

2012-2017

EQUITY ACTION PLAN



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A Message from Vice President Alfreda Brown:

We are at a pivotal point in achieving diversity and inclusion goals at Kent State University. The Five-Year Equity Action Plan (EAP), “Charting Our Future” has guided us well. It provided a successful, solid foundation for diversity and inclusion efforts throughout the university. We have achieved success in nearly all ascribed 24 challenges listed in the plan. Most importantly, our innovative assessment measure, known as Transformative Institutionalized Progression (TIP) became the goal for measuring our success. We worked to ensure each challenge was met with a change strategy that is transformative in nature, never to return to the old process that did not work as well, or that the change brought new energy and revitalization as a better way of doing, thinking and achieving. Secondly, the initiative must be sustained or institutionalized so that it has a home in which a department, college or division passionately takes it on, integrated into their efforts of success. Third, the initiative must have a progressive nature, meaning that it develops gradually over time, to include our division check points for the first three years, which is a continuous measurement for effectiveness. We utilized the abbreviated version TIP’d (tipped) to indicate the measurement of assessment for each initiative in our final report.

During the fourth year of the EAP process, President Beverly Warren was chosen as our 12th President. Under her leadership, a new vision entitled, “A Strategic Roadmap to a Distinctive Kent State” became the new standard for measuring university success. The Strategic Roadmap includes five university level initiatives (ULIs): students first, a distinctive Kent State, global competitiveness, regional impact and organizational stewardship. As UDAC embraced the goals of the Strategic Roadmap, it was clear that the EAP process was in sync with intended outcomes. For this reason, this report links EAP successes with those of the ULIs.

The University Diversity Action Council (UDAC) and the Student Diversity Action Council (SDAC) has worked tirelessly with the Division of Diversity, Equity and Inclusion to bring progressive change throughout the university. I am very pleased with our group of supporters who represent colleges and divisions from every facet of the university. I thank all members of UDAC and SDAC who continuously go beyond the call of duty in bringing change to areas of challenge. We are indeed excited to share this five-year report with you. Of course, our work is never finished. UDAC and SDAC are now working on goals aligned with the University Strategic Roadmap: A Distinctive Kent State. Diversity and inclusion is our passion and it is certainly making a difference at Kent State University!

-Alfreda Brown, EdD

Introduction

In fall of 2012, The Division of Diversity, Equity and Inclusion created Kent State University's first Equity Action Plan. The Equity Action Plan contained goals and measurable outcomes designed to promote fairness and inclusive values for all members of the Kent State family, and more specifically, to increase opportunities for underrepresented and underserved groups.

The Equity Action Plan shared expectations for institutionalized, sustainable efforts that are inclusive in nature and intermingled with unit, divisional and Regional Campus diversity goals. The plan had direct impact on all colleges and divisions and across all constituencies, including students, faculty, staff, administration, alumni and the wider community. The Equity Action Plan was evaluated annually by a diverse team of university members with the purpose of ensuring the success and impact diversity has on Kent State's mission, vision and core values.



University Diversity Action Council 2015-2016

Highlights

- **The University Diversity Action Council (UDAC) was realigned in 2010** to support the Division in implementing the diversity mission and equity action plan. UDAC serves as the highest leadership council for university-wide diversity matters. For more information about UDAC, please see Appendix A. An extension of UDAC, the Student Diversity Action Council (SDAC), was formed in 2015 as a student-led committee with goals similar to UDAC, but specific to student involvement.
- **The Division implemented the Diversity Scorecard (2010)**, which supported the Equity Action Plan to aid in the development and assessment of diversity initiatives and programming, with a primary focus on African American, Latino American and Native American populations. The Diversity Scorecard was adopted by Kent State as the university articulated what the aggregated aspirational goals (i.e., access, retention, excellence) would be university-wide for underrepresented faculty, staff and students. In addition, colleges, divisions and regional campuses established their individual unit diversity and equity goals for success.
- **The Equity Action Plan (2012) took into consideration four dimensions:** Student Access Recruitment, Retention and Success (Green Team); Education and Scholarship (Blue Team); Institutional Accountability (Red Team); Institutional Climate, Culture and Community Relationships (Yellow Team). These dimensions were based on a similar framework created by The Campus Diversity Initiative Evaluation Resource Project Office at Claremont Graduate University.* It is cyclical in design as each diversity dimension is connected to provide a continuous plurality of institutional diversity success.
- **The Equity Action Plan addressed 24 university-wide themes and tasks** and listed a number of action initiatives that targeted each theme and/or task. The Equity Action Plan also highlighted assessment metrics for each initiative, which were systematically and regularly monitored and evaluated. For a full list of the themes and tasks, please see Appendix B.

