

CAMPUS COMMUNITY & INCLUSION TASK FORCE

...a task force focused on developing options for additional shocker-specific programs on our campus to further enhance the student and campus community experience, with a special focus of celebrating our diversity, inclusivity, creative activities and university accomplishments.

FINAL REPORT

Co-Chairs

Aaron Austin

Rodney Miller

MAY 15, 2020

Committee Members:

Aaron Austin – Student Affairs & Co-Chair

Kristin Beal - Strategic Communications

Bobby Berry - Academic Affairs

Susayn Brandes – Community Representative

Cheyla Clawson – Faculty Senate

Paula Downs - Office of Diversity & Inclusion

Becky Endicott - Athletics

Gabriel Fonseca – UP Senate

Tracee Friess – Research & Innovation

Trish Gandu – UP Senate

Sandra Goldsmith – USS Senate

Aseayram Gopalakrishanan – International St. Org.

Molly Temp Gordon – General Counsel

Jim Granada – Faculty Senate

Teri Hall – Student Affairs

Rosemary Hedrick – USS Senate

Lou Heldman - Strategic Communications

Andrew Hippisley – Academic Affairs

Katherine Holmgren – WSU Foundation

Matt Houston – USS Senate

Scott Jensen – Housing & Residence Life

Brian Lee – WSU Tech

Heba Madi – Undergraduate Admissions

Rodney Miller - Academic Affairs & Co-Chair

Jess Prudence - Spectrum LGBTQ

Danay Roe – Black Student Union

Alicia Sanchez – Office of Diversity & Inclusion

Bobby Smith – Finance & Administration

Rachel Spencer – Student Government Assoc.

Li Wang - Student Government Assoc

Alyssa Ward – Alumni Association

Sara Zafar - Office of the President

CAMPUS COMMUNITY & INCLUSION TASK FORCE

Executive Summary

Campus Community & Inclusion was charged with developing options for additional Shocker-specific programs on our campus to further enhance the student experience through the promotion of a stronger sense of community with a special focus of celebrating our diversity, inclusivity, research, creative activities and university accomplishments. The Task Force subsequently identified four major areas for consideration. Four sub-committees were created to explore the following areas of concern. They are listed below, with their charge, and a brief summary of their findings:

1. SUB-COMMITTEE #1: Art on Campus & Signage/Branding/Telling the WSU Story

In the context of COVID-19 and the social distancing the pandemic has mandated it is even more important to capture our shocker pride and energy upon our return. This committee offers ways to create an energy-infused campus that fosters creative and meaningful connection through inclusive and welcoming spaces. Opportunities to advance a campus culture of diversity, inclusion and Shocker pride will include:

- a. Art on campus
- b. Images / Photography in classrooms, buildings etc.
- c. Utilization of free space on building exteriors including light displays, banners, murals etc.

2. SUB-COMMITTEE #2: The Challenge of Inclusion For WSU Students

For the University to “be a campus that reflects and promotes the evolving diversity of society,” recommendations have been put forward which include strategies, and practices to support a diverse and inclusive campus community. These efforts will leverage the effects of an inclusive campus to achieve greater recruitment and retention rates for students.

3. SUB-COMMITTEE #3: The Challenge of Inclusion For WSU Faculty And Staff

For the University to “be a campus that reflects and promotes – in *all* community members – the evolving diversity of society,” recommendations have been put forward which include strategies, and practices to support a diverse and inclusive faculty and staff community. These efforts will leverage the effects of an inclusive campus to achieve greater recruitment and retention rates for faculty and staff.

4. SUB-COMMITTEE #4 The Challenge of Utilizing Technology to Connect All WSU Students, Faculty and Staff

For the University to “be a campus that reflects and promotes – for all WSU community members – the cultural, socio-economic, and logistical diversity of our student/faculty/staff community,” a specific recommendation has been put forward which includes strategies and practices to further promote an inclusive campus community. This effort will leverage the effect of a more connected campus to achieve greater recruitment and retention rates for faculty, staff, and students.

CAMPUS COMMUNITY & INCLUSION TASK FORCE

SUB-COMMITTEE #1:

ART ON CAMPUS & SIGNAGE/BRANDING/TELLING THE WSU STORY

Members:

Kristin Beal - Co-Chair, Strategic Communications

Cheyra Clawson - Co-Chair, Faculty Senate

Paula Downs - Diversity & Inclusion

Tracee Friess - Research & Innovation

Lou Heldman - Strategic Communications

Scott Jensen - Housing & Residence Life

Heba Madi - Undergraduate Admissions

Li Wang - Student Government Assoc

Alyssa Ward - Alumni Association

Sara Zafar - Office of the President

Matt Houston - USS Senate

Issues to be addressed: Creating a sense of community where all faculty, staff and students belong, instill Shocker pride, make WSU *feel* like Wichita State University.

Strengths that position the institution for successful implementation/change: In the context of COVID-19 and the social distancing the pandemic has mandated it is even more important to capture our shocker pride and energy upon our return. This committee aims to offer ways to create an energy-infused campus that fosters creative and meaningful connection through inclusive and welcoming spaces.

