



CAEP Evidence Documentation

Evidence Item	WKU EPP Diversity Plan WKU University Diversity, Equity, and Inclusion Plan 2017
Standards/Themes Addressed	3.1, Diversity
Description	The attached WKU EPP Diversity Plan was developed to complement and work in conjunction with the broader WKU-wide Diversity Plan, recently approved by the Kentucky Council on Postsecondary Education. Data related to EPP Diversity Plan goals will be reviewed annually by the Director of the Office of Professional Educator Services, appropriate department heads, and presented to the Professional Education Council.



Educator Preparation Program Diversity Plan

Original Draft: July 21, 2017
Professional Education Council Adoption Date: TBD

CONTEXTUAL INFORMATION & OVERVIEW

In its last Institutional Report (IR) in 2009 under the NCATE umbrella, the WKU Education Profession Provider (EPP) reported that nearly 10% of candidates at both the initial and advanced preparation levels were from diverse, typically underrepresented backgrounds. Although the percentage was well below the 17% average of diverse students across the WKU campus, the EPP was able to boast that “WKU stands out as enrolling nearly three times the numbers of students of color in our teacher preparation programs and successfully preparing and graduating two to four times as many students of color” (NCATE IR 2009, p. 79).

Unfortunately, as with most educator preparation providers nationwide, WKU EPP enrollments have substantially declined, with students from diverse backgrounds disproportionately represented in this decline. It should also be noted that earlier NACTE IR reported enrollment numbers were managed internally, whereas numbers used in this Diversity Plan are based on data submitted to and then reported by the Education Professional Standards Board (EPSB) (see Appendix: Tables 4 and 5). As can be seen, for several years running WKU EPP initial preparation programs have hovered around mid to lower single digit percentages of diverse students entering (Admission) and exiting (Completion) these programs. The numbers mirror the percentages of diverse teachers in the districts that surround WKU but certainly do not reflect the diversity of the P-12 student population in these school districts, particularly for Warren County (Student Diversity = 29.7%) and Bowling Green Independent (Student Diversity = 44.3%) schools where WKU is located (see Appendix: Table 6).

Over a 14-month process coordinated through the WKU Office of the Chief Diversity Officer, members selected from the WKU President’s Diversity and Embracement Committee just completed development of a “WKU Diversity, Equity, and Inclusion Plan” that establishes goals to recruit and support high-quality applicants from a broad range of diverse populations. Recently reviewed and approved (July 19, 2017) with minor revisions by the Kentucky Council on Postsecondary Education, the plan contains recruitment strategies, action items, and specific goals related to three areas:

- Opportunity – Recruitment and Enrollment of Diverse Students
- Success – Student Success (as measured by 1st-2nd year retention; 6-year graduation rate; degrees conferred)
- Impact – Campus Climate, Inclusiveness, and Cultural Competency (including racial/ethnic faculty/staff diversity)

Additionally, the WKU College of Education and Behavioral Sciences (CEBS), where most but not all of the WKU EPP programs reside, is also developing a Strategic Plan that includes activities and targets related to attracting and retaining students from diverse backgrounds. It is anticipated that some of its goals and activities may align with and complement this WKU EPP Plan.

This WKU EPP Diversity Plan was developed to complement and work in conjunction with the broader WKU-wide Diversity Plan. Targets presented reflect planned efforts for the WKU EPP to outpace WKU in its growth of diverse students toward the goal of WKU EPP diversity percentages mirroring those of WKU as a whole. This plan will be presented to the WKU School of Teacher Education and the EPP Professional Education Council for review, refinement, and adoption. Upon adoption, data related to EPP Diversity Plan activities and goals will be reviewed annually by the Director of the Office of Professional Educator Services, appropriate department heads, and presented to the Professional Education Council for continued refinement of efforts toward meeting targets.

CURRENT EFFORTS THAT WILL CONTINUE

As reported in other WKU CAEP self-study report documents, all WKU EPP programs include systematic (and documented) activities and experiences to ensure candidates are prepared to help all students learn. More specific to recruiting candidates from diverse backgrounds, the EPP continues its efforts through the state-supported Minority Educator Recruitment and Retention (MERR) Loan Forgiveness (formerly “MERR Scholarship”) program and the Minority Teacher Recruitment Center (MTRC), housed within the Office of Professional Educator Services (formerly the Office of Teacher Services). To promote the MERR program and MTRC services, throughout the year the MTRC coordinator visits middle and high schools, as well as community colleges, to discuss education careers and make students aware of available scholarship dollars. The coordinator also participates in college fairs, open houses, and “Head for the Hill” events, and hosts student groups on campus. The coordinator also directs the Young Male Leadership Academy, and works with local Educators Rising chapters in an effort to “grow our own” future educators from diverse backgrounds. Such efforts typically bring in additional 12 or more diverse students per year. Additionally, both MTRC, the Center for Literacy, WKU School of Teacher Education, and other WKU units provide workshops and tutoring for students struggling to pass EPSB required CASE and Praxis tests.

In past years, WKU received funding to participate in the American Association of Colleges for Teacher Education (AACTE) Black & Hispanic/Latino Male Teachers Initiative Networked Improvement Community (NIC) program. Through NIC, WKU EPP-related faculty and staff were introduced to three drivers: **Recruitment, Retention, and Induction Support**. Although this funding has ended, the NIC work informs the WKU EPP Diversity Plan, and it is anticipated that those faculty and staff involved in this foundational work will be prepared to help lead many of the efforts outlined in this plan.

NEW INITIATIVES

Opportunity - Recruitment and Enrollment of Diverse Students

The WKU Diversity, Equity, and Inclusion Plan has established four key strategies toward recruiting and enrolling students from diverse backgrounds:

1. Actively pursue underrepresented high school juniors and seniors by cultivating relationships with families, target high schools, and community agencies.
2. Demonstrate to students, parents, guardians, or other support individuals the relationship between degree attainment and a career pathway.
3. Implement a web of recruiting through Affinity Groups.
4. Implement *Application Fee Waiver Day*.

For each strategy, the Plan provides a list of actions to be carried out and groups responsible for these actions (see Tables 1a-c). For this WKU EPP Diversity Plan, additional columns have been added to the original Plan to show how the WKU EPP will partner with these actions. Strategies where “None” is listed for the WKU EPP should be interpreted as no specific actions could be identified. For all strategies, the WKU EPP will provide general support for the WKU plan as needed. Note that strategy 4 was deemed not applicable to the WKU EPP.

Table 1a. Strategies and Actions for the Recruitment and Enrollment of Diverse Candidates – Strategy 1

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Obtain a listing of service region high schools and identify key personnel to create opportunities to speak to URM students, low income students, and their families or support persons	<ul style="list-style-type: none"> • Service region high schools • WKU admissions multicultural counselor • Enrollment Management (admissions, financial aid) • Academic and Student Affairs Representatives • Peer journey coaches through the Division of Student Affairs • Student Employment/Work Study Program 	1. Accompany enrollment management staff to meet with students and parents and introduce them to education career opportunities	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator • Service region high school guidance counselors
2. Host Multicultural Preview Day to inform high school students and communities about WKU (in target communities and on WKU's campus)		2. EPP faculty and staff provide support and set up an information booth at the Preview Day	
3. Expand the Multicultural Preview Days to the regional campuses		3. EPP faculty and staff provide support and set up an information booth	
4. Host an Hispanic/Latino/a Preview Day with bi-lingual sessions		4. EPP faculty and staff attend	
5. Conduct individualized on-site financial aid counseling during each of the multicultural preview days		5. None	
6. Provide application fee waivers		6. None	
7. Award two (2) \$500.00 scholarships during each multicultural on-campus preview day event		7. None	
8. Provide each student with an individualized academic and career pathway document		8. Provide EPP-related information	
9. Implement a peer Journey Coach program who will connect with prospective students and newly admitted students through social media to serve as a point of contact		9. Explore the Journey Coach program for student expressing specific interest in EPP-related programs.	

Table 1b. Strategies and Actions for the Recruitment and Enrollment of Diverse Candidates – Strategy 2

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Administer a career interest/exploratory survey to students prior to them creating a course schedule. The career interest/exploratory survey will serve as a springboard for consultation with a Career Coach and Academic Advisor either virtually or face-to-face. The results of the interest survey will then be used to build students’ major, course schedule, internships, and co-op experiences	<ul style="list-style-type: none"> • Center for Career and Professional Development • Intercultural Student Engagement Center • Academic Advising and Retention Center • Division of Student Affairs Marketing Committee • Parent’s Association and Parent’s Advisory Council 	1. EPP faculty and staff on call to provide advising for students indicating interest in EPP-related areas (including helping professions)	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator
2. Involve student, parent or student’s support team members in this consultation		2. EPP faculty and staff include parent or support members	
3. Use the results of the exploratory survey to create an individualized academic and career pathway to assist in selecting a major, internships, or other experiential learning opportunities		3. EPP faculty and staff on call	
4. Use the results of the exploratory survey to create an individualized academic pathway		4. EPP faculty and staff on call	
5. Partner with Parent’s and Family Association/Parent’s and Family Advisory Council in soliciting parent or support team members and to serve as peer Journey Coaches to parents and supporters		5. EPP faculty and staff attend council meetings	

Table 1c. Strategies and Actions for the Recruitment and Enrollment of Diverse Candidates – Strategy 3

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Leverage relationships with specific affinity groups to increase yield	<ul style="list-style-type: none"> • Office of the Chief Diversity Officer • Intercultural Student Engagement Center • WKU Alumni Association • Department of Facilities Management • Office of Human Resources • College of Education and Behavioral Sciences 	1. EPP faculty and staff involvement in relationship building	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator
2. Leverage relationships with WKU graduates to increase yield		2. EPP faculty and staff contact WKU EPP graduates to increase yield	
3. Targeted outreach to teachers in the service region who are WKU graduates for special recognition		3. EPP faculty and staff participate in targeted outreach efforts	
4. Purchase WKU branded items for distribution to teachers for dissemination to students		4. WKU EPP provides EPP-related items for distribution	
5. Enlist the assistance of teachers in the service region who are WKU graduates		5. EPP faculty and staff participate in these efforts	
6. Leverage relationships between WKU and Spanish-speaking parents/families currently employed at the University		6. EPP faculty and staff participate as needed	

EPP efforts to collaborate in many of the WKU plan initiatives should lead to increased recruitment of students from diverse backgrounds. Table 1d reflects campus-wide undergraduate enrollment targets (our focus as most of our graduate students are gleaned from our undergraduate EPP completed) established in the WKU plan. Table 1e reflects EPP recruitment goals. Again, these reflect our commitment to accelerate our own trajectory in order to match campus-wide diversity targets by 2020-21.