*Smith, D. (2004) The campus diversity initiative: Current status anticipating the future.

Diversity Mission, Vision, Values & Action Statements

Fall 2012 - Spring 2017

The nucleus of the Equity Action Plan is found in the mission, vision, values and action statements of the Division of Diversity, Equity and Inclusion.

Mission: The Division of Diversity, Equity and Inclusion is committed to the creation and nurturing of a diverse community of individuals through inclusive excellence. Diversity recognizes the value of differences and the inclusion of all members of the community including those that experience discrimination or underrepresentation. This is a core value of the university as Kent State makes every effort to build a culturally diverse student body, faculty and staff that reflect the multicultural regions of Ohio, the nation and our world; bringing unique strengths and abilities that contribute to our pursuit of inclusive excellence in action.

Vision: The Division of Diversity, Equity and Inclusion envisions national and international recognition for inclusive excellence in action. At Kent State University, inclusive excellence is manifested in individual and collective actions, grounded in equity considerations of fairness, justice and integrity. These actions transform, create, sustain and further enhance an environment that is conducive to the success of all. The Kent State community embraces the history and contributions of all people and cultivates sensitivities to thoughts, feelings and experiences different from one's own, while supplying and promoting the supporting curricula to achieve these priorities.

Values:

- A diverse student body, faculty, staff and administration.
- A student-centered university that acknowledges student success as a top priority.
- The pursuit of knowledge through diverse traditions and inclusive efforts.
- Accountability and action towards the success and management of diversity.
- A welcoming environment that encourages diversity of thought, continuous personal growth and academic attainment for all members of the Kent State University family.
- Engagement and collaboration across difference.
- A focus on inclusive excellence in everything that we do.

Action Statements:

- Serve all members of the university.
- Promote the Kent State University mission and excellence agenda by implementing programs, processes and policy recommendations that work toward sustaining an inclusive, nondiscriminatory, welcoming and highly productive workplace and learning environment.



PURPOSE OF THIS REPORT:

*To examine the impact
the University Diversity
Action Council (UDAC)
has made in achieving
what was outlined
in the Equity Action
Plan (EAP)*



Results/Action Initiatives Implemented

Members of the University Diversity Action Council (UDAC) were divided into four dimensions or subcommittees that were aligned and delineated from four goals of the University's Strategic Plan. UDAC's dimensions followed by the University's objective it represents include: 1) Institutional Climate, Culture and Community Relationships (Engaging with the World Beyond Our Campuses) - Yellow Team; 2) Student Access, Recruitment, Retention and Success (Ensuring Student Success) - Green Team; 3) Education and Scholarship (Enhancing Academic Excellence and Innovation) - Blue Team; and 4) Institutional Accountability (Developing and Recognizing Our People) - Red Team.

Definitions:

Transformative Institutionalized Progression (TIP)-

Transformative Institutionalized Progression is the descriptive measurable outcome from the varied initiatives within the Equity Action Plan. TIP is defined as dramatic change, within a unit or process, that is sustainable over time. The ultimate goal for each initiative is to drive transformative change that becomes institutionalized as a new practice.

Priorities & University Level Initiative (ULI)-

Priorities and initiatives set forth by the university's strategic roadmap.

Green Team

Diversity Dimension: Student Access, Recruitment, Retention and Success

This dimension focused on greater inclusion and success of historically underrepresented student groups. It addressed the challenges for broader underserved student populations by providing access to greater opportunity that enhanced academic goals across the eight-campus system. The main area of focus for this dimension was recruitment and retention, to help underrepresented students enter, persist and graduate from the university.



Action Initiative #1 Global Scholars Program

Theme/Task - Retaining a diverse student body.
 - Promote the development of multicultural/global competence teaching and learning programs among members of the Kent State community. (This theme is under the Education and Scholarship dimension. This initiative allowed for overlap in this dimension.)

