2018 INCLUSIVE EXCELLENCE PLAN

Funding Report Update

NOVEMBER 30, 2018

UMKC
Division of Diversity
and Inclusion

UMKC Inclusive Excellence Plan

The University of Missouri-Kansas City (UMKC) is pleased to present our 2018-2019 Inclusive Excellence Plan, including progress reports. The plan represents a campus-wide diversity and inclusion blueprint for making concerted progress in diversity, equity, and inclusion (DEI). To accomplish progress in all academic and administrative units, progress is reported to the UMKC Chancellor's Diversity Council on a regular basis.

UMKC's DEI strategy is grounded in an organizational development approach.[i] This means that we utilize a planned strategy that enhances the effectiveness of people to accomplish successful DEI organizational transformation and performance. Organizational culture— including assumptions, values, behavioral norms, and behavior patterns—are the focus of assessment and intervention. Change agents are identified and developed (using training and awareness activities) throughout the university.   UMKC's DEI approach also centers on theories of multicultural organizational development that focuses on moving an organization from mono-cultural to multicultural.

Our approach to DEI is also informed by multiple disciplines including psychology, sociology, communications, anthropology, leadership, and management. UMKC utilizes a diversity dashboard so that DEI trends can be monitored and adjustments made.

About UMKC

UMKC is the largest comprehensive research university in the Kansas City metro area and the University of Missouri System's public urban research university. UMKC's mission is to lead in life and health sciences; to deepen and expand strengths in the visual and performing arts; to develop a professional workforce and collaborate on urban issues and education; and to create a vibrant learning and campus life experience.

The University enrolls over 16,000 students, coming from all 50 states and over 85 countries, in more than 125 academic areas. Like many urban universities, minorities are more underrepresented among faculty and staff ranks, compared to the student body.

Inclusive Excellence at the University of Missouri System

2018-2019 Impact Year Evaluation Rubric

Access and Success

Goal: Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.

Objective 1: To achieve increased enrollments of underrepresented student populations.

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
Fundraise for Scholarships for URM Health Science Students	Harmony Diversity Gala Hospital Hill Diversity Council (HHDC) has established an annual fundraiser dinner event (Harmony Diversity Gala) in order to raise scholarship funds for historically underrepresented and underserved populations representing health professional students (SoD, SoM, SoNHS, and SoP). 2017 – skipped due to scheduling concerns with the university calendar.	Feb 2018 – 192 attendees at the Harmony Gala event Endowment raised from $40,034.08 to $59,921.45 Table and ticket purchases by various schools and community partners 4 awards were given out to community leaders in health professions	Feb 2018 – 192 attendees As a result of this event, an endowment account for this scholarship has been established. The second goal of the event is to honor and recognize diverse health care professional in each discipline. Endowment raised from $40,034.08 to $59,921.45 **Success Target:** increase endowment by $12,000 in 2019 **Timeline:** November 2017 – Feb 2018: Event Planning Feb 24 2018 – Gala event executed October 2018-Feb 2019 – event planning Anticipated date of 2019 Gala on Feb 16.	**UMKC Hospital Hill Diversity Council** HHDC Public Relations & Events Committee	$3,600 – expenses paid from fundraising not system funds. (the Division of Diversity and Inclusion made contributions to this event)

Enhance the recruitment of students from diverse backgrounds See Table 1. In Education report.	Timeline: Increase URM pre-education elementary students from 19% in FS16 to 24% by FS19	Implemented recruitment and marketing plan completed in 2017 in TE&CS Division. Implemented "grow your own" teacher workforce pipeline programs in two local KC school districts	FS16 of 19% URM Currently, FS18 is 11.76% URM. See Table 2. In School of Education Report **Success Target:** Goal is 24% URM by FS19.	**UMKC School of Education** Brad Martens, Jennifer Waddell, Jessica Gomes, Justin Perry	N/A
Create a work environment that is civil, welcoming, and inclusive, through a robust employee development program where all staff attend a minimum of 2 workshops per year.	Educate library employees on non-discriminatory behavior, productive work relationships and conflict resolution. Assess impact of training. **Timeline:** Ongoing.	FY18: Meet Me At the Table: Dialogues on Diversity & Inclusion—7 sessions throughout the year.	FY16: With grant funding offered the program Ouch! That Stereotype Hurts, open to all of UMKC. 116 attendees FY17: 225 faculty, staff and students attended diversity-related trainings in 2017 FY18: 40+ faculty, staff and students attended diversity-related trainings in 2018 **Success Target:** Provide at least 6 training workshops per year for library employees; track attendance and analyze impact	**UMKC Library** -Organizational Development Librarian -DEI Committee -Library Administration -Supervisors In conjunction with the Division of Diversity and Inclusion	
Support recruitment of new students by exposing students to library services to prospective	Student recruitment initiatives for the Libraries: 1. Library tours: ongoing, on demand. 2. Roobot tours for STEM: ongoing, on	1. FY18 Library tours: 147 (963 people) 2. FY18 Roobot Tours for STEM: 9 tours CRWS: FY13-FY14: 2 students annually;	**Success Target:** Maintain or increase # of events each year. 1. Library tours FY17: 144 (947 people) 2. F18 Roobot Tours for STEM: 8 baseline, 9 in FY18. CRWS: 4 students annually. 1 enrollee at a UM campus. (FY19—1 at UMKC)	**UMKC Library** 1. Tours (high school, families, campus admissions, events).	

students and their families.	demand in conjunction with SCE. Cristo Rey Work Study (CRWS): 4 students per year, ongoing.	FY15-FY19: 4 students annually. FY19: 1 UMKC enrollee now working in MNL who graduated Cristo Rey high school in 2018.		*Outreach and Engagement Librarians* 2. Roobot tours for students interested in STEM. *Circulation Staff.* 3. Mentoring Cristo Rey Work Study (CRWS) employees. *Circulation staff*	
Develop initiatives that maximize access to education and enhance underrepresen ted minority recruitment	Provide scholarships for underserved students (minority and need-based)	Scholarships secured and awarded	As of September 2018, scholarships for underserved students available through the Pharmacy Foundation totaled $41,250. **Measurement of Success:** Continued growth in total funding for all scholarships **Success Target:** > 1/3 (33%) of total funding awarded to underserved students	**School of Pharmacy** (Director of Advancement, Scholarship and Financial Aid Committee)	
Increase exposure to opportunities in business and at Bloch among students attending urban core		70% completion of program design	Business Academy at Bloch Summer Preparatory Program. Complete program design (in partnerships with College of Education and PREP-KC) by end of 2019; secure funding and execute recruiting plan by end of 2020. NOTE: Reductions-in-force necessitated by budget cuts affected timeline for completion. The RIF directly affected composition of project	**UMKC Bloch School** Leadership, UG recruiting, and Development Team. Partnership with	

			planning team and also affected the time available for project work among other members of the project team. **Success Target:** When combined with the broad range of other initiatives referenced in this report, will help contribute to a 5% increase in the number of applicants from underrepresented groups (within a 5-year period).	School of Education.	
Position UMKC as an institution that supports the LGBTQIA community and raise funds to support LGBTQIA programs and student scholarships.	Pride Breakfast **Time line:** Ongoing Next Pride Breakfast is in Spring 2019	Co-Event Chairs and Honorary Chairs have been secured. Identified potential national level keynote speaker for the Breakfast; now working to secure speaker.	In 2017, nearly 600 people attended the Breakfast raising over $156,000 (net) was raised. Due to campus budget and schedule challenges, the Breakfast was not held in 2018. **Success Target:** Next Pride Breakfast is in Spring 2019	**UMKC Advancement** Curt Crespino, VC for Advancement/Joe Constantino, Director and Special Asst. to the Vice Chancellor	
To increase enrollment of URM students in School of Nursing and Health Sciences	KC Health Tracks program Over 150 students from the KC Health Tracks program in 11 under-resourced high schools in KC region are receiving biomedical science coursework career and academic support to ready them for higher education admissions and successful pursuits in the health professions	**Success Target:** Each year we hope that at least 25 % of the graduating class will select UMKC when appropriate UMKC scholarships are offered In 2017 all graduates were offered uncompetitive scholarships and both enrolled in other	Scholarships Awarded 2017: 63% (10 of 16) African American, 67% (2 of 3) LatinX, URM student enrollments increase each year as a % of SONHS student body.	**UMKC School of Nursing and Health Studies**	

		universities with stronger scholarship support. Data on 2018 KCHT graduates being compiled now.			
Recruit 10% more URM students to SBS and UMKC