Table 1d. WKU Plan Fall Undergraduate Enrollment Targets

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
African-American	8.9%	8.9 ± 0.3%	9.1 ± 0.3%	9.4 ± 0.3%	9.7 ± 0.3%	10.0 ± 0.3%
Hispanic	3.1%	3.1 ± 1.5%	3.4 ± 1.5%	3.6 ± 1.5%	3.9 ± 1.5%	4.0 ± 1.5%
Total URM	14.9%	15.2 ± 0.3%	15.4 ± 0.3%	15.5 ± 0.3%	15.7 ± 0.3%	15.8 ± 0.3%

Note. For each target group and year, annual target values are shown with associated ranges of ± 1s. Baseline values are shown without associated ranges.

Table 1e. WKU EPP Plan Fall Undergraduate Admission Targets

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
African-American	.8%	2.0 ± 0.3%	4.0 ± 0.3%	6.0 ± 0.3%	8.0 ± 0.3%	10.0 ± 0.3%
Hispanic	.8%	1.0 ± 1.5%	2.0 ± 1.5%	3.0 ± 1.5%	3.5 ± 1.5%	4.0 ± 1.5%
Total URM	6.1%	8.1 ± 0.3%	10.0 ± 0.3%	11.9 ± 0.3%	13.9 ± 0.3%	15.8 ± 0.3%

Success – Student Success

The WKU Diversity, Equity, and Inclusion Plan has established six key strategies toward supporting students from diverse backgrounds and helping the achieve success:

1. Implement a pre-enrollment orientation program
2. Create targeted Living-Learning Communities and Special Living Options
3. Intrusive life coaching initiative
4. Micro-financial assistance initiative
5. Early-alert safety net system
6. MakerSpace (learning labs) implementation

For each strategy, the Plan provides a list of actions to be carried out and groups responsible for these actions (see Tables 2a-f). For this WKU EPP Diversity Plan, additional columns have been added to the original Plan to show how the WKU EPP will partner with these actions. Strategies where “None” is listed for the WKU EPP should be interpreted as no specific actions could be identified. For all strategies, the WKU EPP will provide general support for the WKU plan as needed. Note that strategy 6 was deemed not applicable to the WKU EPP.

Table 2a. Strategies and Actions to Support Diverse Candidates Toward Achieving Success – Strategy 1

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Administer a post-admission online orientation to familiarize first-year, first-semester students with the processes associated with being a college student. Topics may include: a) Costs associated with attending WKU and strategies to cover the cost of attendance (e.g. completing the FASFA, follow through in the event of financial assistance verification); b) Academic and other behavioral expectations (e.g. self-management strategies, outlining the processes associated with student success, strategies to develop cultural competency, etc.)	<ul style="list-style-type: none"> • Intercultural Student Engagement Center • Center for Career and Professional Development • Division of Student Affairs • Division of Enrollment Management 	1. None	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator
2. Administer MyPlan Career Inventory to pair career interest with selection of an academic pathway		2. EPP faculty and staff on-call to address students with education-related career interests	
3. Student placement in a cluster/pod with a peer journey coach assigned to assist in the transition from high school and home to WKU and who will engage with the incoming student before and following arrival		3. EPP considers ways to establish and an education-related cluster/pod with EPP faculty/staff support	

Table 2b. Strategies and Actions to Support Diverse Candidates Toward Achieving Success – Strategy 2

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
<p>Underrepresented minoritized students will participate in the Intercultural Student Engagement Center Academy (ISEC). ISEC Academy, “Where Scholars are Made,” is an initiative to assist first-year students who identify as students of color (Black, Hispanic/Latin, Asian, Native American, Multiracial) and/or who are first generation, Pell eligible, and have some academic need.</p> <p>Primary components of the ISEC Academy include:</p> <ul style="list-style-type: none"> • Intrusive peer mentoring and coaching • Intrusive academic advising • Living and learning community • Linked classes • Personal development • Academic engagement • Service learning • Cultural and diversity competence • Web of support services • Two-year program • Increased direct contact with faculty members • Retroactive Book Scholarship program 	<ul style="list-style-type: none"> • Intercultural Student Engagement Center • Division of Student Affairs Representatives • Division of Enrollment Management • Division of Academic Affairs Representatives • Center for Career and Professional Development • Center for Innovative Teaching and Learning • Center for Citizenship and Social Justice 	<p>EPP considers ways to establish an education-related living and learning community with EPP faculty/staff support</p>	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator

Table 2c. Strategies and Actions to Support Diverse Candidates Toward Achieving Success – Strategy 3

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Administer the StrengthsQuest/ StrengthsFinder Inventory to assist students in determining their strengths and how to use those strengths to their benefit in succeeding in college	<ul style="list-style-type: none"> • Intercultural Student Engagement Center • Division of Student Affairs Representatives • Department of Housing and Residence Life • Academic Advising and Retention Center • Office of the Provost • Counseling and Testing Center • Student Accessibility Resource Center 	1. EPP faculty and staff on-call to address students with education-related career interests	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator
2. Teach students the processes of being a college student (the process of learning, the process of acquiring the mechanics of student success, the process of acquiring self-efficacy and resilience)		2. EPP considers ways to establish and an education-related cluster/pod with EPP faculty/staff support	
3. Activate an early alert/early warning system through the academic advising portal		3. EPP faculty/staff create a quick response protocol for early alert system	
4. Implement a student support safety net using a case management approach		4. EPP faculty/staff on call to provide student support	

Table 2d. Strategies and Actions Support Diverse Candidates Toward Achieving Success – Strategy 4

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Implementation of a Retroactive Book Scholarship program	<ul style="list-style-type: none"> • Intercultural Student Engagement Center • Division of Enrollment Management • Division of Student Affairs • Division of Finance and Administration 	1. None	<ul style="list-style-type: none"> • CEBS Dean’s Office
2. Micro-loan program		2. None	
3. Single bill payment process		3. None	
4. Increase campus student employment positions		4. None	
5. Re-envision scholarship allocation to need based		5. CEBS Dean works with College Heights Foundation regarding education-related scholarships that could be directed toward diverse students with need	

Table 2e. Strategies and Actions to Support Diverse Candidates Toward Achieving Success – Strategy 5

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
<p>Both faculty and staff will participate in a multi-tiered early detection system to identify students experiencing problems that may impede persistence and determining an appropriate intervention. Components include:</p> <ul style="list-style-type: none"> • Contacting students at the 2nd week marker to determine whether they have accessed requisite student services • Contacting students at the 5th week marker to indicate current academic performance • Touchpoints with students by Peer Journey Coaches • Touchpoints with Academic Advisors 	<ul style="list-style-type: none"> • Academic Advising and Retention Center • Division of Student Affairs • Division of Academic Affairs 	<p>EPP faculty/staff create a quick response protocol for the early detection system</p>	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator

EPP efforts to collaborate in many of the WKU plan initiatives should lead to increased academic success of students from diverse backgrounds as measured by 1st-2nd year retention, 6-year graduation rate, and degrees conferred.

Tables 2f reflects campus-wide undergraduate retention targets (our focus as most of our graduate students are gleaned from our undergraduate EPP completed) established in the WKU plan. Tables 2g reflects campus-wide undergraduate 6-year graduation rate targets established in the WKU plan. As these data are currently unknown for EPP candidates, we will explore how best to capture these data and then chart targets that align with campus-wide targets.

Table 2f. WKU Plan Undergraduate 1st-2nd Year Retention Targets

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Low-Income	63.7%	63.7 ± 1.5%	64.1 ± 1.5%	64.4 ± 1.5%	64.9 ± 1.5%	65.3 ± 1.5%
Total URM	58.3%	58.3 ± 1.9%	58.7 ± 1.9%	59.1 ± 1.9%	59.6 ± 1.9%	60.0 ± 1.9%

Note. For each target group and year, annual target values are shown with associated ranges of ± 1s. Baseline values are shown without associated ranges.

Table 2g. WKU Plan Undergraduate 6-year Graduation Rate Targets

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Low-Income	41.0%	41.0 ± 1.5%	41.0 ± 1.5%	41.0 ± 1.5%	41.6 ± 1.5%	42.0 ± 1.5%
Total URM	33.9%	33.9 ± 1.8%	33.9 ± 1.8%	34.5 ± 1.8%	35.0 ± 1.8%	35.6 ± 1.8%

Tables 2h reflects campus-wide undergraduate baccalaureate degrees conferred targets established in the WKU plan. Table 2i reflects EPP program completer goals for diverse students (low-income data are not currently available). Again, these reflect our commitment to accelerate our own trajectory in order to match campus-wide diversity targets by 2020-21.