Transformative The Global Scholars Program is available for all undergraduates and will provide an opportunity to develop and strengthen intercultural and global learning competencies. The program will require related coursework plus the students will be required to participate in co-curricular and experiential learning engagements. Among these types of experiences are study abroad, international conferences, mentoring international students, and domestic-based projects that focus on international communities. Five learning outcomes of those who participate in the program are as follows: Cultural Self-Awareness, Cultural Perspective Taking, Global Self-Awareness, Understanding Global Systems, and Cultural Diversity.

Institutionalized This initiative is housed in The Office of the Provost

Progression A goal is to prepare graduates to make positive contributions to our increasingly global and intercultural world. The program supports retention of international students as well as those who participate in the program.

Priority and ULI 3.2 Global Competitiveness: Enhance the internationalization of the university through programmatic and partnership engagement.

Action Initiative #2 Advocates Program

Theme/Task Retaining a diverse student body.

Transformative The Advocates Program pairs underrepresented students with a faculty, staff, peer, or community advocate with the goal to provide support and empower undergraduate underrepresented students. The students meet with their advocate to problem solve and create strategies for academic success.

Institutionalized This initiative will be sustained in four areas across the university:

- The Student Multicultural Center (SMC) adopted the model as the first department.
- The Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Student Center received grant funding to conduct the Queers United to Encourage and Support Transition (QUEST) mentorship program.
- The Office of Planning, Assessment, and Research (PARM) established an Advocates program for students with Autism Spectrum Disorder (ASD).
- The Salem campus launched an advocates program to serve veterans and students identifying as LGBTQ+.

Progression The participation of students in these programs support higher retention and graduation rates, which is the metric for the annual assessment of these programs.

Priority and ULI 1.1 Students First: Enhance and expand student success programs system-wide to improve retention and graduation rates.



Blue Team

Diversity Dimension: Education and Scholarship

This dimension reflected the mission of the university to prepare all of its students to thrive in a pluralistic society and in an increasingly linked global community. Areas of focus were financial and academic scholarship, teaching and learning strategies focused on multicultural competencies, and infusing diversity into the curriculum, all of which addressed diversity concerns based upon the educational and scholarly role of the university.



Action Initiative #1	Cultural Competency Training
Theme/Task	Promote the development of multicultural/global competence teaching and learning programs among members of the Kent State community.
Transformative	Two cultural competency training programs have been established. One focuses on training for the entire university community and the other targets incoming graduate students. These training programs review the fundamental principles of communication that encourages respect for diverse perspectives, beliefs, opinions and individuals.
Institutionalized	The Diversity, Equity and Inclusion (DEI) Education and Training Lab was developed and has grown exponentially offering training across the 8 campus system as well as the local community. Graduate Studies continues a version of the initial program which focuses on training graduate students.
Progression	The cultural competency trainings support the understanding of interpersonal and intrapersonal communication differences; developing the basics of culturally competent communication skills; and, ways to communicate inclusively.
Priority and ULI	<p>1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff systemwide.</p> <p>3.2 Global Competitiveness: Enhance the internationalization of the university through programmatic and partnership engagement.</p>
Action Initiative #2	Diversity Statement in Syllabi
Theme/Task	Infusing diversity across the curriculum.
Transformative	The creation of a diversity statement to be inserted into class syllabi that would be a positive step to more explicitly remind students of university policies towards equity, access, and diversity on campus. Since 2013, the statement was written to reflect the commitments and policies towards diversity and inclusion across the university. A subsequent statement was vetted by university lawyers and the University Ombuds.

Institutionalized	The statement has been used by Adolescent and Young Adult Education (ADED), the Secondary Masters in Teaching Programs, and other faculty in Teaching, Learning and Curriculum Studies (TLC) and across Education Health, and Human Services (EHHS). The EHHS Diversity Committee ultimately chose not to suggest the statement be used college-wide since there are other, similarly themed diversity-type statements used by colleagues throughout EHHS.
Progression	A diversity statement in class syllabi supports a positive step to more explicitly remind students of university policies towards equity, access, and diversity on campus.
Priority and ULI	<p>1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff systemwide.</p> <p>2.3 A Distinctive Kent State: Implement a "Great Place Initiative" that prioritized attention to the diverse human element of the university.</p>
Action Initiative #3	Diversity Research for Regional Faculty (Grants)
Theme/Task	Increase support for Regional Campuses with a specific focus that addresses challenges associated with uniquely defined diverse populations.
Transformative	The establishment of grant funding and support for diversity research at regional campuses.
Institutionalized	Three faculty grantees selected to receive funding and support were from the Trumbull, Stark, and Salem campuses. The Division of Diversity, Equity and Inclusion (DEI) will continue to provide mini-grant funding for this initiative.
Progression	The development of financial and support opportunities for faculty to develop culturally competent curriculum and to enhance the academic environment while supporting students to thrive in a pluralistic society and an increasingly linked global community.
Priority and ULI	<p>1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff systemwide.</p> <p>2.3 A Distinctive Kent State: Implement a "Great Place Initiative" that prioritized attention to the diverse human element of the university.</p>