Develop a partnership with local high school instructors/guidance counselors to promote SBS as a destination for URM students interested in a career in biology. | GEARUP Science Camp

Timeline:

Annually

Success Target:

GEARUP participant increase at least 5%. | GEARUP Science Camp - Summer 2017 – Dr. Len Dobens taught an annual Science Camp r Kansas City, KS high school students (GEARUP Harmon (HS) cluster as part of the GEARUP six-year grants awarded to states and partnerships to provide services at high-poverty middle and high schools. | **Success Target:** Increase SBS retention and persistence rates for URM students by 5%

Note: The current retention rates are on an upward trend.)

Current FTC (Full Time College) URM (undergraduate) in SBS

2014- 34%,

2015 – 32%,

2016 – 33%

2017 – 31%

2018- 30%

GEAR UP

2017 and 2018, 11 URM students in GEAR UP

2018- no funding this year for GEAR UP, which was grant-based and cannot continue without it. | **UMKC School of Biological Sciences**

Tammy Welchert, Jerry Wyckoff, Len Dobens | SBS has no available funds. No funding from IE from system |
| -Grow enrollment of underrepresented students.

-Provide opportunity for FTC students who were denied | Summer program for rising college freshmen unprepared in math.

Measurements of Success | Unable to plan or implement due to budgetary and staffing constraints. | **Success Target:**
• To increase the head count in each freshman class in SCE
• To increase the number of underrepresented in the freshman class, year to year

To reach 33% underrepresented undergraduate students in SCE by 2022 | **UMKC School of Computing and Engineering** | |

admission to SCE upon admission to take Pre-Calculus over the summer and with a high grade, be admitted to SCE for Fall. **Of the 60 FTC students denied to SCE for Fall 2017, at least half were from underrepresented backgrounds due to low ACT math scores.**	• To increase the number of students entering SCE as freshmen • To increase the number of underrepresented students entering SCE as freshmen • To provide the opportunity for FTC students who were denied to SCE upon admission to take Pre-Calculus over the summer and with a high grade, be admitted to SCE for each Fall. (60 FTC students were denied admission to SCE for fall 2017 due to low ACT scores and at least half were from underrepresented backgrounds.) • To increase the number of underrepresented graduates from SCE through interventions including intrusive advising, career counseling and additional academic support				
Create an Department of Education (DOE)sponsore	Implement Department of Education grant with Donnelly College.	Grant awarded (UMKC sub awardee). Curriculum plans	**Success Target:** • To be awarded the DOE sponsored program (Completed: was awarded in October 2017)	**UMKC School of Computing and Engineering**	

d pipeline (2+2) program with Donnelly College

Grow pipeline of successful, underrepresented students into SCE. | **Initiative Goal:**

- To increase the number of underrepresented student matriculating to SCE from Donnelly College, a Hispanic serving institution
- To be awarded the DOE sponsored program | created. Developing recruitment plans but have co-presented at PLTW Teacher-Mentor Days. | - 2018: Donnelly must enroll students to begin the program. The predicted number of student participants is 7-10. Students will transfer once they have successfully completed coursework.
- It is expected that students will regularly enroll in Fall 2021

Measure:

- By number of the Donnelly College 2+2 program students that come to SCE each year. Expect 7-10 students by fall 2021.
- By the awarding of the DOE sponsored program | Marjory Eisenman | |

Seek CAS donor support to increase scholarships for underrepresented students	We currently have 5 endowed scholarships with preference given to minority students. **Measurement of Success**: Increase the total number of endowed scholarships whose purpose is to support under-represented students.	No additional scholarships with a preference given to minority students have been awarded for AY18-19. We are currently working to increase scholarships for this population but it has been a slow path with the current restructuring of scholarships throughout the university.	**Success Target:** 20% (n=1 out of 5) increase in endowed scholarships in the first year, with a longer-term aim of doubling the number of new scholarships within 5 years.	**UMKC College of Arts and Sciences** Development officer/Dean/CAS Scholarship Director	

| Maintain and increase diversity of University College student population | Maintain and Increase Diversity of University College student population

Timeline: ongoing | Provide metrics for last 4 years (x URM, 1st gen, gender, Pell) | *see table below* | **UMKC University College**

Kim McNeley | |

University College Cohort	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Total FTC Students	88	61	89	**75**
Pell Eligibility	44 (50%)	31 (51%)	41 (47%)	37 (49%)
Under-Represented Minority	45 (51%)	30 (49%)	39 (44%)	38 (51%)
First Generation	39 (44%)	34 (56%)	33 (44%)	30 (40%)

Success Target: retain 1005 of URM and 1st generation UCollege student enrolled year to year

Objective 2: To increase the academic success of historically underrepresented/underserved populations.

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
To assess impact and effectiveness of Writing Studio on student retention	Writing Studio: Peer Consultation service to help students with a wide array of writing for the course papers **Target Success**: "Lift in Persistence" or Spring to fall retention for students who use Writing Studio **Time Frame:** ongoing	**Writing Studio** Retention Impact Study – Office of Institutional Research	For Spring 2016 and spring 2017 participants: Overall lift in persistence: 3.7% Black or AA lift in persistence: 11.7% Lift was for students who attended Writing Studio for 3 or more times	**UMKC Provost Office:** Academic Support and Mentoring Cindy Pemberton	
To assess impact and effectiveness of Supplemental Instruction on student retention	Supplemental Instruction: scheduled, voluntary, out of class group, peer-led study sessions driven by students' needs. **Target Success:** "Lift in Persistence" or fall to fall, or spring to fall retention for students who use Supplemental Instruction **Timeframe:** Ongoing	Supplemental Instruction: Impact Study Office of Institutional research	2016- S2018 Overall Lift in persistence: 7.7% Black or AA lift in persistence: 11.7% Hispanic or LatinX Lift: 8.1% Lift was for students who attended Supplemental Instruction for 4 or more times	**UMKC Provost Office:** Academic Support and Mentoring Cindy Pemberton	