Table 2h. WKU Plan Baccalaureate Degrees Conferred Rate Targets (Translated into %)

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Low-Income	48.0%	48.2 ± 0.3%	48.3 ± 0.3%	48.5 ± 0.3%	48.6 ± 0.3%	48.7 ± 0.3%
Total URM	11.2%	11.3 ± 0.2%	11.4 ± 0.2%	11.4 ± 0.2%	11.5 ± 0.2%	11.6 ± 0.2%

Table 2i. WKU EPP Plan Program Completer Targets

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total URM	7.8%	8.6 ± 0.2%	9.3 ± 0.2%	10.0 ± 0.2%	11.0 ± 0.2%	11.6 ± 0.2%

Impact – Campus Climate, Inclusiveness, and Cultural Competency

The WKU Diversity, Equity, and Inclusion Plan has established three key strategies toward creating a culturally inclusive and supportive campus climate

1. Increase representation of faculty and staff of color through a formalized recruitment and retention process
2. Promote equity and inclusion on campus in order to create a positive campus climate that embraces diversity
3. Formalize mechanisms to infuse cultural competency within all aspects of the institution

For each strategy, the Plan provides a list of actions to be carried out and groups responsible for these actions (see Tables 3a-c). For this WKU EPP Diversity Plan, additional columns have been added to the original Plan to show how the WKU EPP will partner with these actions. Strategies where “None” is listed for the WKU EPP should be interpreted as no specific actions could be identified. For all strategies, the WKU EPP will provide general support for the WKU plan as needed.

Table 3a. Strategies and Actions to Create a Culturally Inclusive and Supportive Campus Climate – Strategy 1

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Financial support/bridge funds for post-doctoral fellowships each year through the Minority Faculty Hiring Program (MFHP)	<ul style="list-style-type: none"> • Office of the Provost • Council of Academic Deans • Office of the Chief Diversity Officer • Department of Human Resources • Office of Equal Opportunity 	1. None	<ul style="list-style-type: none"> • CEBS Dean’s Office • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator
2. Implement a posse effect: connecting new hires with other new hires to share the common experience of being new to the institution		2. CEBS Dean’s Office coordinates with other WKU entities to support these connections	
3. Create a best practices handbook for hiring and recruiting diverse faculty and staff		3. CEBS Dean’s Office, STE, and other education-related departments/programs follow best practices	
4. Implementing training for search committees on implicit bias awareness and prevention		4. EPP faculty are trained	
5. Leverage relationships with specific affinity groups for targeted recruitment		5. EPP faculty/staff, CEBS Dean attend targeted recruitment event	
6. Leverage relationship with the Chamber of Commerce in the recruitment of faculty and staff		6. Support WKU efforts	
7. College-wide and/or division-wide mentoring and shepherding program for women and underrepresented minoritized faculty and staff		7. CEBS Dean and EPP-related department support faculty mentoring efforts	
8. Touchpoint: hand-written note and event (coffee, breakfast, or lunch) from the Provost and Chief Diversity Office for each new hire		8. None	

Table 3b. Strategies and Actions to Create a Culturally Inclusive and Supportive Campus Climate – Strategy 2

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Periodic assessment of the campus climate through both formal (institutional surveys) and informal (focus groups/fireside chats) means	<ul style="list-style-type: none"> • Office of the Chief Diversity Officer • Office of Institutional Research • Center for Innovating Teaching and Learning • Student Accessibility Resource Center • Office of the President • University Libraries • Gender and Women Studies • University Police Department • Bowling Green Chamber of Commerce 	1. EPP faculty/staff participation as needed	<ul style="list-style-type: none"> • CEBS Dean’s Office • EPP faculty/program coordinators
2. Conduct an audit of course offerings to identify existing courses with a focus on diversity, equity, and inclusion and listing these courses on the university webpages in a central location		2. EPP faculty identify or develop such courses	
3. Institutionalize the Pride Center and resources to meet the needs of students who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally		3. None	
4. Identify and implement resources to meet the needs of faculty and staff who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally		4. None	
5. Identify services and implementation strategies to assist faculty, staff, and students who identify as having a disability		5. None	
6. Incorporate the WKU Creed in orientations and campus wayfinding/signage		6. None	
7. Implementation of a student advisory team/council to the Chief Diversity Officer		7. CEBS Dean and EPP-related program coordinators support faculty mentoring efforts	
8. Incorporate a mechanism for faculty development in inclusive pedagogy		8. None	
9. Special recognition and monetary award for innovations in the area of diversity, equity, and inclusion		9. None	
10. Creation of diversity, equity, and inclusion plans within each of the academic colleges and within each of the divisions		10. Finalization and adoption of the WKU EPP Diversity Plan	

Table 3c. Strategies and Actions to Create a Culturally Inclusive and Supportive Campus Climate – Strategy 3

WKU-Wide		WKU EPP	
Actions	Partners	Actions	Partners
1. Devise mechanisms such as Intergroup Dialogue (IGD) and other programmatic initiatives to encourage and promote co-cultural engagement	<ul style="list-style-type: none"> • Center for Innovative Teaching and Learning • Center for Citizenship and Social Justice • Department of Housing and Residence Life • Department of Human Resources • Office of Equal Opportunity • Officer of the Chief Diversity Officer • Office of the Provost • Intercultural Student Engagement Center 	1. None	<ul style="list-style-type: none"> • EPP faculty/program coordinators • Office of Professional Educator Services staff • MERR coordinator
2. Create an online training module for faculty and staff to convey institutional expectations and values related to diversity, equity, and inclusion		2. EPP faculty/staff complete training module	
3. Implement a mini-conference with a focus on professional development in cultural competence		3. EPP faculty/staff participate and/or present at mini-conference	
4. Create a centralized online portal to report bias incidences or non-emergency acts of vandalism or harassment to ensure a swift response		4. None	
5. University-wide opportunities to engage in conversations about diversity, equity, and inclusion		5. EPP faculty/staff participate	
6. Training on by-stander intervention in the event of a bias incident		6. EPP faculty/staff complete training	
7. Faculty professional development on pedagogical strategies that facilitate inclusive excellence		7. EPP faculty participate in professional development	
8. Staff professional development on strategies to create environments where individuals flourish		8. EPP staff participate in professional development	

EPP efforts to collaborate in many of the WKU plan initiatives should lead to increased academic success of students from diverse backgrounds as measured by 1st-2nd year retention, 6-year graduation rate, and degrees conferred.

Tables 3d reflects campus-wide employment targets established in the WKU plan. Table 3e reflects EPP employment targets for faculty (management occupation data are not currently available). Since the EPP percentage of diverse tenure-track faculty already exceeds WKU-wide target, we will set our trajectory to mirror the overall WKU student diversity goal established in Tables 1.d-e.

Table 3d. WKU Plan Employment of Diverse Individuals Targets

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Tenure-Track Faculty	9.3%	9.4 ± 1.3%	9.5 ± 1.3%	9.7 ± 1.3%	10.0 ± 1.3%	10.3 ± 1.3%
Management Occupations	14.8%	14.0 ± 3.6%	14.0 ± 3.6%	14.4 ± 3.6%	15.3 ± 3.6%	15.8 ± 3.6%

Note. For each target group and year, annual target values are shown with associated ranges of ± 1s. Baseline values are shown without associated ranges.

Table 2g. WKU EPP Plan Employment of Diverse Individuals Targets

Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Tenure-Track Faculty	11.8%	11.8 ± 1.3%	12.8 ± 1.3%	13.8 ± 1.3%	14.8 ± 1.3%	15.8 ± 1.3%

APPENDIX

Table 4. WKU EPP EPSB Program Admission Report By Ethnicity

Academic Year	American Indian or Alaskan Native	Asian or Pacific Islander	African-American (AA)	Hispanic (HISP)	Two or more races	White, not Hispanic	Grand Total	AA %	HISP %	URM %
2009-10	1	4	14	2	1	557	579	2.4%	0.3%	3.8%
2010-11	1	2	10	9		557	579	1.7%	1.6%	3.8%
2011-12	1	23	16	6	7	851	904	1.8%	0.7%	5.9%
2012-13		1	6	2		136	145	4.1%	1.4%	6.2%
2013-14	1	2	10	4	1	318	336	3.0%	1.2%	5.4%
2014-15		9	9	2	2	353	375	2.4%	0.5%	5.9%
2015-16		11	3	3	6	354	377	0.8%	0.8%	6.1%

Table 5. WKU EPP EPSB Program Completion Report By Ethnicity

Academic Year	American Indian or Alaskan Native	Asian or Pacific Islander	African-American (AA)	Hispanic (HISP)	Two or more races	White, not Hispanic	Grand Total	AA %	HISP %	URM %
2009-10	2	1	17	3		548	571	3.0%	0.5%	4.0%
2010-11			13	1	1	569	584	2.2%	0.2%	2.6%
2011-12	1	23	10	5	4	470	513	1.9%	1.0%	8.4%
2012-13		6	11	6	2	551	576	1.9%	1.0%	4.3%
2013-14	1	1	8	2	4	479	495	1.6%	0.4%	3.2%
2014-15		4	16	3	1	352	376	4.3%	0.8%	6.4%
2015-16	1	12	8	3	4	333	361	2.2%	0.8%	7.8%

Table 6. WKU EPP P-12 School 2015-16 Diversity Data*

	Student			Teacher		
	Total N	Diverse N	%	Total N	Diverse N	%
Allen County	2,969	182	6.1%	185	4	2.2%
Barren County	4,768	358	7.5%	303	4	1.3%
Bowling Green Independent	3,999	1,772	44.3%	273	22	8.1%
Butler County	2,149	205	9.5%	131	1	0.8%
Logan County	3,473	291	8.4%	228	1	0.4%
Simpson County	2,902	595	20.5%	181	11	6.1%
Warren County	15,211	4,245	27.9%	936	48	5.1%
<i>STATE</i>	<i>655,475</i>	<i>142,497</i>	<i>21.7%</i>	<i>42,040</i>	<i>1,944</i>	<i>4.6%</i>

*Based on Kentucky Department of Education State Report Card data.