Red Team

Diversity Dimension: Institutional Accountability

This dimension united the first three dimensions simultaneously to help build and sustain a successful, diverse and inclusive university, holding leadership accountable across the span of the university. The focus included: the professional development and recognition of faculty, staff and students, particularly as it relates to diversity; implementing measures to increase the recruitment and success of diverse faculty and staff hires; support initiatives to diversify university advisory boards; support the advancement of women, particularly in science, technology, engineering and mathematics disciplines; support growth in supplier diversity efforts, and the coordination and monitoring of organizational change that supports university wide diversity goals.



Action Initiative #1	Trailblazer and Unity Award for Diversity
Theme/Task	Increasing recognition and rewards for faculty and staff.
Transformative	The Trailblazer and Unity Award for Diversity recognized the outstanding diversity efforts of individuals, departments and divisions throughout the university system. The Trailblazer Award is awarded to an individual and the Unity Award for Diversity is given to a unit or department.
Institutionalized	Oversight of the awards will be sustained as part of the Annual Martin Luther King Jr. (MLK) Celebration through the work of the awards selection subcommittee.
Progression	The recognition of faculty, staff and university departments who have demonstrated a commitment to diversity, equity and inclusion promotes a diverse and inclusive workplace and workforce, which is key in positioning the university for success in an increasingly global environment.
Priority & ULI	<p>1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff systemwide.</p> <p>2.3 A Distinctive Kent State: Implement a “Great Place Initiative” that prioritized attention to the diverse human element of the university.</p> <p>2.4 A Distinctive Kent State: Tell Kent State University’s compelling story through execution of a national strategic communications plan.</p>
Action Initiative #2	Student Diversity Action Council (SDAC)
Theme/Task	<ul style="list-style-type: none"> - Coordinating organizational change to support unit diversity goals. - Diversifying university leadership, advisory boards and mid-level management across all colleges and divisions, inclusive of but not limited to, women and underrepresented populations.
Transformative	The Student Diversity Action Council (SDAC), a student-led diversity-focused committee, serves as the student voice and perspective to the administration in regard to campus issues related directly to diversity, equity and inclusion.

Institutionalized	SDAC and its work have been aligned with that of the University Diversity Action Council with direct supervision from the Office of the Vice President for Diversity, Equity and Inclusion.
Progression	Involving students in high-impact educational experiences ensures student success and engagement.
Priority & ULI	<p>1.2 Students First: Adopt a student engagement strategy that enhances learning through increased participation in high-impact experiences.</p> <p>1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff systemwide.</p> <p>3.1 Global Competitiveness: Increase enrollment of international students and enhance their engagement in campus life.</p>
Action Initiative #3	Diversity Toolkit
Theme/Task	<ul style="list-style-type: none"> - Creating and implementing guiding principles for managing diversity. - Coordinating organizational change to support unit diversity goals.
Transformative	The Diversity Toolkit served as an aide for First Year Experience instructors in developing course curriculum designed to promote fairness and inclusive values for all.
Institutionalized	Several contents in the diversity toolkit have been adapted for FYE course instruction in the colleges of Business Administration and Communication and Information.
Progression	Implementing programs, processes and policy recommendations that work toward sustaining an inclusive, nondiscriminatory, welcoming and highly productive workplace and learning environment promotes the university’s mission and vision.
Priority & ULI	1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff systemwide.
Action Initiative #4	Resource Directory for Spectrum
Theme/Task	<ul style="list-style-type: none"> - Retaining a diverse workforce. - Providing leadership initiatives for accommodating a diverse workforce. - Creating and implementing guiding principles for managing diversity. - Coordinating organizational change to support unit diversity goals.
Transformative	A directory for LGBTQA+ faculty and staff is in development in partnership with Spectrum, an employee resource group, as a resource guide of gay friendly establishments in the local Kent area.
Institutionalized	This initiative will be sustained as part of Spectrum and has become part of their annual work.
Progression	Creating a welcoming and inclusive environment reflective of all dimensions of diversity (i.e. gender, physical abilities, religious beliefs, income, sexual identity and/or expression) increases a sense of belonging.
Priority & ULI	2.3 A Distinctive Kent State: Implement a “Great Place Initiative” that prioritized attention to the diverse human element of the university.