Support the retention of Latinx Avanzando Scholars at UMKC through increased programming dedicated to nurturing the Latinx student experience.	**Avanzando Mentoring Program – Leadership Institute** Program is Year-round starting with summer leadership institute **Avanzando Mentoring Program for Latino students**. Program is year-round kicks off with the Summer Leadership Institute	**Avanzando Mentoring Program – Summer Leadership Institute** piloted August 2017 to support sense of belonging amongst students on campus and encourage participation in leadership roles. Seven scholars participated in a 2-day, overnight retreat.	**Student Engagement:** 71% (5/7) of the participants engaged as executive board members for the Association of Latin American Students (ALAS). **Student Engagement:** **Fall 2016- SPR 2017** Of the 72 served: 23 graduated , 4 returned Fall 2017 4 did not return -- unknown factors Overall retention rate of ALL scholars (excluding graduates) to Fall 2017 was 91% **Fall 2017- SPR 2018** Of the 78 served: ❑ 16 graduated in May or August 2018 ❑ 62 returned Fall 2018 Overall retention rate of ALL scholars (excluding graduates) to Fall 2018 was **100%** **Fall 2018** 72 currently served: 67 undergraduates, 10 new students since August 5 Graduate /Professional **Success Target:** Continue to grow engagement in the program and maintain 85% overall retention rate	UMKC Student Affairs Multicultural Student Affairs: Ivan Ramirez, Coordinator Keichanda Dees-Burnett, Director	Received $5230 from Inclusive Excellence Funding for Leadership Institute Summer 2018 after August, so funds will be used for Summer Leadership Institute 2019.

| To support Freshmen and Transfer students during their transition to UMKC | Show-Me Success

Yearly Program-**Now known as the African Americans Cultivating Excellence (AACE) Mentoring Program**

Welcome event for UMKC Freshmen/ Transfer students. Programs, Multicultural Student Affairs Office and other campus resources are highlighted. Students are exposed to student involvement opportunities-This event is followed up by a twice-monthly workshop series on topics identified as barriers to success. | **Program started in 2016 and is ongoing.** | **Fall 2017 data:**
• 104 students participated
• Note: Some of these students will move on to Avanzando or AACE mentoring programs.

Fall 2018 Data: 65 students attended

Student engagement:
Spring 2017 (Pilot)
10 Scholars
   • 50% of ALL participants were retained from Spring 2017 to Fall 2017
Fall 2017
48 total Scholars
   • 96% of ALL participants were retained from Fall 2017 to Spring 2018 (46/48)
   • 17% increase from Fall 2017-Spring 2018
Spring 2018
65 total Scholars
   • 83% of ALL participants were retained from Spring 2018 to Fall 2018 (54/65)
   • 9% graduated (6/65) and 8% (5/65) left the university
   • The overall retention rate for A.A.C.E. from Fall 2017-Fall 2018 is 81%
Fall 2018
85 total Scholars

Success Target: | **UMKC Student Affairs**

Keichanda Dees-Burnett, Director | |

			Maintain a retention rate of at least 85% of Scholars within the A.A.C.E. Program. Note: **African Americans Cultivating Excellence (A.A.C.E.)** This program includes biweekly intrusive check-in meetings; pairing with professional and peer mentors and a series of academic success workshops focused on reading comprehension and other skills, individualized math tutoring, financial literacy enhancement, and cohort connection activities to foster a sense of belonging**.**	
Develop an Early Intervention program.	Early Intervention program - Starting in 2015, students who met criteria were placed on Early Intervention, and met with Advisor Loretta Klamm several times in the Fall Semester.		The students in this process showed significant improvement over the previous process (see Table in SBS report). After one semester, 46% of the 2015 students and 54% of the 2016 students were in good standing by Spring semester of their freshman year. One student did <u>not</u> enroll in Spring in 2016, and 3 students did <u>not</u> enroll in Spring, 2017. However, the overall improvement was significant. URM in Early Intervention Program - For each of 2015 and 2016, the number of African Americans was 4 and the number of Hispanic students was 3.	**UMKC School of Biological Sciences** Loretta Klamm
To improve retention rates for URM students in Biological Sciences	Introduced Biology Studio for Biol 108/109 to provide enhanced academic support.	Program began in Fall 2012.	The goal of the studio is to increase time-on-task, allow students to work independently or collaboratively (based on their preference), and provide knowledgeable assistance at the time the student needs it **Success Target:** Increase in the total number of students advancing to Biology advanced courses	**UMKC School of Biological Sciences** Marilyn Yoder, James Benevides

			URM retention rates have increased ~ 5-10% over past two years.						
			Concomitant decrease in DFW rates of 10-15%.						
			Increase in the total number of students advancing to Biol advanced courses						
			See Table- Early Intervention Program Results (linked in full report)						
Recruitment and Retention	Increase number admitted in UC Bridge program	Provide data to support increase number of student participation in Bridge Program

Table 2 data represent 4 year (2014-2017) FTC, University College population requiring bridge program to improve academic skills. | **University College Cohort** | **Fall 2015** | **Fall 2016** | **Fall 2017** | **Fall 2018** | **UMKC University College**

Kim McNeley | |
			Total FTC Students	61	89	75	74		
			Required Skill Development for Selective Admission Programs	31 (51%)	35 (39%)	38 (51%)	29 (40%)		
			Provisionally Admitted	36 (59%)	45 (51%)	35 (47%)	32 (43%)		
			Success Target: increase enrollment UC Bridge by 5%						

Objective 3: To increase the recruitment and retention of a diverse graduate and professional student community.

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
To increase SOM Representation, Access and Success	-Increase the number of *qualified, competitive URM applicants* to the 6 year BA/MD program, MD program, and SOM grad programs by 10% annually. Summer 2019	For the past 4 years, URM students have made up 18% - 20% of each entering class. 20% of the Summer Scholars who are seniors in high school enroll in the Medical School. Initiatives to increase applications: STAHR Partnership via HRSA Grant, which funds both the Summer Scholars and Saturday Academy pipeline programs.	**Success Target:** achieve 5-10% growth in qualified URM applicants to the B.A. / M.D., M.D. programs. **2016** American Indian/Alaskan Native: 2 Asian (URM): 8 Black: 9 Hispanic: 1 Total: 20 (18%) **2017** American Indian/Alaskan Native: 0 Asian (URM): 4 Black: 7 Hispanic: 11 Total: 22 (21%) **2018** American Indian/Alaskan Native: 2 Asian (URM): 4 Black: 5 Hispanic: 6 Total: 17(13%)	**UMKC School of Medicine** Admission D&I	$20k is URM Scholarship funding from UM System

To increase SOM Representation, Access and Success	Start Hispanic/Latinx student group	Completed: Spring 2018:	**Success Target:** 2017 LMSA began; membership is now 15-20 members	**UMKC School of Medicine**	No UM funding
	The Latino Medical Student Association (LMSA) is designed - to serve the health needs of Latino communities, to ensuring that medical education and services are culturally sensitive to the needs of diverse populations, and to increasing the number of underrepresented minorities entering and completing medical school. -Started Fall 2017			Petra Bicker - ETC	$500 allocated to group form D&I Office
	Develop and implement a SOM mentoring program to support URM students and residents. Participants are divided into six clusters that include faculty, residents, and students -Started program Summer 2018		Completed Summer 2018 The Dean and select administrative staff of the School of Medicine continue to meet with URM students Total members 57: mentors faculty (12), mentor-mentees residents (6), mentor-mentees 5th/6th yr (12) & mentees 1-4 yr students (27) NOTE:The School of Medicine is the coordinating unit for the Strategic Funding Award Initiative, Project ADVANCER (Academic Development Via Applied and Cutting Edge Research) for UMKC undergraduate and graduate and professional students	**UMKC School of Medicine** SOM- D&I Dean of SOM	

Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff	Support the Dental Explorer's Post to allow high school and college students the opportunity to explore the dental profession. **Timeline:** Ongoing Support of program		**Success Target:** Rate of program participants earning acceptance to SoD is above 30% for URM in Dental Explorer Program.	**UMKC Dental School** John Cottrell, Director of Minority Recruitment & Special Programs	