Western Kentucky University Campus-Wide Diversity, Equity, and Inclusion Plan
Academic Year 2017 - 2022



Submission Date: July 12, 2017

Contact Person:

V. Lynne Holland, Ph.D.

Office of the Chief Diversity Officer

lynne.holland@wku.edu

270.745.2683

TABLE OF CONTENTS

Executive Summary	3
Introduction.....	6
Planning Process	9
Opportunity Strategies	18
Success Strategies	22
Impact Strategies.....	29
Assessment Plan.....	33
Plan and Intended Outcomes Summary	34
Challenges and Next Steps	35
References	36
Appendices	

Executive Summary

In accordance with the Kentucky Public Postsecondary Education Diversity Policy for Diversity, Equity, and Inclusion, the Council on Postsecondary Education requires an institutional diversity plan. Western Kentucky University's (WKU) Campus-Wide Diversity Plan, as mandated, focuses on each of the following three (3) areas.

- a. Opportunity – Recruitment and Enrollment of Diverse Students
- b. Success – Student Success
- c. Impact – Campus Climate, Inclusiveness, and Cultural Competency

Opportunity – Recruitment and Enrollment of Diverse Students

For the area of *Opportunity – Recruitment and Enrollment of Diverse Students*, WKU elected to set percentage range goals for the following IPEDS racial and ethnic categories. The categories are:

- a. Black or African American
- b. Hispanic or Latino/a
- c. Two or more Races

The focus on these particular racial/ethnic categories reflects the institution's commitment to align its goals for diversity, equity, and inclusion with those set forth in *The Postsecondary Education Improvement Act* (HB 1, 1997 Special Session), the Kentucky Public Postsecondary Education Policy for Diversity, Equity, and Inclusion, and the University's Strategic Action Plan, *Challenging the Spirit*. Secondly, students who categorize themselves as Black or African American, Hispanic or Latino/a, or as two or more races represent a significant subset of the overall residential population within the Institution's area of geographic responsibility (AGR). As a comprehensive university, WKU's emphasis on providing access and opportunity to these student populations reinforces its commitment to meet the higher education needs of the region.

Success – Student Success

WKU elected to set percentage range goals focusing on three (3) student success metrics in the *Success – Student Success* component. This focus includes:

- a. 1st-2nd year retention
- b. 6-year graduation rate
- c. Degrees conferred

Higher education scholarship repeatedly indicates that most students leave college for reasons other than poor academic performance. Thus, achieving these student success outcomes, retention, timely persistence to graduation, and degree attainment, is rooted in the institution's ability to successfully educate its students, to successfully fulfill its commitment to create environments where student learning, growth, and development will occur. This ability rests with faculty and staff. In fact, Tinto argued, "Students are more likely to become committed to the institution and, therefore stay, when they come to understand that the institution is committed to them. There is no ready programmatic substitute for this sort of commitment. Programs cannot replace the absence of high quality, caring and concerned faculty and staff" (1987, p. 176). The WKU Diversity Plan, then, stipulates strategies to create a successful learning environment, assist students in mastering the processes of student success, and achieve the desired student success outcomes beyond the programmatic. The approach the University has adopted to meet the student success outcomes involve high-impact practices and high-touch, high-relationship interventions from both faculty and staff to assist students in committing to their own success and to the institution.

Impact – Campus Climate, Inclusiveness, and Cultural Competency

For the area of *Impact – Campus Climate, Inclusiveness, and Cultural Competency*, the University's Diversity Plan emphasizes three (3) goals outlined in the Kentucky Public Postsecondary Education Policy for Diversity, Equity, and Inclusion. These goals include:

- a. Increase the racial and ethnic diversity of faculty and staff
- b. Promote equity and inclusion on campus in order to create a positive campus climate that embraces diversity
- c. Work toward producing culturally competent students, faculty, and staff

Achieving the desired outcomes for both student success and opportunity is incumbent on the University's ability to create and sustain environments to maximize learning, growth, and development of all members of the campus community. To be fruitful in the area of impact, the University is operating under a set of assumptions for achieving a positive campus climate, achieving meaningful inclusivity, and achieving cultural competence. Among these assumptions is the belief that the campus environment, both natural and constructed, and how individuals experience, perceive, learn, work, and play within the environment are tightly coupled.

Environments, then, influence student, faculty, and staff behavior. With this in mind, the

Campus–Wide Diversity Plan provides foundational strategies for creating and sustaining a campus climate where enacting institutional values, such as, respect, civility, learning, leadership, and community are indicative of what we do and who we are.

The Planning Process

The process for planning the new diversity and inclusion approach was a grassroots process spanning 14 months. Faculty, staff, senior leadership, and students representing a cross-section of the campus community, representatives from the regional campuses, and stakeholders from the Bowling Green community invested hundreds of hours in determining the University’s course of action. Input was solicited through focus groups, town hall style meetings, document analysis, guided purposeful dialogs, and structured and unstructured interviews.

Current planning implementation occurred in four (4) phases. Phase I involved assessment, inquiry, and community involvement to ascertain the current state of diversity, equity, and inclusion at WKU and then determining the next steps. Phase II involved document, webpage, and materials analysis to examine the University’s communication message around diversity, equity, and inclusion both internally and externally. Phase III based on the direction the University is taking in the area of diversity, equity, and inclusion involved target setting and diversity plan annual goals. Phase IV consisted of developing strategies and interventions based on findings from the previous phases. The next phases will consist of communicating to the campus community about the Campus-Wide Diversity Plan, working with stakeholders for implementation, and assessing the plan to determine the University’s effectiveness in reaching its goals and what modifications needs to occur.

Closing Comments

Western Kentucky University is committed to focusing on and espousing the values of diversity as well as recognizing how these values contribute to the preparation of productive, engaged and socially responsible citizen-leaders of a global society. As this plan will demonstrate, WKU has made concerted efforts to enhance diversity in its learning, living, and working environments. The University is also aware that, of necessity, this Diversity Plan is not a stagnant document, quite the contrary. New leadership coupled with a new strategic agenda presents a unique opportunity to situate WKU as a leader in the Commonwealth for creating an equitable and inclusive environment where faculty, staff, and student flourish. This document provides the Western Kentucky University strategic plan for diversity.

doctorates in Educational Leadership (Ed.D.), Nursing (DNP), Physical Therapy (DPT), and Psychology (Psy.D.).

Currently, there are six academic colleges at WKU:

- The College of Health and Human Services (CHHS)
- The College of Education and Behavioral Sciences (CEBS)
- The Gordon Ford College of Business (GFCB)
- The Potter College of Arts and Letters (PCAL)
- The University College (UC)

Additionally, WKU has housed the Carol Martin Gatton Academy of Mathematics and Science in Kentucky since 2007. The Academy’s mission is to offer a residential program for bright, highly motivated Kentucky high school students who have demonstrated interest in pursuing careers in science, technology, engineering, and mathematics (WKU, 2016).

In 1906 when WKU was established, the institution, as a state-supported normal school, prohibited racial integration in compliance with the Kentucky legislature and the U.S. Supreme Court. The University, in 1956, admitted the first African American undergraduate students. Several years later, in 1965 and 1966 respectively, the first African American non-custodial staff member and the first African American faculty member were hired. Thus, in the latter half of the 20th Century, the Commonwealth and WKU began the slow process of dismantling racial segregation in education. It is within this historical context that this Diversity Plan is situated. The WKU Diversity, Equity, and Inclusion Plan illustrates the University’s commitment to “address the needs of and support the success of all students [faculty and staff], particularly those most affected by the institutional and systemic inequity and exclusion” in education. (Council on Postsecondary Education, 2016).

The Institution’s Vision

Western Kentucky University—A Leading American University with International Reach.

The Institution’s Mission

Western Kentucky University (WKU) prepares students of all backgrounds to be productive, engaged, socially responsible citizens-leaders of a global society. The University provides research, service and lifelong learning opportunities for its students, faculty, and other constituents. WKU enriches the quality of life for those within its reach.

The Institution's Statement and Position on Diversity, Equity, and Inclusion

The mission of Western Kentucky University is to prepare students to be productive, engaged, socially responsible citizens and leaders of a global society. The success of these future leaders is enhanced through the encouragement and support of faculty, staff, and community, as well as a willingness to embrace the multiple dimensions of diversity. The encompassing dimensions of diversity involve an appreciation of the differences and unique contributions represented by individual identity, opinion, and culture. Differences may be represented through areas such as race, gender, ethnicity, language, religion, sexual orientation, geographic location, abilities or disabilities, and socioeconomic status.

As a leading American university with international reach, Western Kentucky University insists on a welcoming environment in which it is committed to promoting acceptance, providing support, and encouraging diversity. Embracing diversity is an essential component to maintaining the University's efforts toward connecting faculty, staff, and student populations in striving for a high standard of excellence and success. The University is committed to recognizing and supporting meritorious talent and achievement by supporting diversity and equal opportunity in its educational and community/global service obligations. The University's dedication and persistence in its efforts to promote and strengthen its diversity initiatives serves as an institutional priority in which valuable contributions towards recruitment, retention, and advancement of students, faculty, and staff may be realized.

Western Kentucky University is committed to focusing on and espousing the values of diversity as well as recognizing how these values contribute to the preparation of productive, engaged and socially responsible citizen-leaders of a global society. These values are emphasized in the Western Creed:

Western Kentucky University is a community dedicated to learning, where ideas are offered,
examined, and discussed.

●

As a member of this community, I have both a personal and shared responsibility to participate
actively in university life by:

●

Practicing personal and academic integrity;

●

Seeking inclusion by respecting the rights of all persons;

-
- Celebrating and embracing diversity;
-
- Encouraging freedom of expression;
-
- Acting in accordance with basic principles of citizenship;
-
- Preserving and appreciating the natural beauty of the campus;
-
- Enriching all aspects of life through the educational process;
- and by
-
- Embracing the ideals expressed on the University seal: "Life More Life" and "The Spirit Makes The Master," by pursuing personal growth and a life of excellence.

The values and principles outlined in the Institution’s Statement and Position on Diversity, Equity, and Inclusion and the WKU Creed shape the foundation for the University’s Diversity, Equity, and Inclusion Plan. The Plan is constructed in such a way as to reflect the provisions put forth in the University’s Diversity Statement and the University Creed. Relatedly, the intent of the Diversity Plan is to ensure congruency between the University’s espoused values about diversity, equity, and include and the values enacted.