Action Initiative #5 Staff Onboarding

Theme/Task	- Retaining a diverse workforce. - Providing leadership initiatives for accommodating a diverse workforce. - Creating and implementing guiding principles for managing diversity. - Coordinating organizational change to support unit diversity goals.”
Transformative	The staff onboarding initiative supports the long term success of employees in order to increase job satisfaction and retention.
Institutionalized	This initiative will be sustained as part of the Division of Human Resources work in maximizing employee effectiveness and enhancing workplace climate.
Progression	Successful onboarding plays a vital part in new employee retention, support and success.
Priority & ULI Action	2.3 A Distinctive Kent State: Implement a “Great Place Initiative” that prioritized attention to the diverse human element of the university.

Initiative #6 UDAC Membership Recognition

Theme/Task	Increasing recognition and rewards for faculty and staff.
Transformative	The annual UDAC recognition acknowledged the significant work of subcommittees and highlighted the individual work of team members as a way to engage, enrich and foster a sense of community and commitment to the work amongst members.
Institutionalized	This initiative will be sustained as part of UDAC and has become part of council’s annual work.
Progression	Honoring the work of UDAC members and teams communicates the value of diversity work to Kent State and the departments that UDAC members represent.
Priority & ULI	2.3 A Distinctive Kent State: Implement a “Great Place Initiative” that prioritized attention to the diverse human element of the university.

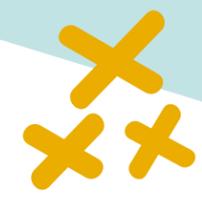
Action Initiative #7 Diversity Supplier Outreach

Theme/Task	Increasing supplier diversity efforts.
Transformative	Diversity supplier workshops that provide information and training for business managers and interested faculty/staff members at regional campuses. Diverse suppliers of goods and services to the university community benefit not only the company but also the greater Kent State community.
Institutionalized	The Supplier Diversity Office within the Procurement Office is the home for this initiative.
Progression	Increasing diversity suppliers expands and aligns strategic corporate partnerships as part of the greater regional impact of Kent State University.
Priority & ULI	4.3 Regional Impact: Expand and align strategic corporate partnerships systemwide.

Yellow Team

Diversity Dimension: Institutional Climate, Culture and Community Relationships

Institutional climate refers to the campus environment with its prevailing attitudes, standards or environmental conditions of various groups within the university community. The goal is to understand the perspectives and needs of the campus community through biannual campus climate assessments, and to create supportive environments by way of building community, trust and credibility for all groups, to include internal and external partners of the Kent State University family.



Action Initiative #1 Diversity Tab (homepage link)

Theme/Task	Communicating a shared mission and vision statement on inclusive values.
Transformative	Diversity crosses all aspects of the university community, thus having a tab off the homepage of the Kent State University website increases and supports communication of the Kent State diversity message and ensures all know they are welcomed here.
Institutionalized	Through University Communications and Marketing (UCM) a tab was placed on the menu of the homepage in fall 2016. UCM will continue to ensure the tab remains easily accessible from the homepage.
Progression	In alignment with the “Great Place Initiative” this link show the priority of the diverse human element of the university.
Priority & ULI	1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff system wide. 2.3 A Distinctive Kent State: Implement a “Great Place Initiative” that prioritized attention to the diverse human element of the university.

Action Initiative #2 Community & University Connections

Theme/Task	Forging strategic community and alumni partnerships that add significant value.
Transformative	Kent State University is part of a great City of Kent community. Increasing the connections between the community and the university will benefit our students, staff and faculty as well as the broader community.
Institutionalized	The Office of Government and Community Relations works with the Division of Diversity, Equity and Inclusion’s (DEI) Training Lab to offer cultural competency workshops with the City of Kent in addition to the university system.
Progression	Enhancing and advancing the university/community engagement efforts aligns with the regional impact of Kent State in the greater community and will increase the corporate partnerships throughout the region.