Yearly Participant Data

	2017	2016	2015	2014	2013	Total
Total Participants	17	36	36	15	13	
Afri. A.	3	8	5	5	2	
Hispanic	3	4	3	2	0	
Nati, Am	0	0	0	0	0	
Asian	0	3	3	1	1	
Cau	11	21	25	7	10	
Other	0	0	0	0	0	
DNR	0	0	0	0	0	
Male	5	14	11	5	5	
Female	12	22	25	10	9	
Rural Origin	4	4	3	3	3	
# H.S	17	36	36	15	13	

Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff	Develop a "Minority Recruitment Plan" that is reviewed annually for strategic recruitment initiatives. Increase applicants and matriculants so that entering class represents the racial origin of the		1. Plan developed, updated, and revised for DDS program by Summer 2019 2. Plan annually reviewed and updated. 3. Increase in URM students matriculating into program. 4. Increase in number of applicants as a result of efforts 5. Plan developed for DH program by Spring 2019.	**UMKC Dental School** John Cottrell, Director of Minority Recruitment & Special Programs	

			DDS	Total Historically URM Applicants (include bi-racial URMs)	Total Historically URM Matriculants (include bi-racial URMs)	Total Matriculants		Richard Bigham, Assistant Dean for Student Programs	
population of the State of Missouri.			Entry FS14	106	13 (11.9%)	109			
			Entry FS15	109	14 (12.8%)	109			
			Entry FS16	141	16 (14.7%)	109			
			Entry FS17	113	13 (11.9%)	109			
			Entry FS18	109	13 (11.9%)	109			

Success Target: 16.5 % URM (Black, Am. Indian, Hispanic)

Objective 4: To achieve and retain a more diverse faculty and staff

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
To increase URM faculty at School of Nursing and Health Sciences	To holistically develop a plan of action to recruit and retain faculty Each job position and description has Diversity and Inclusion support and values as part of the description. Annual evaluations have a diversity and inclusion measure as part of the evaluation scoring for each faculty and staff. Diversity and Inclusion is one of three pillars of the SONHS Strategic Plan **Timeline:** ongoing	Job positions and descriptions have been rewritten to incorporate D & I activities HR and IR provide data on progress	**Success Target:** To Increase URM Faculty Applicant Pool by expanding job searches to markets of diverse communities. Will track where jobs are posted. Job searches will expand announcements to sites that are frequented by URM Faculty, in hopes of obtaining a diverse applicant pool. 2017 Demographics staff and faculty: 2% Asian, 8% Black, 4% Hispanic, 80% white, 5% blank Fall 2018 Demographics (UMKC Data Warehouse): 25% of faculty are nonwhite/non-European; 26% of staff are non-white non-European; 38.15% of students are nonwhite/non-European.	**UMKC School of Nursing and Health Studies** Search committees; Associate Dean for Academic programs, HR liaison, Dean	
Increase faculty diversity	Part of all SBS Minority Recruitment plans is to advertise job opportunities on the University of Missouri-Kansas City's School of	New TT and NTT faculty positions were advertised in URM journals and on URM websites.	**Success Target**: Increase each 5% <u>Current statistics -</u> Currently, no SBS faculty self-identifies as URM. In regards to male/female balance, the ratio for	**UMKC School of Biological Sciences**	

	Biological Sciences website, and the University of Missouri-Kansas City's Human Resources website, as well as on websites that are directed to URM applicants. **Measurement of Success**: 1. The NTT gender ratio is appropriate, but female to male ratio can be further increased. 2. More important is to increase URM NTT faculty applications. 3. Future goal will be to increase the number of URM TT faculty applications when a position becomes open.	Recent faculty searches – Our recent postings for faculty in 2016, 2017 and 2018 were posted at the following sites: Chicanos and Native Americans in Science, Hispanics in Higher Education, Blacks in Higher Education, DiverseJobs.com, Chronicles in Higher Education (on-line and print teaser ad), Nature, Science. Our recent posting for staff was posted at the following sites: A specialized journal, the Career builder website, the KC Urban League website, the KC Women's Network website, and the Missouri Full Employment website. Recent actions: In a faculty search in 2016, a URM female was one of those interviewed for the position but her research area was not seen as a good fit. In 2017, three of eleven interviewed applications were women. One of the three successful hires was a woman. The 2018 search is in progress.	tenured/tenure track faculty is 19 men and 4 women (three are tenured, one is a recent hire; one female was denied tenure, one relocated and two other women recently retired). For non-tenured faculty, the ratio is 8 men and 8 women. There are two faculty who openly identify with the LGBTQIA community.	2016 - Marilyn Yoder 2017 and 2018 - Tom Menees Hiring facilitated by Mary Flores	
Continue funding to support broad/inclusive	Our change in instructional faculty of color has decreased from 68 in 2012 to 66 in 2017 (-0.17% change). We will	During the FY18 hiring cycle, the College of Arts & Sciences only hired 1 TT faculty member for the Department	For the FY 18 TT Economics position, advertisements were posted in the following locations:	**UMKC College of Arts and Sciences**	

advertising for open faculty positions to help ensure diverse pool of candidates.	provide strategic financial support to departments as they engage in the faculty recruitment process with the aim of diversifying our faculty. **Measurement of Success**: Number of faculty of color in CAS.	of Economics. Dr. Zhongjin Li was hired for the position. Dr. Li is currently the only female of color in the Department of Economics. For the position, the department advertised in a variety of professional journals in order to solicit a diverse pool of applicants. For the FY19 hiring cycle, the College is hoping to hire 7 new TT faculty. All requests to recruit will be required to contain a Minority Recruitment Plan, which has to be approved by the Title IX / Affirmative Action office.	Diversity.com ($180) AllDiversity.com ($200) Academic Keys ($195) JOE ($200) In order to support broad/inclusive advertising, the CAS Dean's Office pays up to $500 towards advertising in any professional journal. **Success target**: Increase by 7.5% (N = 5) over the next five years. Although this is a modest goal, it represents a substantial proportion of our anticipated new hires over the next 5 years.	Dean/AD for financials	
Search Committee Training 2 hour program which includes one hour on Diversifying the Acadey and Implicit Bias	Search committee training for all search committees; ongoing.	**Count of Search Committee Participants(FY)** FY 17 • 317 Participants • 29 Search Committee Training Sessions FY '18 • 186 Participants • 32 Search Committee Training Sessions	**Success Targets:** Planned Metrics to measure impact of new efforts: • Count of Search Committee Participants in online format • Consistent participation in training • Revisions of the program to include title change to Inclusive Search • Online refresher to be developed	**UMKC Office of Human Resources**	

Institutional Climate and Intergroup Relations

Goal: Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations.

Objective 1: Create a climate that is supportive and respectful and that values differing perspectives and experiences.