The Planning Process

Work on the University’s Diversity, Equity, and Inclusion Plan was centrally coordinated through the Office of the Chief Diversity Officer. Additionally, members of the Office of the Provost, the Office of Enrollment Management, the Office of Institutional Research, members of the Division of Student Affairs coupled with the President’s Diversity and Embracement Committee (Appendix A) were tasked with target setting and percentage ranges, determining which metrics were most suited to WKU, and identifying interventions and strategies. A working group from the President’s Diversity and Embracement Committee were responsible for crafting the plan.

The construct for planning the Campus-Wide Diversity Plan was informed by the American Association for Access, Equity, and Diversity (AAAED) and the American Association of University Woman (AAUW). There were three (3) phases in the planning process. Phase I consisted of engaging with the campus community to generate conversations

about both the diversity plan and the role of the university in ensuring diversity, equity, and inclusion. The intent was to assess our current status, listen, and gather multiple perspectives and voices in determining where we are and where we would like to be. Phase II involved examining print and web artifacts in an attempt to understand the message communicated with these tools and how those external to the campus community might interpret these messages. Phase III entailed designing the diversity plan annual goals. This was a collaborative effort with University stakeholders and the Council of Postsecondary Education. Finally, Phase IV consisted of developing strategies and interventions based on findings from the previous phases. Future phases will consist of Plan implementation, monitoring, and assessment to determine the University's effectiveness in reaching its goals. Each phase is described with more detail in the section below.

Phase 1: Assessment, Inquiry, and Community Conversations

Spanning a period of 14 months, the Chief Diversity Officer, representatives from the Divisions of Student Affairs and Academic Affairs, members of the President's Committee on Diversity and Embracement, select members of the President's Administrative Council, and on several occasions the University President engaged in a series of focus groups, town hall meetings, structured discussions and interviews, unstructured discussions where students determined the agenda, and fireside chats. These gatherings were designed to engage the campus community in spirited dialog and critical inquiry about who we believe ourselves to be as an institution relative to diversity and inclusion, and most importantly as a community of learners, how do we create an environment where all members flourish. Students participating in these engagement opportunities reflected a cross-section of the campus population. Table 1.1 provides a snapshot of the students participating in the process.

Table 1. Student Engagement in Diversity, Equity, and Inclusion Planning Process

Student Engagement in Diversity, Equity, and Inclusion Planning Process	
International students Hispanic/Latino/a	Honors students Black/African American/African
Students registered with the Student Accessibility Resource Center (SARC)	Representatives from the Student Government Association (SGA)
Representatives from the Residence Hall Association (RHA)	Representatives from Greek Life (IFC, PHC, NPHC)
Students identifying as Muslim	Students identifying as LGBTQIA+

Table 2, below, outlines questions and prompts designed to elicit engagement and spirited about diversity, equity, and inclusion.

Table 2. Prompts and Questions for Discovery Phase

Setting the Stage: Problem Identification	Current Progress: Areas of Progress	Recommendations: Creating Synergy between Espoused Institutional Values and Actions
What is diversity and inclusion?	What does the institution do well in the area of diversity and inclusion?	What are the prevailing institutional values?
What does diversity and inclusion mean for WKU?	What does the institution do well in creating environments where individuals can flourish?	How are the University's values transmitted?
In the area of diversity and inclusion, what are our needs?	What engagement activities or strategies are currently employed in your respective units that facilitate diversity and inclusion?	What strategies should be set in motion at the University to assist individuals in achieving their desired outcomes?
What impedes our success in creating an environment where all members can flourish?	In what ways does the University convey institutional values?	What strategies should be set in place in the community to assist in individuals achieving their goals?
Who else needs to be engaged in this conversation?		

Phase II: Document and Materials Analysis

Phase II involved examining images on University webpages, recruiting materials, brochures, other print artifacts, and social media sites to determine what is being conveyed to an external audience and internally relative to diversity, equity, and inclusion. (e.g. Are there images of students of color engaged in activities other than athletic events or social activities.)

Secondly, a subset of the President's Diversity and Embracement Committee membership reviewed cultural competency literature and assessments in an effort to determine the most appropriate mechanism and method to assist the campus in developing this skill.

Thirdly, data collected through formal and informal meetings with faculty, staff, senior leadership, students, and community members were analyzed and informed the Plan's strategies and interventions.

Other documents were analyzed as well. In 2012, senior leadership administered the WKU Faculty and Staff Campus Diversity Survey to "gather data relevant to the campus diversity climate; attitudes with respect to fairness, openness, equality, and sensitivity; and beliefs and attitudes about diversity on campus." (Shoenfelt, 2012). Moreover, in 2014, a similar instrument with a similar purpose was administered to students on the Bowling Green campus and at our regional campuses. Additionally, in 2015, members of the Campus Pride Index Committee and the Diversity and Enhancement Committee used the Campus Pride Index to assess the cultural and physical environment for our lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally (LGBTQIA+) community. Conclusions and recommendations from these assessments were use to inform the new campus-wide plan.

Phase III: Development of Diversity Plan Annual Goals

In concert with the Office of Institutional Research, the Division of Enrollment Management, the Office of the Provost, the Office of the President, the Division of Student Affairs, and the Council on Postsecondary Education annual goals for the Campus-Wide Diversity Plan were established.

Annual diversity plan goals for each metric were developed using linear regression modeling based on the five academic years preceding and including the baseline year. Models were then adjusted as necessary to account for known trends in contributing variables (such as changes in total enrollment) that had not yet manifest in the metric being considered.

Appropriate annual target ranges for each metric were established by calculating the standard

deviation of the binomial probabilities associated with each metric in the 2020/21 target year; these values are given by the following equations:

$$s = \sqrt{(pq)/n} \quad \text{for percentage-based metrics such as URM enrollment}$$

$$s = \sqrt{pqn} \quad \text{for absolute value metrics such as URM baccalaureate degrees}$$

where p and q represent the frequencies of the target and non-target groups, and n represents the total sample size. For each annual target, a range of $\pm 1s$ was taken to constitute a non-significant difference from the target value; this is a liberal standard, as statistical convention generally dictates that values within a range of $\pm 2s$ are not significantly-different from the target value. We have chosen to adopt this liberal standard given the importance of the metrics being assessed, and thus the need to critically assess our progress in meeting improvement targets. The section below outlines each of the three (3) foci for the campus-wide diversity.

- a. Opportunity – *Recruitment and Enrollment of Diverse Students*
- b. Success – *Student Success*
- c. Impact – *Campus Climate, Inclusiveness, and Cultural Competency*

Opportunity – *Recruitment and Enrollment of Diverse Students*

Despite decades of substantial investments by the federal government, state governments, colleges and universities, and private foundations, students from low-income families as well as racial and ethnic minority groups continue to have substantially lower levels of postsecondary educational attainment than individuals from other groups (Perna, 2013). In seeking to address these challenges and opportunities, WKU has established a campus-wide plan that serves as structure for the continual creation and growth of a culturally diverse campus community.

Provided below are several tables containing demographic information on the most recent undergraduate and graduate student body (2006 to 2015). Table 3 reflects FTFY Full-time Baccalaureate Student Persistence in the aggregate. Table 4 conveys the FTFY Full-time Baccalaureate Student Persistence for Underrepresented Minoritized Students in the aggregate. Tables 5 and 6 reflect persistence rates for all graduate students in the aggregate and underrepresented minoritized graduate students in the aggregate respectively.

Table 3: FTFY Full-time Baccalaureate Student Persistence

Entry Term	Cohort	After 1 Year		After 4 Years				After 6 Years			
		Enrolled		Enrolled		Graduated		Enrolled		Graduated	
	N	#	%	#	%	#	%	#	%	#	%
Fall 2006	2,447	1,781	72.8%	722	29.6%	649	26.6%	119	4.9%	1,211	49.6%
Fall 2007	2,420	1,740	72.0%	718	29.8%	610	25.3%	112	4.6%	1,212	50.3%
Fall 2008	2,586	1,902	73.7%	761	29.5%	685	26.5%	124	4.8%	1,291	50.1%
Fall 2009	2,565	1,890	73.7%	732	28.6%	700	27.3%	114	4.4%	1,282	50.0%
Fall 2010	2,485	1,817	73.2%	655	26.4%	748	30.1%	69	2.8%	1,289	51.9%
Fall 2011	2,532	1,807	71.4%	680	26.9%	720	28.5%				
Fall 2012	2,507	1,798	71.7%	612	24.5%	795	31.8%				
Fall 2013	2,748	2,008	73.1%								
Fall 2014	2,805	2,030	72.4%								
Fall 2015	2,715	1,975	72.8%								

Table 4: FTFY Full-time Underrepresented Minority Baccalaureate Student Persistence

Entry Term	Cohort	After 1 Year		After 4 Years				After 6 Years			
		Enrolled		Enrolled		Graduated		Enrolled		Graduated	
	N	#	%	#	%	#	%	#	%	#	%
Fall 2006	241	163	67.6%	70	29.2%	37	15.4%	14	5.8%	87	36.3%
Fall 2007	208	129	62.0%	56	26.9%	34	16.3%	12	5.8%	74	35.6%
Fall 2008	281	185	65.8%	82	29.2%	37	13.2%	19	6.8%	95	33.8%
Fall 2009	271	179	66.1%	77	28.5%	37	13.7%	13	4.8%	90	33.3%
Fall 2010	283	182	64.3%	73	25.8%	45	15.9%	12	4.2%	96	33.9%
Fall 2011	303	189	62.4%	83	27.4%	37	12.2%				
Fall 2012	349	204	58.5%	74	21.3%	56	16.1%				
Fall 2013	471	295	62.6%								
Fall 2014	455	269	59.1%								
Fall 2015	399	232	58.3%								