Priority & UL	2.3 A Distinctive Kent State: Implement a “Great Place Initiative” that prioritized attention to the diverse human element of the university. 4.2 Regional Impact: Enhance and advance, systemwide-university/community engagement efforts. 4.3 Regional Impact: Expand and align strategic corporate partnerships systemwide.
Action Initiative #3	Male students of color outreach
Theme/Task	Create a welcoming and inclusive environment reflective of all dimensions of diversity.
Transformative	Focusing on the diverse human elements of our men of color at Kent State increases student awareness and support thus retaining our students. Through strategic networking, workshops and programming during the semester, men of color are supported and given the opportunity to grow.
Institutionalized	The Male Empowerment Network (M.E.N.) at the Student Multicultural Center (SMC) continues to provide effective engagement for men of color.
Progression	This initiative supports the students first ULI by enhancing programming that improves retention and graduation rates as well as increasing participation in high impact experiences.
Priority & ULI	1.1 Students First: Enhance and expand student success programs systemwide to improve retention and graduation rates. 1.2 Students First: Adopt a student engagement strategy that enhances learning through increased participation in high-impact experiences.
Action Initiative #4	TRIO Program Connections
Theme/Task	Incorporating global perspectives into all initiatives.
Transformative	The federally funded TRiO Programs (TRiO) throughout the country identify and provide services for individuals from diverse backgrounds including low income and first generation college students through outreach and student services to increase success in college. Alumni of middle and high school level TRIO programs self-identify on their admissions application in order to continue to support those students during their time at Kent State University. Additionally, staff from the five TRIO programs housed at Kent State are able to connect with each other and the students they serve to increase sustainability goals.
Institutionalized	Working with admissions and the university, a question was added to the application in order to track students who self-identify as alumni of TRIO programs. Directors of the five TRIO programs at Kent State connected to develop an advocacy plan to support one another and work towards sustainability goals for their programs.
Progression	These connections align with the first strategic priority around enhancing and expanding student success programs to improve retention and graduation rates.
Priority & ULI	1.1 Students First: Enhance and expand student success programs systemwide to improve retention and graduation rates.
Action Initiative #5	Green Dot Bystander Engagement Movement
Theme/Task	Communicating a shared mission and vision statement on inclusive values.

Transformative	Green Dot is a movement, a program, and an action that strives to prevent and reduce power-based violence at Kent State by engaging students as active bystanders who step in, speak up, and interrupt potential acts of violence. The aim is to create a strong Green Dot structure and presence on all campuses and increase the number of certified educators to assist in reaching capacity of Kent State University.
Institutionalized	Educators of the Green Dot skills based workshop are faculty and staff from across the university. The Office of Sexual and Relationship Violence Support Services chairs the Green Dot movement and works with educators and committee members in spreading the Green Dot message and creating culture change around gender-based violence.
Progression	Green Dot engages students, faculty and staff in creating a healthy and safe university community.
Priority & ULI	1.2 Students First: Adopt a student engagement strategy that enhances learning through increased participation in high-impact experiences. 4.2 Regional Impact: Enhance and advance, systemwide, university/community engagement efforts. 5.1 Organizational Stewardship: Create a healthy campus initiative that prioritizes the health and wellness of students, faculty and staff.
Action Initiative #6	Regional Campus Diversity Outreach
Theme/Task	Create a welcoming and inclusive environment reflective of all dimensions of diversity.
Transformative	A Regional Campus Diversity Outreach Initiative Plan was created to develop a framework for building and promoting a more inclusive community grounded in the understanding of diversity, and reflective of the broad demographics the Kent State system serves.
Institutionalized	Oversight of the initiative is being sustained within the Division of Diversity, Equity and Inclusion as part of the work of the Office of Diversity and Inclusion Leadership.
Progression	Developing and implementing initiatives designed to make diversity priority system-wide aids in creating an inclusive campus and promotes a sense of belonging.
Priority & ULI	1.4 Students First: Strengthen diversity and the cultural competence of students, faculty and staff systemwide. 2.3 A Distinctive Kent State: Implement a “Great Place Initiative” that prioritizes attention to the diverse human element of the university.
One-Time Initiative	Gay Games
Theme/Task	Forging strategic community and alumni partnerships that add significant value.
Transformative	A large-scale fashion event, Garment Games Inclusion by Design, connected to the Gay Games 9 international event in Cleveland, August 2014. The event focused on messages of inclusion, awareness of LGBTQ resources and community partners as well as allowed senior fashion design students to design the opening games outfit for the GG9 chairs.
Institutionalized	This one time event brought together the Kent State University and greater Cleveland community in an initiative that supported the LGBTQ community and brought regional attention to the work of Kent State University’s fashion school.
Progression	This initiative engaged members from within the university and the greater community in a high impact way.
Priority & ULI	1.2 Students First: Adopt a student engagement strategy that enhances learning through increased participation in high-impact experiences. 4.2 Regional Impact: Enhance and advance, systemwide, university/community engagement efforts.

