![EAB]

How To Cultivate Equity-Mindedness On Campus

A Look at Northern Kentucky University's Training Curriculum

Your Presenters

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Questions?

Throughout the presentation, feel free to submit questions through the chat

Technical Difficulties?

Email MClark@eab.com if you're having trouble viewing slides

Campus Leaders' Beliefs

Leaders, although well intentioned, must audit their unconscious bias. What is valued or believed from leadership regarding equity?

Campus Leaders' Actions

Leaders must demonstrate these values and beliefs in their behavior, appearance, language and tone of voice.

Institutional Culture

What are the shared values and ethics of the collective? How is this demonstrated in what people experience at your institution?

Systemic Oppression

How does the socio-historical context influence the structures, social interactions, laws and norms at your institution?

Institution-Wide Transformation Is Required

Mission Critical — Failing to make progress on racial justice harms students, faculty, staff, and communities

Financial Sustainability — Addressing racial inequity is a differentiator amid changing demographics and enrollment decisions
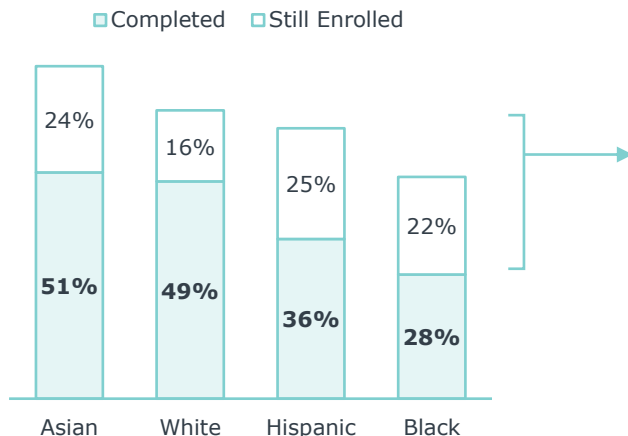
Current Climate — Failing to commit to racial justice progress now puts institutions at risk of being left behind

Schools Must Address Systemic Racism to Be Competitive in the 2020s

Six-Year Outcomes[1] by Race and Ethnicity
Students Starting at Two-Year Public Institutions, 2014

□ Completed   □ Still Enrolled

24%	16%	25%	22%
51%	**49%**	**36%**	**28%**
Asian	White	Hispanic	Black

How Do Racial Inequities Manifest?

Societal
System of public policies and institutional practices that perpetuate racial inequality

Institutional
Structures, policies, and practices within organizations that allow inequities to persist

Interpersonal
Bias and racial discrimination expressed between individuals and groups

Personal
Personal beliefs, ideas, and prejudices internalized by individuals

Why We Must Act Now

Critical to Institutional Mission

Critical to Institutional Reputation
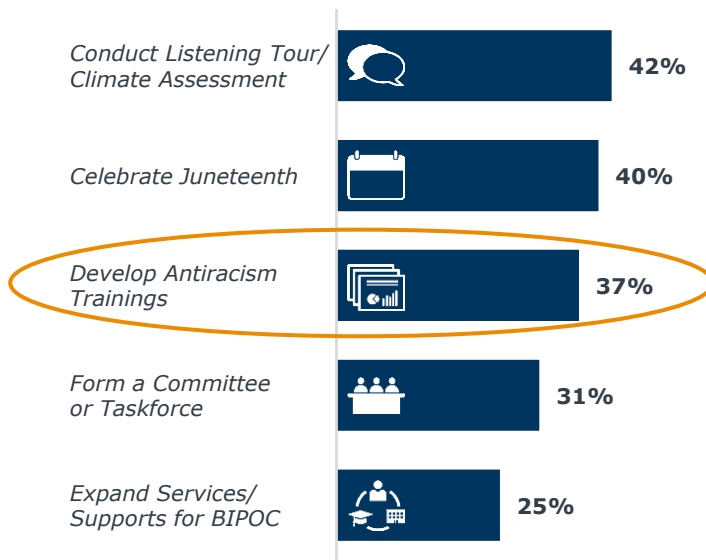
Critical to Financial Sustainability

1) "Completion" means any degree at any institution. "Still Enrolled" means still enrolled at any institution

Institutional Statements Lack Interconnected Strategies

Commitments in Our Comfort Zone

Percentage of Statements with Action Items that Include Commitment to:

Conduct Listening Tour/ Climate Assessment	42%
Celebrate Juneteenth	40%
Develop Antiracism Trainings	37%
Form a Committee or Taskforce	31%
Expand Services/ Supports for BIPOC	25%

How to Make DEI Work This Time Around

Ensure Success By Investing in Continual Education Programming

Harvard Business Review

Why Diversity Programs Fail

Forbes

This Is Why Diversity Training Programming Does Not Work

INSIDE HIGHER ED

Don't Mistake Training for Education

What Colleges Should Consider Instead

✔ Use Trainings to Inform and Support New Processes, Policies, and Procedures

✔ Build Your Capacity to Create In-House PD and Expertise

✔ Monitor, Measure, and Share Results of DEI Progress and Strategy

Source: EAB research and analysis.

Northern Kentucky University

Background

Midsize comprehensive commuter university
Highland Heights, KY

11,868 undergraduate students
2,600 graduate students

Challenge

- Increasingly diverse student population
- Staff and faculty desire "student-ready" skillset

Opportunity

- Become student-centric
- Increase inclusivity on campus
- Increase the diversity of the student body
- Recruit diverse faculty and staff

Pilot Program with Diversity Office Evolves Into Cross-Campus Training

Master Advisor Training*
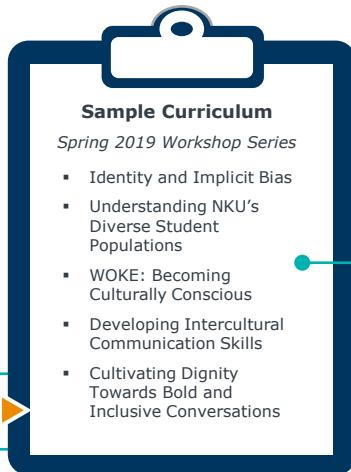*Professional Development Track*

Advisor of Distinction

Senior Master Advisor

Master Advisor

Cultural Competency Distinction
Supplemental Certificate Training

*Recertification is required every three years.

Sample Curriculum

Spring 2019 Workshop Series

- Identity and Implicit Bias
- Understanding NKU's Diverse Student Populations
- WOKE: Becoming Culturally Conscious
- Developing Intercultural Communication Skills
- Cultivating Dignity Towards Bold and Inclusive Conversations

NKU NORTHERN KENTUCKY UNIVERSITY

Certification Requirements:

4 90-minute expert-led workshops

1 NKU approved diversity-related experience
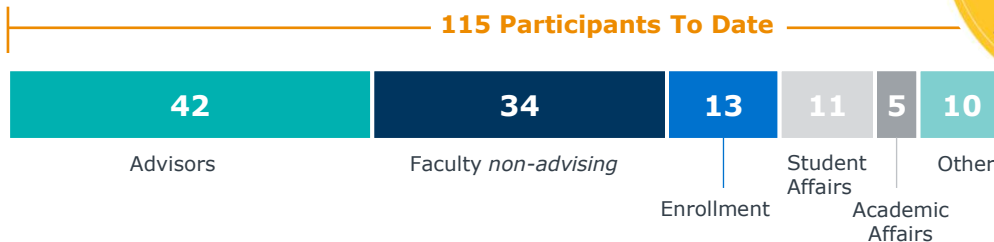
1 Personal reflection on the experience

Learn more about NKU's Master Advisor Training

Training Attracts Faculty and Staff From Across the University

DISTINCTION IN CULTURAL COMPETENCE

NKU

MASTER ADVISOR PROGRAM

Cultural Competency Workshop Attendees, *2018 to present*

———— 115 Participants To Date ————

42	34	13	11	5	10

Advisors | Faculty *non-advising* | | Student Affairs | | Other

Enrollment

Academic Affairs

Certificate Program Grows in Popularity

63%
Of attendees are from across the institution

50%
Growth in popularity over the previous year, 2018

100%
Attendee workshop satisfaction

100% Satisfaction,
And a Desire for Further Dialogue

Attending the series was eye-opening

These sessions really had me thinking!

This was an inspiring way to dive deeper into personal reflection and dialogue about identity…

I began to realize that it is way too easy to develop implicit bias

I hope…[to] grow each day into a better advocate and ally

I hope to continue engaging in dialogue…

[T]his is a journey that I will continue to travel both within myself and with my community

I really enjoyed different perspec[tives] these sessions!"