RECOMMENDED ACTION/PROGRAM/INITIATIVE #1:

Periphery & outdoor experience of campus: Periphery campus experiences often transition into campus buildings. Thinking of how to energize pathways from outside to inside as well as creating a welcoming experience for campus visitors.

Description: Enhancing the periphery of campus to the Wichita community as well as the outdoor campus experience had by students, prospective students, faculty/staff, alumni and guests. **To include:** Campus entrance enhancements, Braeburn Square activation, public art - outdoor sculpture collection, signage and branding consistent across campus, portable murals, chalkboard walls, painted crosswalks, parking wayfinding signage, Community Garden. Mobile app development to enable campus-wide connection and ease guest experiences as well as the daily Shocker community's experiences. Apps currently in use: N-POWERED - <https://www.n-powered.com/>, MEBO - <https://www.mebo.social/>, ALONZIE - <http://www.alonzie.com/>, Navigate, WSU shocker shuttle tracker, and Handshake. We recommend app development that combines these functions along with Alexa's connecting technology.

Purpose, goals, objectives: Recruitment, accessibility, community. Goal is to create a "feeling" of what it's like being on campus for anyone that comes. Enhancing the physical environment will have a ripple effect into recommendation 3, allowing WSU to better leverage campus assets and amenities.

Challenges: With plenty of periphery and outdoor space to enhance and the costs associated, specific areas or initiatives will need to be prioritized.

Required resources: cooperation from colleges for multi-disciplinary approach (convergent sciences), engineering, business and humanities, etc.

Anticipated cost & funding source: grant potential

Champion: President's Office, Finance & Administration, Strategic Communications,

Partners: College of Fine Arts, ADCI, Strategic Communications, Business School, Engineering, Institute of Innovation, Media Resource Center

Additional notes: Specific ways to enhance periphery and outdoor experiences include: university entrance enhancement, campus-wide app for navigation/other resources, building addresses, consistent signage across campus, parking wayfinding signage, public art installments/experiences such as portable murals, a chalkboard wall, painted crosswalks, and window art or other activation of Braeburn Square.

RECOMMENDED ACTION/PROGRAM/INITIATIVE #2:

Enhancing campus building experiences: students, faculty and staff need to feel represented and proud to be Shockers when they enter campus buildings.

Description: Create diverse, but consistent brand experiences/immersion in each WSU building using digital media, vinyl clings and pull-up banners.

Purpose, goals, objectives: Create a vibrant, cohesive brand experience to tell the story of WSU students, faculty and staff; instill Shocker pride and create a creative thought-provoking, aesthetic environment. Continue and enhance the cohesive “feel” of being on campus from building to building. Tying the buildings together while allowing each department to express what is unique in their disciplines. Create lots of places for photo ops/selfies.

Challenges: There are too many WSU buildings for Strategic Communications to handle at once. Departments should create their own graphics/environment based on recommendations and templates from Strat Comm.

Required resources: Templates and recommendations/guidelines from Strat Comm.

Anticipated cost & funding source: Each department will be responsible for funding their own building improvements/graphics. Departments can work with the President’s Office to develop a funding plan if needed.

Champion: Department heads/Ad

Partners: Strategic Communications

Additional notes: Specific considerations include adding building addresses, branded and enhanced entryways, mounted technology in common spaces to share the stories of faculty, staff and students, murals (inside and outside of buildings), photo friendly spaces and touch screen kiosks.

RECOMMENDED ACTION/PROGRAM/INITIATIVE #3:

Enhancing campus common and public spaces: In addition to visually enhancing our campus periphery and buildings, the key to building an inclusive community is by energizing our campus by connecting people through the activation of our common and shared spaces.

Description: Fully utilize campus assets and amenities for events and activities that encourage interaction, engagement, and connections on campus.

Purpose, goals, objectives: Enhance engagement opportunities on campus through events and activities that establishes WSU as a place to be for everyone. Utilizing WSU assets to their full capacity, while creating a new revenue stream that builds partnerships with the community.

Challenges: Activating WSU assets will require streamlining event coordination activities and potentially a dedicated staff member to create a campus asset list, identify innovative uses for all spaces on both the WSU and Innovative campuses, build partnerships on campus and in the community, develop a master event calendar that does not disrupt WSU activities/events; and market opportunities. Currently, event coordination does not exist in this manner and will require a different or modified funding structure.

Required resources: Fully activating WSU assets will require focused attention on developing a strategic “campus activation” plan. This will require dedicated staff developing the plan and fully engaging with internal and external partners. Funding may be required to initially develop this focus, with the intent that revenues will increase to fund the activity. Access to space information and internal partners will be necessary to fully develop this new concept.

Anticipated Cost and Funding Source(s): Initially, funding may be required for a dedicated staff member, unless current staff can be utilized with a new or modified focus. Long-term, it is anticipated that revenues from increased events and activities will fund the dedicated position. Other potential funding sources: grants, partnerships, space utilization contracts.

Champion: Event Services leadership and/or a dedicated staff member. Options are available for oversight (with funding) through a WSU Center or a partnership with taskforce members.