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
Promote student success though collaborative events that provide a sense of belonging and opportunities for networking for historically underrepresented students in schools of health professions.	2 completed Fall Welcome Receptions August 22, 2017 August 29, 2018 **Success Target:** Anticipated reception in late August 2019	2 completed Fall Welcome Receptions August 22, 2017 August 29, 2018 Anticipated reception in late August 2019 HHDC convenes annual "Welcome, Meet & Greet" events at the beginning of each academic year (for the last 4 years) for historically underrepresented and underserved populations enrolled as health professional students in SoD, SoM, SoNHS, and SoP.	**Success Target:** Anticipated reception in late August 2019 Past # of attendees : • 2015 – 25 • 2016 – 45 • 2017 – 77 **August 29, 2018 –** **81 attended** Deans, faculty, staff, students, and community partners were represented. SOM = 16 students SOM = 5 Faculty/Staff SOP = 3 students SOP = 5 Faculty/Staff SoNHS= 14 students	**UMKC Hospital Hill Diversity Council** HHDC – Public Relations & Events Committee	$560 – expenses paid evenly from each School and community partners (*Not funded by Inclusive Excellence Funding for 2018 event)

			SoNHS= 8 Faculty/Staff		
			SOD = 20 students		
			SOD = 5 Faculty/Staff		
			Misc/Administration = 2 Faculty/Staff		
			Community Partners = 3 Faculty/Staff		
Require all Finance & Administration staff to complete at least on D&I training annually.	**Initiative:** Continue to offer D&I breakout sessions at CFM annual Staff Development Day and Safety Summit. Expand participation to all of F&A. **Timeline:** 2018 First year program was done in this way. On-going	Measure participation; document in performance appraisal process. CFM included D&I training in staff performance appraisals this FY. In addition, CFM attendees to the 2018 Staff Development Day and Safety Summit were given a general session titled "The OAA & You: How Does The Office Of Affirmative Action Serve Our Campus Community?" given by Sybil Wyatt. In addition, two D&I breakout sessions were given. One titled "The Cultural Self" given by Lona Davenport, and the other "Diversity Scavenger Hunt" given by Shannon Ross.	FY19 - 110 of the total 250 F&A staff attended this FY. **Success Target:** Increase numbers in FY20.	**UMKC Finance and Administration** Bob Simmons/Randy Shingleton	Cost covered by Vendor booth rentals
Require all Campus Police to attend D&I Training annually.	**Initiative:** Campus Police Officers are required to complete courses in Cultural Diversity, Cultural Competency: Racial Profiling/Implicit Bias, Communications & Intrinsic Bias, and Ethical Issues for Law Enforcement and Community Policing in	100% of all 28 Department Police Officers have been through training	**Current Metrics:** % of Complaints by any supervisor of officers discriminating or disrespecting individuals = 0 **Success Target:** 100% participation in FY19. Continue in FY20.	UMKC Finance and Administration Chief Bongartz	

	the 21st Century. The Campus Police Department has an officer on the LGBTQIA Affinity Group Committee and attends LGBTQIA social functions on campus.
	Timeline: On-going
	Measurement: The results of the training are measured by
	  1) Supervisor's observation of officers performing their duties
	  2) By the number of complaints against officers
			100% Participation by all 28 department officers
			
			To not receive complaints regarding officers discriminating against individuals.		

Achieve a more diverse and inclusive undergraduate and graduate student body, faculty, and staff.	Strategically support Admissions, International Student Affairs Office ISAO and all academic units in reaching a diverse and inclusive student body through all recruitment materials, advertising and online/web initiatives.	2017-2018 Meetings with ISAO to discuss international student concerns about coming to the United States. ISAO works with MCOM to develop recruitment strategy.	**Success Target:** Complete by June/July 2019 Development of recruitment vehicles annually, including fall launch of regular recruitment cycle and additional materials for summer recruitment, and other materials as needed.	**UMKC Marketing and Communication** Kim West	
Creating Inclusive Communities for Faculty and Staff	**Regular offerings and inclusion in Supervisory training**	**# of Employee Participants** • 110 participants (FY17)	**Success Target:** Continued Participation and tracking count and feedback	**UMKC Office of Human Resources**	

Offers our campus the opportunity for discussion and dialog that will help create a more open, inclusive environment through facilitated dialogues.	**# of Employee Participants**	**# of Discussion Groups**
		• 5 Groups (FY 17)
		
		# of Employee Participants
		FY '18
		    • 75 participants
		
		# of Discussion Groups
		FY '18
		    • 5 Groups			

Create and maintain a climate that is respectful and supportive	Office of Affirmative Action- Title IX will continue to process AA and Title IX allegations and provide trainings for diversity and inclusion trainings for university search committees		**Success Target:** Continue tracking of reports and trainings
			2017-2018
			# of AA and Title IX reports
			The Office also processed 69 reports alleging discrimination or harassment
			# of Search Committee trainings
			    • 186 Participants, 32 Search Committee Training Sessions
			
			2016-2017
			# of AA and Title IX reports
			    - the Office of Affirmative Action processed 148 Title IX reports alleging discrimination or harassment
			# of Search Committee trainings
			• 317 Participants, 29 Search Committee Training Sessions
				Office of Human Resources	

To use Climate Survey Data to inform DDI Initiatives	**Campus Climate Survey-follow up** Data will continue to be use to inform UMKC goals and initiatives **Timeline:** Ongoing	- 13 Focus Groups conducted in February 2018 - Units were given unit-specific climate data VC of DDI working with Provost and Chancellor to address student, faculty and staff concerns.	**Success Target:** 2018 Staff Council, in collaboration with HR will address Staff Council Proposal to address Climate Survey Staff concerns 2018 Faculty Task Force created to address Faculty of Color concerns of inclusion Office of Student Affairs is developing a plan to increase student sense of belonging	**UMKC** **Division of Diversity and Inclusion** Dr. Susan Wilson, Dr. Makini King, Lona Davenport Faculty Senate Staff Council	
Support the creation of Affinity Groups for UMKC Employees	**Affinity Groups (Employee Resource Groups)** **Timeframe:** Ongoing **Measures of Success:** Number of participants in affinity groups and UMKC initiatives developed by the affinity groups.	2017: Establishment of the Association for Women of Color (AWOC) 2017:Establishment of LGBTQIA FSA	AWOC- 35 members; held a mini-conference in October 2018 with more 50 participants LGBTQIA FSA- 16 members, currently actively recruiting Interest Groups: LatinX, 5+ members currently, actively recruiting Anti-Racism Affinity Group, 15+ members currently, actively recruiting	**UMKC Division of Diversity and Inclusion** Dr. Makini King, Lona Davenport Executive Team for each Affinity Group	IE System Funding $10,000

Objective 2: Provide leadership in inclusion, multiculturalism and globalism throughout the region, state and world.

Education and Scholarship

Goal: Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.

Objective 1: Offer courses, curricula, and learning opportunities at the undergraduate and graduate levels that achieve diversity and inclusion learning goals.

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, inclusion, and social justice.		Create curricula to develop culturally competent, ethical providers and continue to monitor students' multicultural competence. Assessment Strategies Added 2014: Added staff and patient communication station to OSCE (D4) 2015: New standardized patient communication exercise added (D3) 2015: Required Pass on USPHS Office of Minority Affairs Cultural Competency program for Oral Health Providers D3 2016: Required Portfolio entries (projects, faculty rubrics, rotations, and student reflection) for Class of 2017	**Success Target:** New assessment strategies to affirm students develop competence to work in a multicultural environment Curricular approaches 1. Affirm value of cultural competence at orientation 2. D1 and Jr DH session in Ethics course on cultural competence. 3. Communication strategies threaded through Patient Care I and II (D1) 4. Session on using translator in Patient Care I (D1) 5. IPE sessions focus on communicating with cultural competence (D2, D3, DH Jr and DH Sr).	**UMKC Dental School** Dr. Liz Kaz, Associate Dean for Academic Affairs	