Conclusion

Diversity is an exciting journey, which is only successful when everyone is brought along equally. The Equity Action Plan provided the infrastructure for Kent State University's pursuit of greatness. It brought together powerful initiatives that shaped the way we live and learn at Kent State. Through this action plan, the Division of Diversity, Equity and Inclusion led Kent State in implementing the university's highest values: fairness and respect for individuals and their ideals; opportunities for underrepresented and underserved groups; an inclusive student body and work place; academic and research excellence by way of inclusive values; and measurable initiatives in place to ensure progress in diversity, equity and inclusion.



Appendix A University Diversity Action Council (UDAC)

The members of the University Diversity Action Council (UDAC) consist of Kent State students, faculty, staff and administrators from a wide range of disciplines, job categories and divisional units. All eight Kent State campuses are represented, and the council meets monthly. During the 2011-2012 Academic Year, UDAC provided input for the Equity Action Plan (EAP) and aided in developing the aforementioned diversity mission, vision and values and action statements. UDAC provided leadership and oversight in implementing and assessing the EAP.

The Role and Mission of the University Diversity Action Council (UDAC)

1. Provide advice to the Vice President of Diversity, Equity and Inclusion (DEI) on diversity matters.
2. Serve as a leadership council for university-wide diversity related matters.
3. Collect relevant data and communicate diversity progress from colleges and divisions.
4. Ensure that the diversity initiatives of colleges and divisions translate the university-wide strategic diversity action plan.
5. Serve as an advocate for the diversity agenda at Kent State University.
6. Attend a monthly meeting or arrange for an alternate to attend if not available.

Representatives/Terms/Attendance:

1. Representatives: Two representatives are appointed from each area (colleges, staff units, campuses).
2. Terms: Primary and alternate representatives (2 year terms each). Deans/Vice Presidents appoint representatives.
3. Attendance: The primary representative is expected to attend each UDAC monthly meeting. If the primary representative is unavailable, then the alternate representative should attend. In addition to monthly UDAC meeting, individual subcommittees may decide to have additional meetings.