I have already implemented suggestions given during the workshops

I was unfamiliar with equity versus inequality

This…gave rise to a deeper personal reflection and questioning regarding my own teaching and testing practices…

Our society is ever changing; therefore, our knowledge of cultural competence should change with it

Being more aware of all aspects of person's identity helps me as an advisor better navigate how I interact with student

1 **Identify Skill Gaps** Among Staff

2 **Garner Support** from Campus Leadership & Experts

3 **Expand Upon Prior Learning** to Further Equity Efforts

4 Provide Continuing Equity Education to **Foster Ongoing Conversations**

Where Across Our Students Journey Do, They Encounter Resistance?

Investigate Your Student Data

Enrollment, Retention, and Persistence

Major/course progression
High impact practices (HIPS) participation

Support Services

Utilization analysis
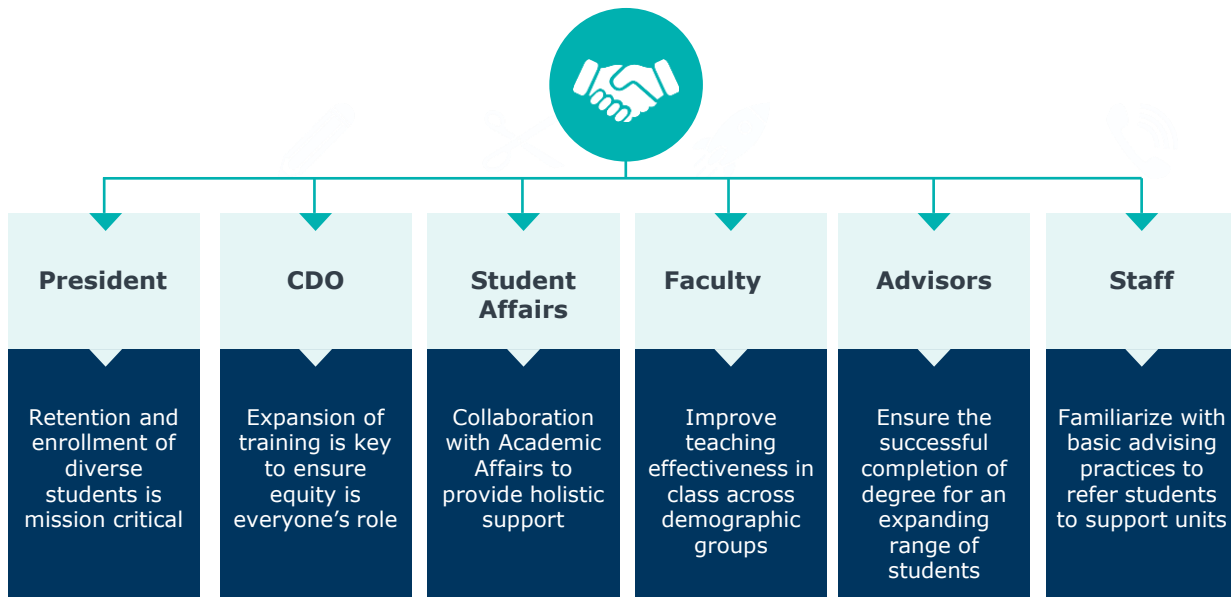*Post advising/support office evaluations*

Classroom Evaluations

Course grading analysis
Student feedback

Garner Support From Campus Leaders

Student Success is Everyone's Mission, and Equity is the Key

President	CDO	Student Affairs	Faculty	Advisors	Staff
Retention and enrollment of diverse students is mission critical	Expansion of training is key to ensure equity is everyone's role	Collaboration with Academic Affairs to provide holistic support	Improve teaching effectiveness in class across demographic groups	Ensure the successful completion of degree for an expanding range of students	Familiarize with basic advising practices to refer students to support units

Expand Upon Prior Trainings To Further Equity

NKU's Content Moves from Individual Awareness to Institutional Action

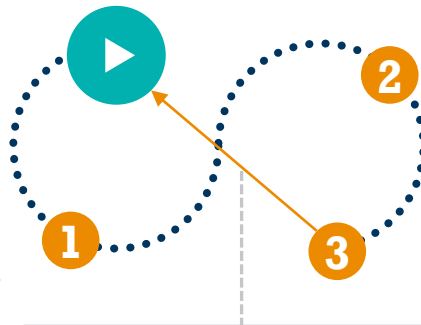**Consult and enlist the help of campus experts**