Partners: Internal stakeholders related to space utilization, processes, policies, pricing options, catering, technology, marketing, legal, strategic communications, and anyone who is a stakeholder or would be impacted by activating space; External stakeholders; organizations (business, nonprofit, local government, school districts, etc.) and individuals in the community that have events/activities that could be transitioned to underutilized space on campus.

Additional notes: All events/activities would enhance the student and community experience by fully activating the campus common space assets. These opportunities would create an environment that showcases diversity and connection through welcoming spaces utilized to bring people together in innovative ways. Spaces to be activated would include; Braeburn

Square, WSU common spaces/assets, and potentially Shocker Studios, WSU West Campus; WSU South Campus and a partnership with WSU Tech.

Space activation ideas include: Coffee Conversation Events (on-campus activity for all students, faculty and staff); campus events/tours in conjunction to sporting events; outdoor art; portable murals, chalkboard walls, painted crosswalks, photo opportunity spaces; recreational amenities (games, hammocks); community garden; food carts; contests, tours, walks; concerts, festivals and events. Events and activities would utilize outdoor and indoor space and could include weddings, corporate events; parties; and community training events.

CAMPUS COMMUNITY & INCLUSION TASK FORCE

SUB-COMMITTEE #2

THE CHALLENGE OF INCLUSION FOR WSU STUDENTS

MEMBERS:

Alicia Sanchez – Chair, Diversity & Inclusion

Jess Prudence - Spectrum LGBTQ

Bobby Berry - Academic Affairs

Rachel Spencer – Student Government Assoc.

Gabriel Fonseca – UP Senate

Aseayram Gopalakrishanan – International Students Organization

Teri Hall – Student Affairs

ISSUES TO BE ADDRESSED: Recognized Student Organizations and Identity Based Group Support

STRENGTHS THAT POSITION THE INSTITUTION FOR SUCCESSFUL IMPLEMENTATION/CHANGE:

For the University to “be a campus that reflects and promotes – in all community members – the evolving diversity of society,” as outlined in the Inclusive Excellence strategic plan goal; we have developed recommendations which include strategies, and practices to support a diverse and inclusive campus community. These efforts will leverage the effects of an inclusive campus to achieve greater recruitment and retention rates for faculty, staff, and students.

RECOMMENDED ACTION/PROGRAM/INITIATIVE #1:

Consolidate various areas of campus that support specific identity-based student services and identify a centralized office whose mission would be to serve all identity-based students on campus.

- **Description of action/program/initiative:** The University needs to examine ways of making diversity and inclusion more centralized on campus. This includes providing resources, funding, and staff to create holistic identity-based offices to support identities to include but not limited to LGBTQA, Asian Pacific Islander Desi American (APIDA), Black/African American, DACA/Undocumented, First Generation, International, Hispanic, Religious minorities, and Women.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, respondents feel less accepted in their environment in 2019 than they did in 2016. Significantly, fewer respondents feel that their cultural/ethnic background is respected at WSU in 2019 (71%) as compared to 2016 (80%). Additionally, fewer feel that they feel included at WSU, dropping from 76% to 70%.
- **Challenge(s) to action/program/initiative:** The primary challenge will be the ability and/or willingness for current departments to consolidate. The secondary challenge will be procuring adequate funding and resources for staff, operations, and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** (Year 1: \$70,800): One coordinator at \$55,800 and one graduate assistant at \$15,000. (Year 2: additional \$40,800): One additional coordinator at \$55,800. (Year 3: additional \$55,800): One additional coordinator at \$55,800. Funding sources could be a mix of state and student fees.
- **Champion:** Alicia Sanchez, Director of the Office of Diversity and Inclusion and Dr. Teri Hall, Vice President for Student Affairs
- **Partners:** First Generation Coordinating Council and International Education
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #2:

Work with the Student Government Association to engage in conversations about developing an agency-based student organization model to support various identity-based student organizations on campus to centralize programming, funding, and support.

- **Description of action/program/initiative:** With over 300 plus student organizations on campus and about 72 of those identifying as cultural or international based, a system that would allow for these student organizations to work together, have access to shared resources to better serve the needs of students; such agencies missions would be to promote, educate, and serve our campus. These agencies represent those student populations that have been typically under-represented on our campus:
<http://sga.fsu.edu/agencies.shtml>.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, respondents feel less accepted in their environment in 2019 than they did in 2016. Significantly, fewer respondents feel that their cultural/ethnic background is respected at WSU in 2019 (71%) as compared to 2016 (80%). Additionally, fewer feel that they feel included at WSU, dropping from 76% to 70%.
- **Challenge(s) to action/program/initiative:** Securing support from the Student Government and the various student organizations
- **Required resources:** Financial and operational resources including a physical location for Student Agencies
- **Anticipated cost & funding source:** Potential funding for each agency from student fees. (Year 1: \$25,000): \$5,000/agency (Year 2: additional \$25,000): \$10,000/agency
- **Champion:** Gabriel Fonseca, Assistant Director of Student Involvement
- **Partners:** Student Government Association, Black Student Union, Hispanic American Leadership Organization, Asian Student Conference, Spectrum, International Student Union
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #3:

Working with the Office of Disability Services, Office of Institutional Equity and Compliance and Facilities Planning, conduct a campus-wide accessibility study to review campus facilities (both on the main campus and all other campuses) to identify areas of campus improvement.