Underrepresented Minority includes students selecting races of Black, Hispanic,

Native American, Pacific Islander, or Two or More Races. Data Source: Western

Kentucky University Office of Institutional Research

Table 5: Persistence of First-time Master's and Specialist Students

Term	Cohort	After 1 Year		After 2 Years		After 3 Years		After 4 Years	
		Enrolled	Graduated	Enrolled	Graduated	Enrolled	Graduated	Enrolled	Graduated
	N	%	%	%	%	%	%	%	%
Fall 2006	395	75.9%	1.8%	26.1%	44.3%	7.8%	62.5%	4.1%	68.9%
Fall 2007	372	76.9%	1.3%	34.9%	36.8%	8.3%	63.2%	3.2%	68.8%
Fall 2008	451	75.4%	2.9%	26.2%	43.9%	9.1%	63.6%	4.9%	71.4%
Fall 2009	543	80.5%	3.5%	28.9%	46.0%	8.3%	67.6%	3.1%	74.0%
Fall 2010	539	76.1%	7.6%	24.9%	50.6%	5.8%	69.9%	1.7%	75.3%
Fall 2011	492	76.8%	6.1%	30.7%	45.9%	7.9%	66.9%	3.7%	73.0%
Fall 2012	505	77.4%	4.8%	25.3%	46.9%	6.5%	68.7%	3.4%	73.3%
Fall 2013	552	75.9%	7.1%	24.8%	51.1%	6.3%	71.7%		
Fall 2014	546	76.6%	5.9%	21.4%	53.8%				
Fall 2015	505	72.3%	9.9%						

Table 6: Persistence of First-time Underrepresented Minority Master's and Specialist Students

Term	Cohort	After 1 Year		After 2 Years		After 3 Years		After 4 Years	
		Enrolled	Graduated	Enrolled	Graduated	Enrolled	Graduated	Enrolled	Graduated
	N	%	%	%	%	%	%	%	%
Fall 2006	24	91.7%	0.0%	37.5%	37.5%	8.3%	70.8%	0.0%	75.0%
Fall 2007	23	87.0%	4.3%	39.1%	39.1%	4.3%	69.6%	4.3%	73.9%
Fall 2008	32	81.3%	6.3%	9.4%	56.3%	3.1%	68.8%	0.0%	71.9%
Fall 2009	40	72.5%	2.5%	30.0%	35.0%	2.5%	62.5%	0.0%	67.5%
Fall 2010	59	69.5%	11.9%	11.9%	59.3%	1.7%	72.9%	0.0%	74.6%
Fall 2011	61	78.7%	3.3%	34.4%	39.3%	3.3%	67.2%	1.6%	72.1%
Fall 2012	86	80.2%	2.3%	30.2%	39.5%	4.7%	67.4%	5.8%	72.1%
Fall 2013	85	60.0%	8.2%	23.5%	36.5%	7.1%	58.8%		
Fall 2014	105	70.5%	6.7%	22.9%	42.9%				
Fall 2015	69	73.9%	7.2%						

Underrepresented Minority includes students selecting races of Black, Hispanic, Native American, Pacific Islander, or

Two or More Races

Data Source: Western Kentucky University Office of Institutional Research

Phase IV: Annual Targets and Ranges – Opportunity, Success, Impact

The section below provides the 5-Year Target Ranges, campus-wide goals, and strategies to meet the targeted goals. Target ranges are provided for the Opportunity foci, followed by Success, and Impact.

Foci 1: Opportunity – Recruitment and Enrollment of Diverse Students

The following table indicates the 5-Year Target Ranges to meet the desired outcomes relative to Opportunity – Recruitment and Enrollment of Diverse Students

Table 7: Opportunity Ranges

Fall undergraduate enrollment as a percentage of total undergraduate enrollment. For each target group and year, annual target values are shown with associated ranges of \pm 1s. Baseline values are shown without associated ranges.						
Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
African-American	8.9%	8.9 \pm 0.3%	9.1 \pm 0.3%	9.4 \pm 0.3%	9.7 \pm 0.3%	10.0 \pm 0.3%
Hispanic	3.1%	3.1 \pm 1.5%	3.4 \pm 1.5%	3.6 \pm 1.5%	3.9 \pm 1.5%	4.0 \pm 1.5%
Total URM	14.9%	15.2 \pm 0.3%	15.4 \pm 0.3%	15.5 \pm 0.3%	15.7 \pm 0.3%	15.8 \pm 0.3%
Fall graduate enrollment as a percentage of total graduate enrollment. For each target group and year, annual target values are shown with associated ranges of \pm 1s. Baseline values are shown without associated ranges.						
Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total URM	12.6%	11.5 \pm 0.6%	12.1 \pm 0.6%	12.6 \pm 0.6%	12.9 \pm 0.6%	13.1 \pm 0.6%

Strategies to Enhance Opportunity – Recruitment and Enrollment of Diverse Students

Identifications of specific strategies for recruitment and enrollment of underrepresented minoritized students along with the responsible partners or specific strategies are charted below as well as action that will be taken, those responsible, and resources needed to ensure successful achievement of each. The four (4) strategies to enhance opportunity are:

Strategy 1: Actively pursue underrepresented minoritized (URM) high school juniors and seniors by cultivating relationships with families, target high schools, and community agencies.

Strategy 2: Demonstrate to students, parents, guardians, or other support individuals the relationship between degree attainment and a career pathway.

Strategy 3: Implement a web of recruiting through Affinity Groups

Strategy 4: Implement *Application Fee Waiver Day*

Strategy 1: Actively pursue underrepresented minority (URM) high school juniors and seniors, and cultivate relationships with families, target high schools, and community agencies.	
Actions/Components:	<ul style="list-style-type: none"> • Obtain a listing of service region high schools and identify key personnel to create opportunities to speak to URM students, low income students, and their families or support persons • Host Multicultural Preview Day to inform high school students and communities about WKU (in target communities and on WKU's campus) • Expand the Multicultural Preview Days to the extended campuses • Host an Hispanic/Latino/a Preview Day with bi-lingual sessions • Conduct individualized on-site financial aid counseling during each of the multicultural preview days • Provide application fee waivers if a student elects to attend WKU • Award two (2) \$500.00 scholarships during each multicultural on-campus preview day event • Provide each student and their families with a timeline to graduation (Sample: Appendix B) • Provide each student with an individualized academic and career pathway document • Implement a peer Journey Coach program to connect with prospective students and newly admitted students through

	<p>social media and serve as a point of contact and purveyor of institutional culture and academic expectations</p> <ul style="list-style-type: none"> • Grow support to assist first-generation students with both academic and co-curricular resources
Stakeholders to Affect Change:	<p>Service region high schools WKU admissions multicultural counselor Enrollment Management (admissions, financial aid) Academic and Student Affairs Representatives Peer journey coaches through the Division of Student Affairs Student Employment/Work Study Program</p>

Strategy 2: Demonstrate to students, parents, guardians, or other support individuals the relationship between degree attainment and a career pathway

Actions/Components:	<ul style="list-style-type: none"> • Administer a career interest/exploratory survey to students prior to them creating a course schedule. The career interest/exploratory survey will serve as a springboard for consultation with a Career Coach and Academic Advisor either virtually or face-to-face. The results of the interest survey will then be used to build students’ major, course schedule, internships, and co-op experiences • Involve student, parent or student’s support team members in this consultation • Use the results of the exploratory survey to create an individualized academic and career pathway (Appendix B) to assist in selecting a major, internships, or other experiential learning opportunities • Use the results of the exploratory survey to create an individualized academic pathway • Partner with Parent’s and Family Association/Parent’s and Family Advisory Council in soliciting parent or support team
----------------------------	---

	members and to serve as peer Journey Coaches to parents and supporters
Stakeholders to Affect Change:	Center for Career and Professional Development Intercultural Student Engagement Center Academic Advising and Retention Center Division of Student Affairs Marketing Committee Parent’s Association and Parent’s Advisory Council

Strategy 3: Implement a web of recruiting through Affinity Groups	
Actions/Components:	<ul style="list-style-type: none"> • Leverage relationships with specific affinity groups to increase yield • Leverage relationships with WKU alumni to increase yield • Targeted outreach to teachers in the service region who are WKU graduates for special recognition • Purchase WKU branded items for distribution to teachers for dissemination to students • Enlist the assistance of teachers in the service region who are WKU graduates • Leverage relationships between WKU and Spanish-speaking parents/families currently employed at the University
Stakeholders to Affect Change:	Office of the Chief Diversity Officer Intercultural Student Engagement Center WKU Alumni Association Department of Facilities Management Office of Human Resources College of Education and Behavioral Sciences

Strategy 4: Implement <i>Application Fee Waiver Day</i>	
Actions/Components:	<ul style="list-style-type: none"> • Select one day in the fall semester to waive the application fee

	<p>for student applicants</p> <ul style="list-style-type: none"> • Launch a marketing and advertising campaign using social media and prevailing advertising outlets
<p>Stakeholders to Affect Change:</p>	<p>Office of Enrollment Management (admissions)</p> <p>Office of Public Affairs</p> <p>Division of Institutional Technology (IT)</p> <p>Division of Student Affairs</p> <p>Division of Academic Affairs</p>

Foci II: Strategies to Support Success – Student Success

The following table, Table 8, indicates the 5-Year Target Ranges to meet the desired outcomes relative to Success – Student Success.