		2017: entries all document students' attainment of cultural competence 2018: All assessment strategies mentioned are still in place. We also added a Standardized Patient Communication Competency in the Summer of the D3 year and 94% passed on the first attempt. Last year, it was 89% so moving in a positive direction.	6. Behavioral Science I course has cultural competence concepts threaded throughout (D3) 7. Complete Office of Minority Health's training on Cultural Competence for the Oral Health Professional (D3) 8. Completed Community based rotation (metro and rural) (D3 and D4)		
Increase the competency of the community and university talent pool in diversity, inclusion and equity skills	Offer a certificate program in Diversity, Equity, and Inclusion in FS18 to first cohort aimed at preparing adult learners with knowledge, skills and abilities to become a diversity professional. **Success Target:** Offer to 15 students in inaugural cohort.	Certificate program has developed budget proformas, marketing list, curriculum template and identified instructors and continuing education partner. Currently working on curriculum content.	The certificate program will launch in the fall of 2019 Success Targets: Number of enrollees, number of student completions, increased knowledge and skills based on pre and post evaluations.	**The Division of Diversity and Inclusion and the UMKC School of Education** Donna Davis, Marie McCarther, Susan Wilson	N/A
Keep the Diversity, Equity and Inclusion (DEI) Reading List current by seeking funding support from the Friend of the	DEI Reading List. Ongoing.	FY18: 540 views of the DEI Reading List online. FOL donated $1000 for new materials.	**Success Target:** Revise titles each year on the list annually. For 2017 there are 80 titles on the Reading List. Continue to market Reading List to increase traffic to site.	**UMKC Library** DEI Reading List Committee. FOL Staff Liaison	

Library (FOL) at level or increased funding.			Increase views by 10%	Collection Development	
Offer learning opportunities that achieve diversity and inclusion learning goals	5 hour discussion on Application of Cultural Competence (includes discussion on Implicit Bias) with in the Patient-Centered Care and Ethical Practice Course	Data collected but not analyzed at the time of this report	**Measurements of Success:** Based on the results of a pre/posttest: 1.Recognize one's own potential for bias 2.Recognize impact of biases on patient care 3.Value the need to address personal bias 4.Describe ways to address bias **Measurement**: Students take a survey to measure their explicit bias, a survey to measure their implicit bias, and a survey to see how well they felt they accomplished the objectives of the lecture/discussion. Students also complete the Implicit Association Test (IAT) online. Students are awarded credit if they complete the surveys and the IAT. **Success target**: De-identified answers to survey questions are reviewed/analyzed to assess class level of bias and attitudes towards achievement of class objectives Data collected but not analyzed at the time of this report	**UMKC School or Pharmacy** Instructor teaching and assessing this content	

| Offer learning opportunities that achieve diversity and inclusion learning goals | **Missouri Association for Community Action Poverty Simulation** Annual simulation designed for student to better understand the impact of socioeconomic status and social determinants of health | The Poverty Simulation is partially complete. There are two more sessions scheduled this semester 10/18 and 10/27). Data will be analyzed following these last two session. | **Measurements of Success:** 1) 100% annual participation by year 2 students located in KC and Springfield 2) Enhanced awareness of social determinants of health and support/respect for others with differing experiences **Measurement:** 1) Attendance/participation 2) Improved results/scores from pre- to post- simulation survey of personal beliefs surrounding poverty **Success target:** 1) 100% participation improved survey scores following data review | **UMKC School of Pharmacy** Office of Experiential Education, Office of Academic Affairs) | |
| Intentional selection of and celebration of repertoires from a diverse range of composers, choreographers, cultures, and performers for study and performance throughout curricula. | Implement throughout the 2018-2019 academic year. Performance by the string quartet ETHEL featuring Native American flautist and leading proponent of world music, Robert Mirabal. At the graduate level, we will be offering a Special Topics course that will be available | String quartet ETHEL Scheduled for Feb. 23, 2019 | This has been a successful aspect of our curriculum in the past, but has not been specifically measured. In the previous year, the Olson Fund was used to bring "Sweet Honey in the Rock" to all four UM-System campuses. **Success Target:** • At the undergraduate level, our goal is to introduce students to the work of at least two or more pieces by women composers. We will gather data from Musicianship IV, a course taken by the majority of our majors. | **UMKC Conservatory** All faculty, particularly performance and dance ensemble directors/leaders. | |

Place specific emphasis on works arising from under-represented populations and cultures.	to all MM and DMA students that will address women and gender topics. The goal is to have this course as a permanent part of our graduate offerings.				
Increase number of students participating in Black Studies (BLKS), Latinx and Latin American Studies (LLAS), and Women's, Gender, and Sexuality Studies (WGSS) program/ courses.	**Success Target:** 5 year change, students of color Increase by 97 students of color in 5 years, (% change 2.4%)	We are cross-listing Psych 320 (Ethnic & Minority Perspectives in Psychology) with LLAS. Many of our Spanish courses are cross-listed with LLAS, and our Spanish faculty encourage students to consider their programs and courses. We have begun to establish partnerships with analysts in the Office of Performance Management and the Mayor's Office in Kansas City to provide data science and analytics for various initiatives.	**Success Target:** 5 year change, students of color Increase by 97 students of color in 5 years, (% change 2.4%) NOTE: In terms of the Rubric - we did have a rep from LLAS come to one of our faculty meeting to talk about the Minor, and we have added a cross-listed course with LLAS - Reporting on Latinx Communities. We often teach cross-listed courses with WGSS and taught a new variable topics course, COMM-ST 394: Topics in Gender and Cinema last Spring and will be offering it again Spring 2019. We currently partner with Latinx and Latin American Studies, Black Studies and Women's & Gender Studies. We cross-list courses whenever possible to increase student exposure to diverse subject matter. We also offer "Society and Community Service". The focus; experiential learning i	**UMKC College of Arts and Sciences** Program Directors	

			with student participation in urban community development projects. Student learn about collaborative, networking, problem-solving, and requisite skills to manage successfully a project. Principles of community development are presented to give the student background for understanding the projects visited. We collaborate with local non-profit organizations that represent a diverse population.		
To engage UMKC and Kansas City Community in learning varied perspectives around social justice	**Social Justice Book Lecture Series** Book-in-common for students to read together in their classes during 2017 fall semester, which can inform future class projects Students and community meet the author of book and have an opportunity to engage through dialogue and question and answer session	2017: "They Can't Kill Us All" by Wesley Lowery	2017: 851 Registrants As a result of this lecture, participants strongly agreed or agreed the lecture: • Increased their general understanding of race in the United States (74.72%) • Prompted them to think critically about the historical context of race in the United States (79.64%) • Provided a platform for future reflection, dialogue, and action within our campus and greater communities (86.56%) **Timeframe**: Annually	**UMKC Division of Diversity and Inclusion**	

Peer to Peer Diversity Training	**Diversity Ambassadors**	FY 2017-2018 - Launched Initiative	2018: 535 participants As a result of these Diversity Ambassador Dialogue Sessions: • 88.8% Strongly Agreed or Agreed that they enhanced their skills as a result of Diversity Dialogue Session participation 87.1% Strongly Agreed or Agreed that would recommend these sessions to their peers.	**UMKC Division of Diversity and Inclusion**	IE System Funding $17,000
To highlight the social justice work and scholarship of UMKC students	**Social Justice Scholar Awards**		Total number of students participated: 19 in 2017, and 11 in 2018. Awards were granted to students who exhibited creativity and leadership in their anchor and discourse student learning outcomes, as well as active commitment to promoting social justice on our campus and within our community.	**UMKC Division of Diversity and Inclusion**	IE System Funding $2250
To engage UMKC and Kansas City Community in learning varied perspectives around social justice	**Educate- Organize- Advocate on Civic and Community Engagement**	Fall 2017- Inaugural Year Fall 2018 – Second Annual Conference	2017: More than 250 UMKC Faculty, Staff and Students attended. Held 10+ workshops on social justice and civic engagement. Keynote Speaker Congressman Emanuel Cleaver II **Target:** To hold conference annually with keynote and workshop. More than 300 people registered for 2018 conference were Keynote Speaker was Professor Carol Anderson. IE System Funds supported 2018 Conference and will be used to support 2019 conference.	**UMKC Division of Diversity and Inclusion** **Rhiannon Dickerson, UMKC Communication Studies (Conference Chair)**	IE Funding $10,000

Objective 2: Increase the multicultural competencies and capacities of faculty and staff.