- **Description of action/program/initiative:** Wichita State University needs accessible campus facilities. Respondents in 2019 rated all campus facilities “less accessible” than was reported in 2016. The university needs to examine ways to make facilities accessible by exploring the use of doorknobs, ramps, and other potential solutions.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, respondents’ perceptions of the accessibility of WSU’s facilities have significantly declined since 2016. All rated WSU facilities declined in their perceived accessibility. Wichita State University needs to make it clear to the campus community that it is committed to welcoming staff and students from all backgrounds and is making a concerted effort to improve the environment. Measures of comfort at WSU for both staff and students have declined since 2016. Communicating the university’s efforts to combat discrimination and harassment could help reassure students and staff that their problems are being addressed. The University needs to support, in words and actions, the continued development of a campus-wide culture of inclusion and accessibility.
- **Challenge(s) to action/program/initiative:** Guidelines from the Americans with Disabilities Act Amendment Act; federal compliance; and limited funding.
- **Required resources:** Accessibility assessment; staff hours; and financial resources
- **Anticipated cost & funding source:** Contingent on the findings of the accessibility assessment
- **Champion:** Accessibility Committee
- **Partners:** Disability Services, Office of Institutional Equity and Compliance and Facilities Planning
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #4:

Working with the Office of Diversity and Inclusion, Office of Institutional Equity and Compliance and Facilities Planning, to review campus facilities (both on the main campus and all other campuses) to evaluate the inclusiveness of campus facilities.

- **Description of action/program/initiative:** The University needs to examine ways of making campus facilities more inclusive by reviewing current campus facility restrooms to convert/include gender-neutral options. Additionally, the Wichita State should make classrooms inclusive of various body shapes and sizes.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, respondents' perceptions of the accessibility of WSU's facilities have significantly declined since 2016. All rated WSU facilities declined in their perceived accessibility. Wichita State University needs to make it clear to the campus community that it is committed to welcoming staff and students from all backgrounds and is making a concerted effort to improve the environment. Measures of comfort at WSU for both staff and students have declined since 2016. Communicating the university's efforts to combat discrimination and harassment could help reassure students and staff that their problems are being addressed. The University needs to support, in words and actions, the continued development of a campus-wide culture of inclusion and accessibility.
- **Challenge(s) to action/program/initiative:** The ability to convert current facilities to gender-neutral facilities; the ability to adjust classrooms structures to accommodate varied body types; limited funding to make those conversions and/or adjustments
- **Required resources:** Facilities assessment; staff hours; and financial resources
- **Anticipated cost & funding source:** Contingent on the findings of the assessment
- **Champion:** Alicia Sanchez, Director of the Office of Diversity and Inclusion
- **Partners:** LGBTQ Task Force, Institutional Equity and Compliance, Facilities Planning
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #5:

Working with the Wichita State University Student Government Association and the Division of Student Affairs, to reassess a campus-wide Food Insecurity survey for the campus community

- **Description of action/program/initiative:** It has been five years since the University and SGA has conducted a food insecurity survey of campus. Offering the survey again allows for a review of current campus offerings and protocols for members of the WSU community experiencing food insecurity.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, more than a third of respondents sometimes cannot afford to eat balanced meals. Additionally, 31% report that they sometimes ran out of food and did not have money to buy more. About two-third of respondents also indicated they had to cut the size of their meals or skip meal because there was not enough food. Of those respondents who have cut meals due to cost during the semester, 44% indicated they do it almost every month. Those who are Asian/Asian American (39%), Hispanic (38%) and of multiple ethnicities (37%) all have significantly higher rates of having to cut meals at some point in the semester as compared to White (25%) or Black/African American (23%) respondents. Respondents who identify as Lesbian are significantly more likely to have had to cut their meals due to money as compared to almost all other sexual orientations.
- **Challenge(s) to action/program/initiative:** The ability to make adjustments to meet the needs and offer continued support to students, faculty, staff that experience food insecurity; the expanded direction of the Shocker Support Locker and the potential for limited funding to meet legal requirements
- **Required resources:** Food Insecurity Survey, staff hours; and financial resources
- **Anticipated cost & funding source:** Conducting this survey should not have any substantial cost. If there are costs, funding could be allocated by SGA.
- **Champion:** Gabriel Fonseca, Assistant Director of Student Involvement
- **Partners:** Office of Planning and Analysis, Social Science Research Lab, Student Affairs, College & University Food Bank Alliance
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #6:

Work with the Tilford Commission/Fellows and the Ad-Hoc Diversity Faculty Senate Committee, to promote the infusion of diversity in the Wichita State curriculum by developing a new diversity-related course and/or modifying an existing course to enhance its diversity content.