Table 8: 5-Year Target Ranges for Student Success Foci

First-to-second year retention. For each target group and year, annual target values are shown with associated ranges of \pm 1s. Baseline values are shown without associated ranges.						
Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total URM	58.3%	58.3 \pm 1.9%	58.7 \pm 1.9%	59.1 \pm 1.9%	59.6 \pm 1.9%	60.0 \pm 1.9%
Low-Income	63.7%	63.7 \pm 1.5%	64.1 \pm 1.5%	64.4 \pm 1.5%	64.9 \pm 1.5%	65.3 \pm 1.5%
Six-year graduation rate. For each target group and year, annual target values are shown with associated ranges of \pm 1s. Baseline values are shown without associated ranges.						
Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total URM	33.9%	33.9 \pm 1.8%	33.9 \pm 1.8%	34.5 \pm 1.8%	35.0 \pm 1.8%	35.6 \pm 1.8%
Low-Income	41.0%	41.0 \pm 1.5%	41.0 \pm 1.5%	41.0 \pm 1.5%	41.6 \pm 1.5%	42.0 \pm 1.5%
Baccalaureate degrees conferred. For each target group and year, annual target values are shown with associated ranges of \pm 1s. Baseline values are shown without associated ranges.						
Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total URM	315	321 \pm 17.5	328 \pm 17.5	334 \pm 17.5	340 \pm 17.5	347 \pm 17.5
Low-Income	1353	1373 \pm 27.0	1393 \pm 27.0	1413 \pm 27.0	1434 \pm 27.0	1455 \pm 27.0

Strategies to Enhance and Support Success – Student Success

Senior leadership, administrators, faculty, and staff at WKU recognize that planning for student success is essential; therefore, are committed to promoting and strengthening diversity, equity, and inclusion initiatives toward the retention, graduation, career readiness, and success of its diverse student population. Strategies that correlated with effective educational results designed to support the student retention and persistence rate and decreasing the combined

graduation rate gap of low-income, underrepresented minoritized students were established. To assist in helping the University craft a course of action, during the fall semester 2016, under the joint leadership of the Office of the Provost and the Office of the Vice President of Student Affairs, the campus community began exploring the relationship between high-impact practices and student persistence to graduation particularly for students of color who are the first in their immediate families to attend college and fall into the category of low income.

Decades of higher education literature reveal that student attrition is indicative of a number of variables. Contrary to prevailing thought, most students leave for reasons other than poor academic performance. Based on data collected during the planning phases of this campus-wide plan, students indicated four (4) primary reasons for stopping out of WKU and for a prolonged pathway to graduation:

- a. Financial insecurity
- b. Career and academic major uncertainty
- c. Lacking competence in the processes involved with being a college student
- d. Feeling displaced and disconnected

Additionally, the University is keenly aware that persistence to a second semester, second year, and beyond requires a firm foundation within a student's first semester. Thus, strategies outlined below reflect prevailing research, philosophy, and practices.

The Campus-Wide Diversity Plan identifies several high-impact strategies for implementation. Identifications of specific strategies for retention and graduation (degrees conferred) of underrepresented minoritized students along with the responsible partners or specific strategies are charted below. Actions that will be taken and the units responsible for

execution to ensure successful achievement are also included. To support and achieve student success, the following strategies are proposed:

Strategy 1: Implement a pre-enrollment orientation program

Strategy 2: Create targeted Living-Learning Communities and Special Living Options

Strategy 3: Intrusive life coaching initiative

Strategy 4: Micro-financial assistance initiative

Strategy 5: Early-alert safety net system

Strategy 6: MakerSpace (learning labs) implementation

Strategy 1: Implement a Pre-Enrollment Orientation	
Actions/Components:	<p>The desired outcome is to retain students from the first year to the second. To do so requires focusing on socialization and expectation setting prior to arrival, setting the stage for what will be required as a WKU student.</p> <ul style="list-style-type: none"> • Administer a post-admission online orientation to familiarize first-year, first-semester students with the processes associated with being a college student. Topics may include: a). Costs associated with attending WKU and strategies to cover the cost of attendance (e.g. completing the FASFA, follow through in the event of financial assistance verification) b). Academic and other behavioral expectations (e.g. self-management strategies, outlining the processes associated with student success, strategies to develop cultural competency, etc.) • Administer MyPlan Career Inventory to pair career interest with selection of an academic pathway • Student placement in a cluster/pod with a peer journey coach assigned to assist in the transition from high school and home to WKU and who will engage with the incoming student before

	and following arrival
Stakeholders to Affect Change:	Intercultural Student Engagement Center Center for Career and Professional Development Division of Student Affairs Division of Enrollment Management

Strategy 2: Targeted Living-Learning Communities and Special Living Options	
Actions/Components:	<p>Underrepresented minoritized students will participate in the Intercultural Student Engagement Center Academy (ISEC). ISEC Academy, “Where Scholars are Made”, is an initiative to assist first-year students who identify as students of color (Black, Hispanic/Latin, Asian, Native American, Multiracial) and/or who are first generation, Pell eligible, and have some academic need.</p> <p>Primary components of the ISEC Academy include:</p> <ul style="list-style-type: none"> • Intrusive peer mentoring and coaching • Intrusive academic advising • Living and learning community • Linked classes • Personal development • Academic engagement • Service learning • Cultural and diversity competence • Web of support services • Two-year program • Increased direct contact with faculty members • Retroactive Book Scholarship program
Stakeholders to Affect Change:	Intercultural Student Engagement Center Division of Student Affairs Representatives Division of Enrollment Management

	<p>Division of Academic Affairs Representatives</p> <p>Center for Career and Professional Development</p> <p>Center for Innovative Teaching and Learning</p> <p>Center for Citizenship and Social Justice</p>
--	---

Strategy 3: Intrusive Life Coaching	
Actions/Components:	<ul style="list-style-type: none"> • Administer the StrengthsQuest/StrengthsFinder Inventory to assist students in determining their strengths and how to use those strengths to their benefit in succeeding in college • Teach students the processes of being a college student (the process of learning, the process of acquiring the mechanics of student success, the process of acquiring self-efficacy and resilience) • Activate an early alert/early warning system through the academic advising portal • Implement a student support safety net using a case management approach
Stakeholders to Affect Change:	<p>Intercultural Student Engagement Center</p> <p>Division of Student Affairs Representatives</p> <p>Department of Housing and Residence Life</p> <p>Academic Advising and Retention Center</p> <p>Office of the Provost</p> <p>Counseling and Testing Center</p> <p>Student Accessibility Resource Center</p>

Strategy 4: Implementation of a Micro-Financial Assistance Program	
Actions/Components:	<p>Implementation of a Retroactive Book Scholarship program</p> <p>Micro-loan program</p> <p>Single bill payment process</p> <p>Increase campus student employment positions</p> <p>Re-envision scholarship allocation to need based</p>

Stakeholders to Affect Change:	<p>Intercultural Student Engagement Center</p> <p>Division of Enrollment Management</p> <p>Division of Student Affairs</p> <p>Division of Finance and Administration</p>
---------------------------------------	--

Strategy 5: Early-alert System	
Actions/Components:	<p>Both faculty and staff will participate in a multi-tiered early detection system to identify students experiencing problems that may impede persistence and determining an appropriate intervention. Components include:</p> <p>Contacting students at the 2nd week marker to determine whether they have accessed requisite student services</p> <p>Contacting students at the 5th week marker to indicate current academic performance</p> <p>Touchpoints with students by Peer Journey Coaches</p> <p>Touchpoints with Academic Advisors</p>
Stakeholders to Affect Change:	<p>Academic Advising and Retention Center</p> <p>Division of Student Affairs</p> <p>Division of Academic Affairs</p>

Strategy 6: MakerSpace (Learning Lab) Implementation	
Actions/Components:	<p>A growing body of literature indicates that there is a connection between student learning and a student's sense of belonging to a community through the use of MakersSpaces. For retaining students of color, this research is particularly promising. One of the strategies to improve student success will be the creation of an additional MakerSpace in the new residence hall and exploration of a third space included in the design of the Garrett Center.</p>
Stakeholders to Affect Change:	<p>Division of Student Affairs</p> <p>School of University Studies</p>

Foci III: Impact – Campus Climate, Inclusiveness, and Cultural Competency

The following table indicates the 5-Year Target Ranges to meet the desired outcomes relative to Impact – Campus Climate, Inclusiveness, and Cultural Competency.

Table 9: 5-Year Annual Target Ranges for Impact – Campus Climate, Inclusiveness, and Cultural Competency

Workforce URM diversity as a percentage of all employees in the target group. For each target group and year, annual target values are shown with associated ranges of \pm 1s. Baseline values are shown without associated ranges.						
Target Group	Baseline 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Tenure-Track Faculty	9.3%	9.4 \pm 1.3%	9.5 \pm 1.3%	9.7 \pm 1.3%	10.0 \pm 1.3%	10.3 \pm 1.3%
Management Occupations	14.8%	14.0 \pm 3.6%	14.0 \pm 3.6%	14.4 \pm 3.6%	15.3 \pm 3.6%	15.8 \pm 3.6%

Strategies to Enhance Impact – Campus Climate, Inclusiveness, and Cultural Competency

Through its commitment to enhancing the diversity of its faculty, staff, and students and building a campus climate where equity is both a core value and the institution’s ethos, the Campus – Wide Diversity Plan reflects the University’s best efforts to achieve this vision. Moreover, WKU acknowledges the critical importance of this environment being one that is culturally respectful, where faculty and staff are cultural competent, and civically responsible. Therefore, in the spirit of enacting these core values the following goals are highlighted:

- a. Increasing the racial and ethnic diversity of faculty and staff
- b. Promote equity and inclusion on campus in order to create a positive campus climate that embraces diversity
- c. Work toward producing culturally competent students, faculty, and staff

The effectiveness of targeted strategies within a plan to enhance the educational environment for faculty, staff, and students to flourish is predicated on the notion that opportunity, success, and impact are interconnected components, not disparate pieces.