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
Increase the multicultural competencies and capacities of faculty and staff.	**Training** – Embrace Diversity, Communicating respectfully in a Diverse World, The Science of Unconscious Bias, Crucial Conversations, and customized trainings as requested		2018 Attendees: 1119 As a result of these trainings, • 87% of participants agreed or strongly agreed that they enhanced their skills or strategies related to the training • 89.5% of participants would recommend these trainings to others.	**UMKC Division of Diversity and Inclusion**	
Increase the multicultural competencies and capacities of faculty	**Faculty Led Dialogue Groups** **Timeframe: Ongoing**	FY 2017-2018 Completed one year of Faculty Diversity Dialogues with over 250 participants 8 sessions were offered throughout the year on topics such as bias, recruiting URM Faculty, classroom climate, and gender in higher education.	Inaugural year FY 2017-2018 F2018 – Proposed Sessions on International Faculty, MU Protests and URM faculty and students	**Division of Diversity and Inclusion/** Professor Steven Dilks/ Faculty Senate	IE System Funding $15,000

Institutional Infrastructure

Goal: Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity goals in the University Strategic Plan.

Objective 1: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the goals outlined in this framework.

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
Increase Friends of the Library affiliation by people of color	FOL affiliation numbers. Ongoing.	FY18: of 278 who have identified 7% are from underrepresented groups	**Success Targets:** Increase % of URM affiliates % of self-identified affiliates. FY17: 8.36% FY18: 7%	**UMKC Library** Advancement Director. Dean of Libraries	
Ensure Friends of the Library Board has a diverse membership	FOL Board diversity. Ongoing	FY18: 53%	**Success Targets:** Increase and maintain % of URM affiliates FY14: 33% FY15: 33% FY16: 46% FY17: 40% FY18: 53%	**UMKC Library** Advancement Director. Dean of Libraries	
Meet with advisors in diverse high schools to identify the most effective recruitment	**Measurement of Success**: The number of targeted recruitment strategies that are <u>developed</u> and <u>implemented</u> at	The following recruitment strategies/pipeline programs have been established: CJC – Wyandotte High School	Hosted on-campus field trips for nearly 500 students from diverse high schools. Highlighted CAS departments by collaborating with faculty, current CAS students, provided campus tour and CAS recruitment presentation.	<u>**UMKC College of Arts and Sciences**</u> – recruiter	

| strategies for their study body to facilitate and support their postsecondary transition to UMKC | diverse regional high schools. | AUPD – Argentine Middle School (KCK)

Prep KC – Collaboration with KCK, KCMO, and Hickman Mills school districts to host 8 annual on-campus visits, highlighting CJC, AUPD, Communication Studies and Studio Art.

PREP-KC includes six school districts that are made up of 46 percent low-income students and 47 percent students of color

Long term planning for a partnership with the Kauffman School begun FA2018 | **Success Target**: To conduct a needs assessment with faculty/staff at two high schools, develop tailored recruitment plans that addresses the unique needs of their study bodies, and pilot the recruitment plans in the two schools this in the 2017-2018.

Longer-term (i.e., in the following 3-5 years) measurements of success will include the number of students recruited/school. Future measurements of success will be based on an evaluation of our baseline number of students/school and increases in the number of students recruited per school over time. | **UMKC College of Arts and Sciences Dashboard** | |

Community Engagement

Goal: Leverage the University's mission as a statewide system of institutions to improve outcomes and reduce disparities for historically underrepresented and underserved populations in Missouri and in global outreach efforts.

Objective 1: Increase outreach to historically and underserved/diverse populations throughout Missouri

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
To engage UMKC and Kansas City Community in learning varied perspectives around social justice	**Pride Lecture Series** **Martin Luther King Jr. Lecture Series** **Chavez Lecture Series**	2017 Pride Lecture : Staceyann Chin 2017 Pride Lecture: Sister Souljah 2017 Pride Lecture: Christine Chávez	**Pride Lecture** 2017: 217 Registrants As a result of this lecture, participants strongly agreed or agreed the lecture: • 100% of participants strongly agreed or agreed that this lecture helped them recognize the value of LGBTQIA community at UMKC, • Increased their understanding of sexual orientation and gender identity (96.42%) • Empowered participants to be more aware of LGBTQIA issues (96.55%) **Timeframe**: Annually **King Lecture** 2017: 1177 As a result of this lecture, participants strongly agreed or agreed the lecture: • Motivated participants to take action to change attitudes, behaviors, policies, and/or	**UMKC Division of Diversity and Inclusion**	

			systems to create a more equitable society (95.93%)		
			• Committed to having dialogues about issues raised during this lecture with their communities (96.85%) **Timeframe**: Annually Chávez Lecture 2017: 171 registrants • 97.14% agreed or strongly agreed that this event encouraged them to advocate for civil rights in a way in which they are passionate. • 97.15% agreed or strongly agreed that this event provided an opportunity to explore the historic and current day contributions of the Latinx community **Timeframe**: Annually		
Serve the community through in-house counselor training agency, the Community Counseling and Assessment Services (CCAS)	Maintain the general percentage of clients who fall below the poverty line and who identify as people of color.	Continue to operate CCAS which serves low-income clients from diverse backgrounds on a sliding scale basis.	**Success Target**: Continue to provide services to community for roughly the same total number of clients from year to year. In the 2016-17 year, clients accessed services, with 38% of clients falling below the poverty line and 27% of clients identifying as people of color. In the 2017-18 year, 226 clients accessed services, with 35% of clients falling below the poverty line and 29% of clients identifying as people of color.	**UMKC School of Education** Julie Kohlhart, Chris Brown	N/A

Increase the number of community participants in the annual African-American Read-In (AARI).	African-American Read-In. Ongoing	Counts are total attendees. No count of community participation collected through 2018. FY 2015: 38 attendees FY 2016: 60 attendees FY 2017: 45 attendees FY 2018: 66 attendees	**Success Target**: Increase participation by 10% annually	**UMKC Library** AARI Planning Team.	
Increase the number of community participants in the annual Celebrating International Students.	Celebrating International Students. Ongoing	Counts are total attendees. No count of community participation collected through 2018. 2014: China—60 attendees 2015: India—75 attendees 2016: Saudi Arabia--250 attendees 2017: Vietnam--150 attendees 2018: Africa—65	**Success Target**: Increase participation by 10% annually	**UMKC Library** Celebrating Int'l Students Planning Team.	
Over 50% of all programs sponsored by the Library or the Friends of the Library in a year will reflect topics that increase multi-cultural awareness and/or address aspects of diversity.	Library programs. Ongoing.	FY18: Programs (FY18 total=9; diversity = 78% of programs were D & I related): • African-American Read-In • Social Justice Book Discussion • Celebrating Int'l Students • Celebration of Self: Women Creating Identity with Beads, Brushes, and Dung • Conversations about Cuba • Reaction or Riot? Understanding 1968 in Kansas City	**Success Target**: Maintain # of programs, 9 total and continue to track attendance at events.	**UMKC Library** Libraries: Advancement and Special Collections staff	