- **Description of action/program/initiative:** There are two actions for this recommendation. First, work with the College Deans and Academic Affairs to identify how to implement the Tilford Incentive Grant process within each Academic College in an effort for each college to have a Tilford Faculty Fellow every academic year. Second, work with the First-year Seminar Faculty coordinator to require the infusion of diversity content in all first-year seminar courses as well as a trained peer coach to facilitate discussions on diversity and multicultural topics in each seminar course.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, we found 43% of the respondents indicated expecting diversity issues are included in courses and co-curricular programs is important to changing the campus environment. In addition, 33% of the respondents indicated providing requiring all students to take a diversity course in order to graduate from Wichita State was important to changing the campus environment.
- **Challenge(s) to action/program/initiative:** Primary challenges: Identifying the fellows in each academic college; defining the level of responsibility and expectation of each fellow. A secondary challenge will be making sure each fellow receives diversity and inclusion training.
- **Required resources:** Financial Resources & Administrative Support
- **Anticipated cost & funding source:** \$70,000 divided among the Tilford Faculty Fellows and First-Year seminar for peer coaches. Funding provided by Academic Affairs
- **Champions:** Gery Markova, Director of Faculty Advancement and Linnea Glenmayer Associate Vice President for Academic Affairs and Tilford Faculty Fellows Coordinator
- **Partners:** Academic Affairs, Diversity and Inclusion Committees, and First-Year Programs
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #7:

Requiring the formation of a standing Diversity and Inclusion Committee on all university governing bodies, including but not limited to, the Faculty, UP, and USS Senates, the Wichita State University Student Government Association, all academic colleges, and each division.

- **Description of action/program/initiative:** Work with the Presidents of the governing bodies at Wichita State, College Deans, and Vice Presidents of each division to develop Diversity and Inclusion Committees within each respective area and include faculty, staff, and student representatives. One representative from each committee is to be appointed to a Campus-Wide Diversity and Inclusion Council to ensure effective communication between College, Division, and Senates relating to issues of Diversity and Inclusion.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, a few recommendations in the climate study speak to our request to develop additional diversity and inclusion committees. They include developing and disseminating a strategic plan for creating a positive cultural climate for WSU students and employees. In the report, respondents cited a variety of ideas for such an environment, and expressed a lack of a cohesive vision and goals from the University. An additional recommendation is to create new opportunities and enhance existing internal community engagement opportunities. Students, faculty, and staff desire more cross-campus collaboration as well as conflict management support.
- **Challenge(s) to action/program/initiative:** The primary challenge will be constituent groups that are unwilling to form a committee or do not have the people to assemble a committee. The secondary challenge will be the potential of limited funding resources for staff, operations, and programming.
- **Required resources:** An executive-level conversation with the governing bodies to create a Diversity and Inclusion Committee as well as an executive mandate requiring each College and Division to develop a Diversity and Inclusion Committee.
- **Anticipated cost & funding source:** Funding might be needed if Colleges, Divisions, Governing Bodies decide they need it and the funding source would be from the Colleges, Divisions, and Bodies.

- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration; Judy Espinosa, Director of Human Resources.
- **Partners:** President's Office, Student Government Association, Faculty Senate, UP Senate, USS Senate, Council of Deans, President's Executive Team,
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #8:

Create a team of diversity and inclusion facilitators with representation from all divisions including students

- **Description of action/program/initiative:** Work with each Division Leader (Vice Presidents) at Wichita State to identify one individual from each area to serve as a campus-wide diversity and inclusion facilitator.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, we found 52% of the respondents indicated requiring diversity training for faculty and staff was important to changing the campus environment. In addition, 49% of the respondents indicated providing equity and diversity training to faculty promotion and tenure committees, and search committees was important to changing the campus environment. Respondents highlight awareness gaps on campus and the need for more training and events, particularly for faculty and staff on topics such as subtle forms of discrimination and marginalized groups.
- **Challenge(s) to action/program/initiative:** Increase in workload for each facilitator, lack of leadership support
- **Required resources:** Time and Financial Resources to train this team
- **Anticipated cost & funding source:** \$10,000 for materials, and to hire additional content experts on other dimensions of diversity for train-the-trainer sessions.
- **Champion:** Alicia Sanchez, Director of Diversity and Inclusion and Human Resources (Diversity in Action team)
- **Partners:** All Division Leaders

RECOMMENDED ACTION/PROGRAM/INITIATIVE #9:

Requirement for those who hold diversity-related responsibilities and those within leadership roles across campus complete Diversity in Action professional development program.

- **Description of action/program/initiative:** Implement a structure for members of the President's Executive Team, Council of Deans, and positions with diversity-related responsibilities to be required to complete diversity training.
- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, we found 52% of the respondents indicated requiring diversity training for faculty and staff was important to changing the campus environment. In addition, 49% of the respondents indicated providing equity and diversity training to faculty promotion and tenure committees, and search committees was important to changing the campus environment. One recommendation from the survey was to create new and enhance existing inclusivity and diversity training. Training may take the form of events, curriculum, or stakeholder discussions, but should be mandatory for all students, faculty, staff, and senior leadership.
- **Challenge(s) to action/program/initiative:** No foreseeable challenges
- **Required resources:** President's Office
- **Anticipated cost & funding source:** \$0
- **Champion:** Alicia Sanchez, Director of Office of Diversity and Inclusion
- **Partners:** Faculty Senate, UP Senate, USS Senate, SGA, President's Office, and Human Resources
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #10:

Create Bias Incident Response Guidelines and Reporting Team

- **Description of action/program/initiative:** The University needs to create university-wide Bias Incident Response Guidelines. Several public and private universities have created similar guidelines and teams including some who have adopted a Statement on Human Dignity and Diversity and as well as a Vision Statement for Institutional Diversity and Inclusion (Marquette University) Examples include the following:
 - <https://www.diversity.pitt.edu/make-report/bias-incident-response-guidelines>
 - <https://www.marquette.edu/diversity/about.php>.
 - <https://diversity.oregonstate.edu/bias-incident-response-process>
 - <http://louisville.edu/biasresponse>
 - <https://deanofstudents.calpoly.edu/content/BIRT>
 - <https://bias-impact.ncsu.edu/about/>

Additionally, the University needs to create a university-wide process that allows students, faculty, and staff to report issues of bias as well as the development and implementation of a Bias Incident Response Team (B.I.R.T.). Finally, when addressing issues relating to Bias, the University should develop and implement a conflict resolution/restorative justice practice. Restorative Justice (RJ) is a theory of justice that emphasizes reparation of harm or impact caused by behavior that is not aligned with the community expectations.

- **Purpose, goals, objectives:** Upon conducting our SWOT analysis and reviewing the Diversity and Inclusion Survey compiled by Hanover Research, the University does not have an official process for bias incidents. Wichita State University lacks a clear and concise conflict resolution process as well as no opportunities for immediate, corrective action that can lead to a positive student, faculty, and staff experience. Based on this information, we need to provide students and staff with additional means of resolving conflict, including minor incidents. Respondents of the study most commonly do not report incidents of bias/harassment/discrimination because they do not think it is worth reporting. Additionally, respondents indicate that the most important change to be made to WSU is a clear and fair process to resolve conflicts. WSU could provide additional resources to help educate stakeholders on how and when to report incidents and provide alternative means of conflict resolution for incidents that do not require formal reports.
- **Challenge(s) to action/program/initiative:** Infringement on freedom of speech rights and academic freedom.
- **Required resources:** Identifying a campus-wide team to serve as the BIRT and developing acceptable policy and statement

- **Anticipated cost & funding source:**
- **Champion:** Institutional Equity and Compliance
- **Partners:** Office of Student Conduct and Community Standards, Office of Diversity and Inclusion, Student Affairs, Academic Affairs
- **Additional notes:**

CAMPUS COMMUNITY & INCLUSION TASK FORCE

SUB-COMMITTEE #3

THE CHALLENGE OF INCLUSION FOR WSU FACULTY AND STAFF

MEMBERS:

Bob Smith, Chair - Finance and Admin

Brian Lee - WSU-Tech

Jim Granada - Faculty Senate

Katherine Holmgren - Foundation

Matt Houston - USS Senate

Trish Gandu - UP Senate

Becky Endicott - Athletics

Rosemary Hedrick - USS Senate

Andrew Hippisley - Academic Affairs

ISSUES TO BE ADDRESSED: Recognized Faculty and Staff Organizations and Identity Based Group Support

STRENGTHS THAT POSITION THE INSTITUTION FOR SUCCESSFUL

IMPLEMENTATION/CHANGE: For the University to “be a campus that reflects and promotes – in all community members – the evolving diversity of society,” as outlined in the Inclusive Excellence strategic plan goal; we have developed recommendations which include strategies, and practices to support a diverse and inclusive faculty and staff community. These efforts will leverage the effects of an inclusive campus to achieve greater recruitment and retention rates for faculty and staff.

RECOMMENDED ACTION/PROGRAM/INITIATIVE #1:

“YOU ROCK” INITIATIVE

- **Description of action/program/initiative:** Co-workers will nominate their fellow co-workers for doing exceptional things. All of the nominees are submitted to HR. Every month, four nominees are chosen to win a prize: \$10 gift card. The “You Rock” submission is shared along with the announcement of the winners.
- **Purpose, goals, objectives:** Wichita State, while an excellent place to work, does not have awards other than annual awards.
- **Challenge(s) to action/program/initiative:** The primary challenge will be the ability and/or willingness for current employees to take the time and trouble to nominate their colleagues. The secondary challenge will be procuring adequate funding and resources for staff, operations, and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** \$480 annually) (4 employees x \$10 x 12 months). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #2:

FACULTY AND STAFF APPRECIATION DAY, AND WEEK
(idea source – WSU College of Fine Arts)

- **Description of action/program/initiative:** Host a “thanksgiving” celebration for staff during the week of Thanksgiving.
- **Purpose, goals, objectives:** To recognize employees, especially those whose work is often removed from the classroom (i.e. groundskeeping, housekeeping, etc.) for their hard work and the impact it has on what faculty do in the classroom.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon how centralized the celebration is (possible multiple receptions across campus). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration, Darron Boatright Director of Athletics.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Athletics.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #3:

FACULTY AND STAFF BIRTHDAY CELEBRATION

- **Description of action/program/initiative:** Host monthly birthday celebration for employees who have birthday in that month, coffee/donuts or cookies or ice cream.
-
- **Purpose, goals, objectives:** To recognize employees for this milestone in their lives.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for staff, operations, and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon how centralized the celebration is (possible multiple receptions across campus). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration, Darron Boatright Director of Athletics.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Athletics.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #4:

