DDI office staff in their responsibilities for office management. Each support staff member is part of this internal network which provides the best resources and practices to perform their work, define role responsibilities, build cohesion and anticipate future division developments.

President’s Council on Disability (PCD) - In support of Missouri State University’s Community Principles, Public Affairs Mission, and our commitment to Inclusive Excellence, the PCD strives to broaden the University’s appreciation of disability and proactive universal design, leading to the eventual elimination of physical barriers and negative attitudes.
Community partnerships

- Chamber of Commerce - The Office of the Vice President for Diversity and Inclusion (OVPDI) partners with the Chamber of Commerce to bring diversity education training to corporate Springfield.
- Sister Cities Organization - Multicultural Services provides annual resources for international artists to visit and provide concerts and children’s education about lifestyles in Mexico. The VPDI is a member of the board.
- Minorities in Business - The OVPDI assists with establishing relationships and venues for supplier diversity concerns. The VPDI is a member of the board.
- Council of Churches - The VPDI works with the Council of Churches leadership to engage and unite faith leaders in city-wide reconciliation projects. Francine Pratt is a board member.
- Discovery Center - The OVPDI partners with the Discovery Center to educate families and children about historical, scientific and contemporary matters of race and race relations.
- NAACP - Partner in educational opportunities to increase inclusion and address issues that impact all community members’ civil and human rights.
- Southwest Center for Independent Living (SCIL) - The DRC collaborates with SCIL to share resources and ideas for future endeavors and events.
- Missouri Statewide Independent Living Council (MOSILC) - The purpose of the Council is to advocate for disability rights, develop policy, conduct trainings and provide outreach regarding disability throughout Missouri. Katheryne Staeger-Wilson has received a Governor appointment to serve a second term on the MOSILC and is the co-chairperson of the MOSILC housing committee.
- Association on Higher Education and Disability (AHEAD) - AHEAD is an international professional membership organization for individuals involved in the development of policy and in the provision of quality services to meet the needs of persons with disabilities involved in all areas of higher education. Katheryne Staeger-Wilson is beginning her second term on the AHEAD Board of Directors.
- Local Area Special Education Directors (LASE) - Megan Shadrick provides outreach and resources for these professionals focusing on the use of access technology in K-12 schools as well as transition to college.
- Missouri Assistive Technology - Megan Shadrick provides resources and presentations to this organization that increases access to technology for Missourians with all types of disabilities and ages.
- City of Springfield Strategic Plan Committee - This committee creates partnerships that promote diversity and inclusion as part of the City of Springfield’s strategic plan. Francine Pratt is the co-chairperson of the Global Perspectives and Diversity Committee.
- Good Community Committee - A committee that works to increase civic engagement in Springfield through interactions with city leadership.
- Springfield Police Department Diversity Panel - Provides community diversity awareness.
- United Way of the Ozarks - Francine Pratt is a board member.

Collaborative Events with the City of Springfield

- African American Heritage Month
- Dr. Martin Luther King Jr. March
- Hispanic Heritage Month
- Juneteenth Celebration
- Lesbian, Gay, Bisexual and Transgender History Month
- NAACP Youth Empowerment Conference
- Native American Heritage Month
- Park Day
- Springfield Multicultural Festival
- Springfield Annual Jazz Festival
- Women’s History Month
The DDI looks with great enthusiasm to the future of MSU and its surrounding communities. We anticipate warmer climates and increased integration and collaboration through persistent and purposeful diversity initiatives. Acknowledging the great strides made at MSU is key to discovering its future as well as ensuring that every person has opportunity to “follow their passion and find their place” in growing, contemporary academic and community environments. Pursuit of these principles will involve developing policies, programs and practices that strategically reshape the day-to-day business of MSU, which further allows us to function as a 21st century breeding ground for excellence in education and human development. The DDI is poised to help lead a way that builds on the many successes at MSU regarding hiring decisions, student access, faculty and staff diversity and performance and retention. We are excited about the growth of Maroon Nation.

Anticipated productivity within DDI concepts are listed below. We invite you to watch for these efforts and become part of MSU’s movement toward inclusive excellence by 2016, and beyond.

### Co-curricular and curricular transformation
- Diversity education series - learn usage of specific diversity related terms; get indisputable proof of how ethnicity plays a part in discretionary decisions of those in power positions; find out what “compliance” really means; know the difference between affirmative action and diversity, and much more.
- Faculty initiatives - read more about the works of a faculty Diversity Fellow; see results of a pilot faculty mentoring program and the growth of faculty affinity associations.
- Student intervention - hear of services provided by our co-curricular student ombudsperson and coordinator for diversity outreach; gain a better understanding about vital resources provided for students and others with disabilities.
- Student research program - watch for engagement of underrepresented students in faculty research.
- Diversity library - look for increasing volumes of articles, empirical data and literature to aid in academic discovery and curriculum transformation.
- Data-driven programs - watch for student program engagement for impact on psychological and psycho-social development.
- Disability studies minor - watch for our collaborative work in the future development of this newly proposed academic program. Disability studies refers generally to the examination of disability as a social, cultural and political phenomenon rather than a medical or therapeutic perspective. It rejects the idea that disability is an individual medical problem that needs to be fixed and embraces the notion that disability is a social construct.
- Development of student transitional programs and services.

### Campus climate
- Climate study - learn what people think about MSU and what they expect of its senior leadership.
- Campus diversity plan - see what is on the radar for change in strategic areas of the campus, and who will be accountable for implementation.
- Diversity landmarks - see this growing array of diversity sentiments each fall and spring that depict the hearts of the caring faculty, staff and students that populate MSU.
- Enhancement of the disability climate on campus.
- Conduct a more comprehensive ADA audit.

### Institutional leadership
- Development of unit goals and statistical reports on productivity.
- Engagement of senior leadership in diversity education and implementation of associated policies.

### Compositional diversity
- More integrated student recruitment and retention activity.
- Increased visitation by parents and students from underrepresented backgrounds.
- Recruitment targets and retention goals.
2014 Statewide Collaborative Diversity Conference
“Investing in the Value of Community”
April 24–25, 2014

Save the Date

Learn how to expand diversity networks and develop a statewide community that enhances recruitment and retention of underrepresented professionals, faculty, staff and students.

Join us for a statewide exploration of:
- Creative examples of research-based diversity program implementation
- Performance indicators and metrics that impact organization success and profits
- Best practices for industry-specific training and sustainable results
- Successful approaches to conduct diversity research
- Unique opportunities for success and/or progression for underrepresented populations
- Ways to affect policies that prevent us from achieving next levels of excellence

The Conference will showcase industry-specific best practices in:
- Research
- Intervention
- Cultural competence
- Pedagogy

For Conference updates, visit diversity.missouristate.edu/conference
Registration opens in early February and is required for attendance.
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