CDO, faculty, or community-based organizations

Determine concepts, frames, and tools

e.g., dignity, implicit bias, intersectionality, and micro resistance

②

Map skill gaps to relevant content

Utilize feedback from campus surveys, and other data available on campus

①

③

Evaluate feedback and revise curriculum to reflect need

Use a diverse group of workshop presenters

Share and showcase in-house expertise across Social Work, Sociology, Student Affairs, Counseling, and Wellness, and other areas

Offer sessions during Fall and Spring terms

Update topics to address evolving campus needs

Provide multiple ways for colleagues to participate

MASTER ADVISOR PROGRAM Spring 2019

Cultural Competence in Advising Workshop Series

CULTURAL COMPETENCE IN ADVISING SERIES
Back by popular demand! This spring, the Master Advisor Program in Norse Advising and the Office of Inclusive Excellence will offer another opportunity to earn Master Advisor Certification or Re-Certification with a special distinction in cultural competence. During the spring semester, a 6-part series will be offered for any advisor, faculty, or staff member interested in learning more about cultural competence and its relation to advising practices.

Individuals who attend 4 or more of the 6 workshops and attend a diversity-related experience,* (see notes below) can obtain Master Advisor Certification* or Re-Certification, and their certificate will include a special distinction in cultural competence.

Identity, Implicit Bias, and How it Impacts Advising
January 30th 3:00PM-4:30PM in SU 109
Facilitated by Kathleen Roberts and Frank Robinson
As a background for this workshop, individuals should view the TED Talk: The Danger of a single story by Chimamanda Ngozi. This workshop will provide personal insight to our own story, implicit bias, and to help us understand cultural identity.

Understanding NKU's Diverse Student Populations
February 7th 3:00PM-4:30PM in UC 375 (UC Ballroom)
Panelists: Dannie Moore, Bonnie Meyer, Cindy Knox, Leo Calderon, François Le Roy, Carlous Yates, & Lori Wright
This workshop will provide attendees with more information about NKU resources and supporting units that serve various diverse populations of students on campus. Learning outcomes include intersectionality, and understanding the unique needs of our students to assist our offices towards becoming more inclusive.

Developing Intercultural Communication Skills
February 13th 3:00PM-4:30PM in UC 135
Facilitated by Lewatis McNeal and Kathleen Roberts
This discussion will help advisors become more equipped to begin dialogues in advising practice with individuals of other cultures and backgrounds, and to sharpen active communication skills to enhance student conversations.

Woke: Becoming Culturally Conscious
February 21st 3:00PM-4:30PM in UC 135
Facilitated by Brandelyn Tosolt
This interactive workshop compliments the series by allowing space for dialogue around concepts introduced in past sessions, discuss the psychological phenomenon that contributes to our biases, as well as equipping individuals to be more conscious and aware of issues such as power, privilege, and stereotype threats.

Cultivating Dignity Towards Bold & Inclusive Conversations
March 1st 3:00PM-4:30PM in SU 109
Facilitated by Kathleen Roberts & Frank Robinson
Supported by the book, "We Can't Talk about that at Work" by Mary-Frances Winters, this interactive workshop will provide tools that will give you the courage and confidence to engage in challenging conversations with others about race, religion, politics, and other bold topics.

Unpacking Cultural Competence Workshop
March 6th 3:00PM-4:30PM in SU 108
Facilitated by Frank Robinson and Judy Voelker
This final workshop in the series will provide case studies around previously developed concepts to allow practical application opportunity for attendees, introduce inclusive habits, and strategy for how to reinforce inclusiveness in our daily practices while serving a diverse population of students.

*Important Notes:
- To obtain certification or re-certification with Distinction in Cultural Competence, a final "diversity related experience" will be required for those seeking this distinction:
  - Attend one program around diversity initiatives. This can be at NKU or in the community.
  - Write a personal reflection for submission to the Master Advisor Committee regarding what you learned from the workshop series and program (*at NKU or approved community program)
- New individuals obtaining certification must still attend the 2 day Master Advisor Seminar
- If you attended any of these workshops in the fall, they can count towards the 4 workshops needed for completion. Contact Megan LaDow (ladowm1@nku.edu) if you need to verify which workshops you previously attended.