FALL WELCOME EVENT FOR FACULTY AND STAFF

- **Description of action/program/initiative:** Host a “welcome back”celebration for staff during the week prior to the beginning of the Fall semester.
- **Purpose, goals, objectives:** To recognize employees, for their hard work and to wish them an excellent academic year.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon how centralized the celebration is (possible multiple receptions across campus). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration, Darron Boatright Director of Athletics.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Athletics.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #5:

HEALTH AND WELLNESS – FITNESS RELEASE TIME

- **Description of action/program/initiative:** Employees may make use of a three (3) hour per week release time benefit for physical fitness purposes.
- **Purpose, goals, objectives:** To encourage employees, especially those whose work is often sedentary, the opportunity to engage in healthy physical activity.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of scheduling. The secondary challenge will be calculating funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon which employees opt to take advantage of the program. Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration; Judy Espinosa, Director of Human Resources.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Human Resources.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #6:

2-3 DAY TRAINING FOR NEW SUPERVISORS

(idea source – University of Richmond)

- **Description of action/program/initiative:** Create a training for new supervisors to help enhance campus unity and inclusion with departments.
- **Purpose, goals, objectives:** To train new supervisors in such topics as (sample): Understanding/managing bias, conflict management, recruiting/hiring diverse workforce, communication skills, developing employee recognition.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon how centralized the training is (possible multiple training programs across campus – one for Academic settings, another for non-academic settings, etc.). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration; Judy Espinosa, Director of Human Resources.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Human Resources.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #7:

CREATE/SPONSOR WICHITA STATE UNIVERSITY MEETUP
(idea source – meetup.com)

- **Description of action/program/initiative:** Create meetups targeted for WSU employees and their interests. Only meetup in Wichita (WSU related) is GoCreate.
- **Purpose, goals, objectives:** We can aim towards creating events hosted at different campuses with staff/faculty joint interests. Meetups can be designed to bridge similar major interests between students, faculty, and staff between online, WSU Tech, and WSU programs. Example: IT, Robotics, Nursing, etc.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon the size and how centralized the program is (possible multiple meetup programs across campus). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration; Judy Espinosa, Director of Human Resources.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Human Resources.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #8:

HARMONY (AFFINITY) GROUPS (idea source – Drake University)

- **Description of action/program/initiative:** Create Harmony/Affinity groups designed to present opportunities, support, and social functions for underrepresented staff/faculty.
- **Purpose, goals, objectives:** Each group can have a champion that would help grow and recruit members. Group meetings can be physical or on Zoom so people do not have to leave their desks. All groups can have a joint Zoom meeting for a topic/discussion. Mindful Mondays is an example. It is a 20-30 Zoom meeting on Mondays at lunch time for people to practice mindfulness.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon the size and how centralized the program is (possible multiple programs across campus). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration; Judy Espinosa, Director of Human Resources.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Human Resources.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #9:

WORK/LIFE COMMITTEE

(idea source – Michigan University)

- **Description of action/program/initiative:** WSU committee geared towards managing the work/life balance for faculty and staff.
- **Purpose, goals, objectives:** Share and gain resources in areas like: child care, elder care, parenting help, flex work options. Create Work/Life seminars, workshops, or a campus wide conference aimed exclusively towards staff/faculty. Topics can include (example)
 - Creating Boundaries & Making Time When There is Not Enough
 - Personal Self Defense & Conflict Management
 - Embracing Compassion in the Workplace
 - Preparing for Retirement
 - Balancing in Your Body, Balance in Your Life
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon the size and how diverse the program is (the more topics, the more expensive the program). Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration; Judy Espinosa, Director of Human Resources.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration, Human Resources.
- **Additional notes:**

RECOMMENDED ACTION/PROGRAM/INITIATIVE #9:

VOICES OF THE FACULTY AND STAFF

(idea source – Michigan University)

- **Description of action/program/initiative:** Legacy committee based on staff/faculty to create a forum for sharing ideas, recognize talent & value, and enhance the climate of WSU It would comprise of six subgroups:
 - Advancing Diversity, Equity, & Inclusion
 - Enhancing the Employee Experience
 - Embracing Change & Leading at All Levels
 - Fostering Learning, Coaching, & Mentoring
 - Leveraging Technology
 - Striving for Well Being
- **Purpose, goals, objectives:** Each group have a champion that will meet with the other six groups as a core group. Sub groups would meet monthly or every other month. Core group would meet quarterly. All members would meet annually. Members could have term limits to have more input from different staff & faculty.
- **Challenge(s) to action/program/initiative:** The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.
- **Required resources:** Financial and operational resources.
- **Anticipated cost & funding source:** To be determined depending upon the size and scope of the program. Funding sources could be a mix of funding from Academic Affairs and Finance and Administration.
- **Champion:** Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration.
- **Partners:** Academic Affairs, Student Affairs, Finance and Administration.
- **Additional notes:**

CAMPUS COMMUNITY & INCLUSION TASK FORCE

SUB-COMMITTEE #4

THE CHALLENGE OF CONNECTION AND COMMUNITY FOR ALL WSU STUDENTS, FACULTY AND STAFF

MEMBERS:

Rodney Miller – Academic Affairs

Aaron Austin – Student Affairs

ISSUES TO BE ADDRESSED: Recognized need for a way to more effectively connect all WSU students, faculty and staff using 21st Century technology, thereby creating a greater sense of connection and community for students who (1) do not live on campus, (2) work full or part-time, and/or (3) have family or other obligations that keep them from living on-campus.