Appendix B Equity Action Plan Themes and Tasks

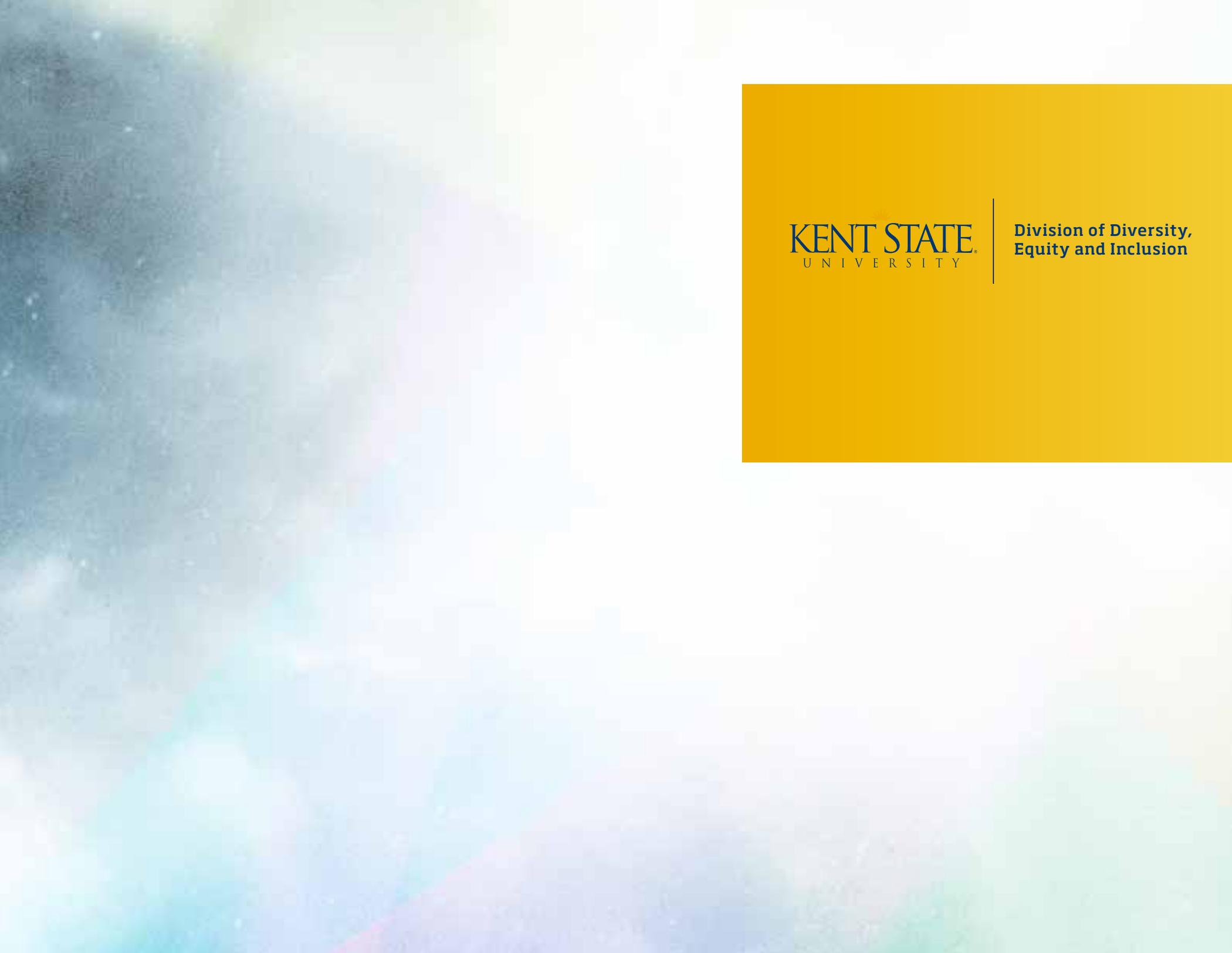
1. Communicating a shared mission and vision statement on inclusive values.
2. Creating a welcoming and inclusive environment reflective of all dimensions of diversity (i.e., gender, physical abilities/qualities, religious beliefs, income, sexual identity and/or expression).
3. Forging strategic community and alumni partnerships that add significant value.
4. Incorporating global perspectives into all initiatives.
5. Recruiting a diverse student body.
6. Retaining a diverse student body.
7. Increasing annual persistence rates for underrepresented and underserved groups.
8. Increasing six-year graduation rates for underrepresented and underserved groups.
9. Creating new learning paradigms.
10. Developing a curriculum that fosters United States and global cultural competencies.
11. Infusing diversity across the curriculum.
12. Promoting the development of multicultural/global competence teaching and learning programs among members of the Kent State community.
13. Broadening the academic participation of Women and African Americans, Latino Americans and Native Americans in science, technology, engineering and mathematics (STEM).
14. Creating specifics for funding scholarships targeting underrepresented and underserved students with financial need.
15. Increasing support for Regional Campuses with a specific focus that addresses the challenges associated with uniquely defined diverse populations.
16. Recruiting a diverse workforce.
17. Retaining a diverse workforce.
18. Providing leadership initiatives for accommodating a diverse workforce.
19. Creating and implementing guiding principles for managing diversity.
20. Coordinating organizational change to support unit diversity goals.
21. Continuous assessment and communication of diversity programming and projects.
22. Increasing supplier diversity efforts.
23. Increasing recognition and rewards for faculty and staff.
24. Diversifying university leadership, advisory boards and mid-level management across all colleges and divisions, inclusive of but not limited to, women and African, Latino, Asian and Native American populations.



Learn more about DEI and read a personal message from the Vice President, Alfreda Brown here:

<https://www.kent.edu/diversity/about-us>





KENT STATE
UNIVERSITY

**Division of Diversity,
Equity and Inclusion**