The section below highlights select interventions being explored by University stakeholders for inclusion in the Campus – Wide Diversity Plan:

Strategy 1: Increase representation of faculty and staff of color through a formalized recruitment and retention process

Strategy 2: Promote equity and inclusion on campus in order to create a positive campus climate

that embraces diversity

Strategy 3: Formalize mechanisms to infuse cultural competency within all aspects of the institution

Strategy 1: Increase representation of faculty and staff of color through a formalized recruitment and retention process	
Actions/Components:	<ul style="list-style-type: none"> • Financial support/bridge funds for post-doctoral fellowships each year through the Minority Faculty Hiring Program (MFHP) • Implement a posse effect: connecting new hires with other new hires to share the common experience of being new to the institution • Create a best practices handbook for hiring and recruiting diverse faculty and staff • Implementing training for search committees on implicit bias awareness and prevention • Leverage relationships with specific affinity groups for targeted recruitment • Leverage relationship with the Chamber of Commerce in the recruitment of faculty and staff • College-wide and/or division-wide mentoring and shepherding program for women and underrepresented minoritized faculty and staff • Touchpoint: hand-written note and event (coffee, breakfast, or lunch) from the Provost and Chief Diversity Office for each new hire
Stakeholders to Affect Change:	<p>Office of the Provost Council of Academic Deans Office of the Chief Diversity Officer Department of Human Resources Office of Equal Opportunity</p>

Strategy 2: Promote equity and inclusion on campus in order to create a positive campus climate that embraces diversity	
Actions/Components:	<ul style="list-style-type: none"> • Periodic assessment of the campus climate through both formal (institutional surveys) and informal (focus groups/fireside chats) means • Conduct an audit of course offerings to identify existing courses with a focus on diversity, equity, and inclusion and listing these courses on the university webpages in a central location • Institutionalize the Pride Center and resources to meet the needs of students who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally • Identify and implement resources to meet the needs of faculty and staff who identify as lesbian, gay, bisexual, transgender, queer, questioning, intersex, and ally • Identify services and implementation strategies to assist faculty, staff, and students who identify as having a disability • Incorporate the WKU Creed in orientations and campus wayfinding/signage • Implementation of a student advisory team/council to the Chief Diversity Officer • Incorporate a mechanism for faculty development in inclusive pedagogy • Special recognition and monetary award for innovations in the area of diversity, equity, and inclusion • Creation of diversity, equity, and inclusion plans within each of the academic colleges and within each of the divisions
Stakeholders to Affect Change:	<p>Office of the Chief Diversity Officer</p> <p>Office of Institutional Research</p> <p>Center for Innovating Teaching and Learning</p>

	<p>Student Accessibility Resource Center</p> <p>Office of the President</p> <p>University Libraries</p> <p>Gender and Women Studies</p> <p>University Police Department</p> <p>Bowling Green Chamber of Commerce</p>
--	--

Strategy 3: Formalize mechanisms to infuse cultural competency within all aspects of the institution	
Actions/Components:	<ul style="list-style-type: none"> • Devise mechanisms such as Intergroup Dialogue (IGD) and other programmatic initiatives to encourage and promote co-cultural engagement • Create an online training module for faculty and staff to convey institutional expectations and values related to diversity, equity, and inclusion • Implement a mini-conference with a focus on professional development in cultural competence • Create a centralized online portal to report bias incidences or non-emergency acts of vandalism or harassment to ensure a swift response • University-wide opportunities to engage in conversations about diversity, equity, and inclusion • Training on by-stander intervention in the event of a bias incident • Faculty professional development on pedagogical strategies that facilitate inclusive excellence • Staff professional development on strategies to create environments where individuals flourish
Stakeholders to Affect Change:	<p>Center for Innovative Teaching and Learning</p> <p>Center for Citizenship and Social Justice</p>

	Department of Housing and Residence Life Department of Human Resources Office of Equal Opportunity Officer of the Chief Diversity Officer Office of the Provost Intercultural Student Engagement Center
--	--

Plan for Assessing the Campus-Wide Diversity Plan

The section below describes the proposed methodology to be used by WKU to assess the strategies to be implemented and to determine whether the strategies were successful or if they should be modified or discarded.

Proposed Methodology to Assess Progress towards Goal Achievement	
Actions/Components:	Track progress towards achieving established metrics Track changes in demographic data for faculty, staff, and students Track bias, harassment, and discrimination reporting Track activities across the campus with a diversity, equity, and inclusion emphasis Conduct pre- and post-test relative to events focusing on cultural competency training Conduct climate surveys with faculty, staff, and students to determine perceptions of the campus environment Conduct climate surveys with faculty, staff, and students to determine perceptions about their sense of mattering and belonging Conduct focus groups with faculty, staff, and students to determine what needs to be refined relative to diversity, equity, and inclusion Communicate reports to the campus community celebrating our successes
Stakeholders to Affect Change:	Office of the Chief Diversity Officer Office of the Provost Office of Institutional Research

Plan and Intended Outcomes Summary

The Campus-Wide Diversity Plan is organized around three (3) themes:

- a. Opportunity – Recruitment and Enrollment of Diverse Students
- b. Success – Student Success
- c. Impact – Campus Climate, Inclusiveness, and Cultural Competency

Goals and targets were identified to improve institutional performance in these areas. The table below provides each goal with its corresponding thematic area.

Table 10: Goals Summary

Opportunity – Recruitment and Enrollment of Diverse Students	Success – Student Success	Impact – Campus Climate, Inclusiveness, and Cultural Competency
<p>Increase recruitment and enrollment of: Black or African American Hispanic or Latino/a Students identifying as two or more races</p>	<p>Increase: 1st-2nd year retention 6-year graduation rate Degrees conferred</p>	<p>Increase the racial and ethnic diversity of faculty and staff</p> <p>Promote equity and inclusion on campus in order to create a positive campus climate that embraces diversity</p> <p>Work toward producing culturally competent students, faculty, and staff</p>

Strategies and actions steps were crafted to accomplish each of the respective goals and to reach the targeted percentage ranges over a five-year period. Data collected through focus groups, interviews, and document analysis, were used to inform the Campus-Wide Diversity, Equity, and Inclusion Plan. Lastly, a plan to assess the effectiveness of the Campus-Wide Plan was

developed along with steps toward implementation.

Challenges to Success and Next Steps

The WKU Diversity, Equity, and Inclusion Plan reflects a good faith effort to assist the campus community in realizing its obligation to create academic space where faculty, staff, students, and other stakeholders may flourish. Additionally, this plan is guided by a philosophy that views diversity, in all of its forms, as an organizational strength and compatible to academic excellence. However, impediments in implementing the core tenets of this plan will surface. To minimize these challenges and generate support the following steps will be set in motion:

- a. Fine tune the plan following the CPE review
- b. Present the plan to campus stakeholders for final review and approval
- c. Implement a campaign for community engagement and to present the plan
- d. Assist campus and community stakeholders in determining their role in advancing the diversity agenda
- e. Implementation of initiatives
- f. Review, assess and modify as appropriate

References

- Council on Postsecondary Education (2016). *Kentucky Public Postsecondary Education Policy for Diversity, Equity, and Inclusion*. Frankfort, KY: Author.
- Perna, L. W. (2013). *Conclusions: Improving College Access, Persistence, and Completion: Lessons Learned*. In *The state of college access and completion* (pp. 208-224). New York, NY: Routledge.
- Shoenfelt, E.L. (2012). *Report on the 2012 WKU faculty and staff campus diversity survey*. Western Kentucky University, Bowling Green, KY.
- Western Kentucky University. (2016). *The WKU factbook*. Retrieved from https://www.wku.edu/institutes/fact_book.php.

Appendix-A

President's Diversity and Embracement Committee

Several factors are provided below to set this report in the context of broader sweeping administrative and structural changes that transpired during the past academic year or will occur during the 2016-2017 academic year. This Diversity Plan draft reflects significant developments building on the targeted strategies outlined during previous plans and the Universities' strategic diversity initiatives summarized in the *Challenging the Spirit* Action Plan 2012-2013 to 2017-2018. Firstly, during the 2016 spring semester, the Office of the Chief Diversity Officer was transferred from Academic Affairs to Student Affairs to align services with other student-related services. This action resulted in the appointment of a new Chief Diversity Officer. Additionally, the newly formed President's Committee on Diversity and Embracement (formerly the Diversity and Enhancement Committee) was created and charged with the task of:

1. Coordinating efforts to plan, craft, and implement the University's Strategic Diversity, Inclusion and Equity Plan.
2. Functioning as an oversight group focused on strengthening campus civility, respect, cultural competence, and normalizing diversity.
3. Supporting an organizational structure involving multiple, smaller working groups to identify issues, best practices, and to recommend viable solutions.

The President's Committee on Diversity and Embracement membership consists of a heterogeneous group of faculty and staff involved in multiple roles throughout the University. The chart below provides the committee member's names, programs, or departments.

Dr. Fabian Alvarez
English Department

Dr. Peggy Crowe
Counseling and Testing Center

Dr. Sandra Ardrey
Political Science

Mr. George Dordoni
International Enrollment Management

Ms. Leah Ashwill
Center for Citizenship and Social Justice

Dr. Evelyn Ellis
Regional Chancellor, Elizabethtown and
Fort Knox Campuses

Mr. Michael Crowe
Office of Student Conduct

Dr. Dawn Hall
School of University Studies

Mr. Joshua Hayes
Office of Equal Employment Opportunity

Dr. Lynne Holland
Office of the Dean of Students
Office of the Chief Diversity Officer

Dr. Aaron Hughey
Counseling and Student Affairs

Dr. Grayson Hunt
Philosophy and Religion

Dr. Bruce Kessler
Mathematics

Ms. Angie Link
Recording Secretary

Ms. Jennifer Markin
Academic Advising and Retention Center

Dr. Brian Meredith
Division of Enrollment Management

Dr. Jane Olmsted
Gender and Women Studies

Dr. Jackie Pope-Tarrance
Social Psychology

Ms. Carrie Pratt
Student Publications

Dr. Martha Sales
Intercultural Student Engagement Center
and TRIO Programs

Ms. Stephanie Sieggreen
International Student Office

Ms. Aurelia Spaulding
Public Affairs

Dr. Helen Sterk
Communication

Appendix-B

Example of a Timeline to

Graduation

Timeline to GRADUATION