Learn more | [Cultural Competence Education Series]

Moving Beyond Initial Opportunity and Adapting to New Needs

Cultural Competency Curriculum

Informed by newly-created diversity goals, this year-round curriculum will be designed for the entire campus community

Data-Informed Discussions

Leveraging quantitative and qualitative data on students, faculty and staff can use practical concepts & tools in their daily interactions

Self Guide to DEI Training

Building out an implementation guide for their campus & others highlighting their process and steps to move forward

Moon Shot for Equity

- Created a foundation for the future work of Moon Shot
- Practices will inform future curriculum offerings
- Harness the campus knowledge from prior year to drive progress and culture change on campus

Coordinated Work Inside Institutions and Across Regions

Strategy and Operations
- Leverage technology for timely and equitable support
- Audit holds and revise institutional policies
- Offer retention grants and revise financial aid strategy
- Provide coordinated care across departments

Campus Climate
- Conduct climate assessments and analyze data to inform and reform initiatives

Faculty and Staff
- Train leaders in effective change management
- Provide equity-focused professional development

Institutional Culture
- Foster student belongingness

Student Enrollment
- Revise admission and testing policies

Curricular & Co-Curricular Experiences
- Align math requirements
- Use meta-majors
- Create transfer pathways
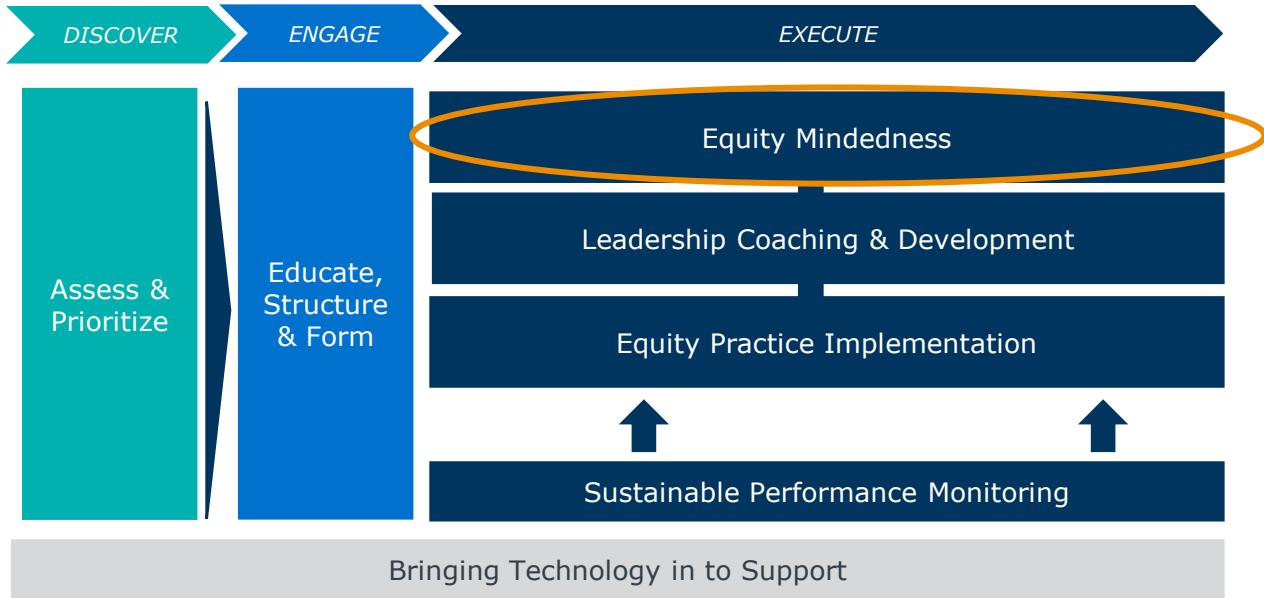- Offer college-level gateway courses
- Create academic degree maps

Community Partnerships
- Form and strengthen relationships with CBOs to diversify efforts
- Offer pathways for adult learners

Our Initial Project Phases

DISCOVER → **ENGAGE** → **EXECUTE**

Assess & Prioritize	Educate, Structure & Form	Equity Mindedness
		Leadership Coaching & Development
		Equity Practice Implementation
		Sustainable Performance Monitoring

Bringing Technology in to Support

------------------- **Leveraging Variety of "Resources"** -------------------

EAB Toolkits/Playbooks   EAB Technology Support   Community Advisory   National Mentors

EAB Experts   EAB Research Examples   Institutional Experts   Convenings

EAB