		• Film screening of the documentary, *Chavela*			
Enhance diversity and inclusion climate by focusing on advisory board diversity.	Identify and solicit potential advisory board members with business and civic organizations from underrepresented groups. Identify and solicit 2 advisory board members from underrepresented groups per year over the next 3 years	Three c-suite executives from underrepresented groups have been asked to participate on our advisory board. Issues critical to advisory board diversity has been discussed within advisory board meetings. Issues relating advisory board size addressed to allow efforts to recruit new members from underrepresented groups.	Current advisory board racial composition: 16% non-white (9% African-American, 3% Hispanic, 4% distributed across multiple categories). **Success Target:** Work to achieve 20% underrepresented board members and volunteers within 3 years.	**UMKC Bloch School of Business** Leadership Team, Department Chairs, Advisory Board Leaders	
Increase the diversity of the Chancellor-level diversity councils.	**African-American Leaders Council** (AALC), **Hispanic Advisory Board** (HAB), **Chancellor's LGBT Council** **Time line:** Ongoing	The AALC and HAB are both very representative of the populations they serve. However, the LGBT Council can improve its diversity. Last year, five new members were added to the LGBT Council – one White, one Hispanic, and three African American.	**Success Target:** Continue to track, enhance and maintain diversity of council 2017 70% LGBT 93% White 6% African-American 3% Hispanic 37% Women 60% Men 3% Transgender 2018 68% LGBT	**UMKC Advancement** Curt Crespino, VC for Advancement/Joe Constantino, Director and Special Asst. to the Vice Chancellor	

			80% White 14% African-American 6% Hispanic 48% Women 46% Men 6% Transgender		
Increase number of faculty, staff, and students participating in training from 768 participants (2017-2018) to 850 (2018-2019).	Safe Space Training and LGBTQIA 101 Workshops	Requested data from new UMKC admissions application on number of students who answered yes on the LGBTQIA self-identity question to better scale programs and services for LGBTQIA Students.	**Success Target:** Continue to provide and track trainings **Participation:** **2015-2016** • Provided 14 Safe Space trainings for 167 participants • Provided 21 LGBTQIA 101 Workshops and Classroom Visits to 706 Participants **2016-2017** • Provided nine Safe Space trainings for 122 participants • Provided 23 LGBTQIA 101 Workshops and Classroom Visits to 616 Participants **2017-2018** • Provided 11 Safe Space trainings for 177 participants • Provided 19 LGBTQIA 101 Workshops and Classroom visits to 591 participants.	**UMKC Student Affairs** LGBTQIA Programs and Resources: Kari Jo Freudigmann, Assist. Director Todd Wells, Director, OSI	

To support distribution of Diversity and Inclusion efforts to internal and external constituents	Continue quarterly e-newsletter for the Division of Diversity and Inclusion to be sent to internal and external audiences.	Ongoing FY19	**Success Target:** New format has launched and will continue.	**UMKC Marketing and Communication** MCOM working with D&I	

| Engage diverse populations in STEM.

Expand access for female students to stem fields through partnerships with KC STEM, including Girls in Tech and Mentor Makers. | Continue work to expand access for female students through partnerships.

Measurement of Success:

Increased female enrollments in SCE.

Measure:

-By number of female students contacted through various interactions with SCE in a given year
-By number or percentage of women coming to SCE each year

Note: Over 500 high school girls are involved with these initiatives and many SCE faculty and students serve as mentors and leaders | Mentor Makers connected SCE students and women in the STEM community from Central Exchange.

Girls in Tech Hour of Code was held in December 2017 with Grandview Middle School. | **Success Target:** To have continually increasing significant and meaningful interactions with female HS students through 2022
• To have a population of 28% women in SCE by 2022

Mentor Makers: first event—eight students; 10 mentors.

Girls in Tech—11 SCE students and alumni participated.

Data for underrepresented students in SCE/undergraduate:
F15: 27%
F16: 29%
F17: 31%
F18: 34%

Data for women in SCE/all students:
F15: 23%
F16: 23%
F17: 22%
F18: 22% | **UMKC School of Computing and Engineering**

Various SCE staff | $100 |

| Serve as a leader in STEM education in the metropolitan area. | KC STEM Alliance, a part of SCE, indirectly impacts more than 70,000 K-12 students in the metro area with STEM education or co-curricular activities.

Measurement of Success:

Increased domestic student enrollment with stable or increased percentages of women and underrepresented students | Continued support received through Kauffman Foundation and industry partners at $1.1 million per year. | F17: 60,000 students reached
F18: 70,000 students reached

Total domestic undergraduate population:
F15: 793
F16: 893
F17: 910
F18: 945

Success Target:

• To incrementally increase our HS (classroom) visits by 20% each year until 2022
• To have 1750 domestic undergraduates in SCE by 2022 (The growth will accelerate after our new Engineering Education and Research Center is built.)
• To have a population of 28% women in (undergraduate and graduate programs) SCE by 2022 (AY 16-17 – 23%)

To have a population of 33% underrepresented undergraduate students in SCE by 2022 (AY 16-17- 28%). | **UMKC School of Computing and Engineering**

Martha McCabe | |
| Community Engagement | **Women of Color Leadership Conference** | Conference Occurs Yearly | 2018 Attendees: 393
• As a result of this conference, participants strongly agree or agree that:
  • Beneficial and met their needs (88.12%)
  • Learned new skills (84.62%)
Timeframe: Annually | **UMKC Division of Diversity and Inclusion** | |

| Community Engagement | **Women of Color - High school Collegiate Connection Day** | Conference Occurs Yearly | 2018 Attendees: 313 attendees, 24 schools

• As a result of this conference, participants strongly agree or agree that:
   • Improved their leadership skills (93.44%)
   • Strengthened their belief and understanding of themselves (96.72%)

Timeframe: Annually | **UMKC Division of Diversity and Inclusion** | |

Objective 2: Provide leadership in inclusion, diversity, and equity in throughout state

Goal	Initiative with timeline	Completed action items	Metrics (baseline and current)	Person Responsible	Expenditures (note if using IE funding from System)
Continue to demonstrate leadership and economic impact by consistent, strong performance within the UM System in MBE, WBE, DBE and SDVE supplier diversity participation rates for design and construction	**Initiative:** UMKC consistently exhibits leadership among other UM campuses in supplier diversity (MBE, WBE, DBE and SDVE) participation rates. **Timeline:** On-going through FY19	UMKC FY18 Design and Construction Activity Including Supplier Diversity Participation: Design: Total Dollar Amount of AE Contracts: $1,997,988 Total MBE (Percentage): $457,020 (22.9%) Total SVDE (Percentage): $13,000 (0.7%) Total Other BE (Percentage): $149,600 (7.5%) Construction: Total Dollar Amount of Construction Contracts: $24,120,961	**Success Target:** Continue to exhibit leadership and economic impact by consistent strong performance within the UM System in this area in FY19. UMKC's Supplier Diversity Participation guidelines per construction project value are as follows: High profile projects: 25%MBE / 10% WBE, Veteran, and DBE / 3% SDVE Projects greater than $500,000: 15% MBE / 10% WBE, Veteran, and DBE / 3% SDVE	**UMKC Finance and Administration** Chad Bristow, Randy Shingleton and Campus Facilities Management	

| | | Total MBE (Percentage): $4,109,344 (17%) Total SVDE (Percentage): $17,070 (0.1%) Total Other BE (Percentage): $746,735 (3.1%) | Projects between $100,000 and $500,000: 20% Combined MBE, WBE, Veteran, and DBE / 3% SDVE | | |

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[i] Burke, W. (2013). *Encyclopedia of management theory: Organizational development* Sage Publication