- Nearly 50% of the WSU student body are first-generation college students
- Nearly 90 % of the WSU student body lives off-campus.
- The overwhelming majority of students work full or part-time
- Many either have a family or live with their family

These statistics reveal a student body with significant challenges and make WSU unique among research intensive institutions nationally, and compel the university to find more effective ways to connect the disparate groups that make up the total student body.

STRENGTHS THAT POSITION THE INSTITUTION FOR SUCCESSFUL IMPLEMENTATION/CHANGE:

For the University to “be a campus that reflects and promotes – for all WSU community members – the cultural, socio-economic, and logistical diversity of our student/faculty/staff community,” as outlined in the Inclusive Excellence strategic plan goal; we have developed a recommendation which includes strategies and practices to further promote an inclusive campus community. This effort will leverage the effect of a more connected campus to achieve greater recruitment and retention rates for faculty, staff, and students.

RECOMMENDED ACTION/PROGRAM/INITIATIVE:

CREATION OF A VIRTUAL ASSISTANT ON THE AMAZON ALEXA PLATFORM CREATED SPECIFICALLY FOR WICHITA STATE UNIVERSITY STUDENTS, FACULTY, AND STAFF THAT CAN BE ACCESSED ON THEIR PERSONAL SMARTPHONE IN THE FORM OF AN APP.

- **Description of action/program/initiative:**

The app will be equipped with the personalized information students need to navigate their WSU experience, from schedules to grades, advisors to athletics. In this manner, their smartphone will be turned into a mobile form of Alexa. It will be capable of voice interaction, music playback, making to-do lists, setting alarms, streaming podcasts, playing audiobooks, and providing weather, traffic, sports, and other real-time information, such as news. Alexa can also control several smart devices using itself as a home automation system. Users are able to extend the Alexa capabilities by installing "skills" (additional functionality developed by third-party vendors, in other settings such as weather programs and audio features).

- **Purpose, goals, objectives:**

With the overwhelming majority of the student body living off-campus, creating a sense of community among a population living in disparate locations throughout Wichita and the surrounding region is a daunting challenge. This smartphone app will enhance our efforts to create a sense of connection and community among students using 21st Century technology. **n-Powered's** Voice and Chatbot provide students, faculty, and staff critical information when they need it from anywhere. Their OpenAPI connects to a variety of University Systems and creates an (optional) data-lake which allows Alexa, Google Assistants and any smart phones to provide answers in seconds that traditionally would take several minutes and phone calls to access.

- **Challenge(s) to action/program/initiative:**

Cost (still unknown) may be a challenge, particularly in light of pending economic uncertainty following this pandemic. Another challenge is to get a significant percentage of students to use it at the outset. The primary challenge will be logistics of organizing. The secondary challenge will be procuring adequate funding and resources for operations and programming.

- **Required resources:**

All faculty, staff and students would need a smartphone.

- **Anticipated cost & funding source:**

Cost is to be determined depending upon the size and scope of the program. Funding sources could be a mix of funding from Academic Affairs and Finance and Administration. However, **n-Powered's** platform would also save the University thousands of dollars each year in personnel and resource costs.

- **Champions:**

Dr. Rick Muma, Provost; Dr. Teri Hall, Vice President for Student Affairs; Werner Golling, Vice President of Finance and Administration; the new administrative head of Information Technology.

- **Partners:**

Academic Affairs, Student Affairs, Finance and Administration, and n-Powered.

n-Powered is a software company headquartered in Boston. They were the original developers of software that specialized the Alexa platform for institution-specific programming.

Institutions currently using the software on an institution-wide basis:

- **Northeastern University**
- **St. Louis University**
- **San José State University**
- **Ross University School of Medicine**
- **Bridgewater State University**
- **Amazon Web Services**

Dean Rodney Miller has spoken on three occasions with Somen Saha, and he would be happy to give a Zoom demonstration and discuss costs, development timelines, etc.

Additional notes:

Major features of the n-Powered software include:

Voice & AI Chatbot - Personalized answers to questions by simply asking your AI – powered college friend.

Harmonized Data - By unifying learner, faculty and operational data, masked legacy system complexities have been masked, and streamlined student's access to information.

Reduce Cognitive Load - User names, passwords, logins, permissions. Now students can get answers to their questions just by talking. **n-Powered** is their new college friend.

Anywhere, Anytime Functionality - Today's students are constantly on the move. In the library, coffee shop, home for the weekend ... **n-Powered** supports the learners of today wherever they are, with whatever modality they would like to utilize.

Personal, Secure & Fun - Talking to a machine can be fun. **n-Powered** is built on AWS, with a security first focus.

Fully GDPR and FERPA compliant