President’s Commission on Inclusion Recommendations
Update

April 28, 2011

Division of Diversity, Equity, and Inclusion
Commission on Inclusion Recommendations

Update

The following is the Division of Diversity, Equity and Inclusion’s (DDEI) report to the Kent State University community, and more specifically, an update to members of the Commission on Inclusion. The report incorporates activities that were implemented over a 16-month timeframe, coinciding with the hiring of the Vice President for DDEI. This report does not reflect a complete summary of diversity activities from each division and college. It is however, an effort to provide insight on the progression of diversity initiatives within DDEI along with a few noted accomplishments in other areas of Kent State University.

Accountability

Recommendation #1: Restructure the Office of Diversity to increase accountability for diversity-related outcomes and provide it with the necessary functional authority, support services and systems to carry out its mission. The commission recommended that the university’s chief diversity officer position be a cabinet-level officer reporting directly to the University President.

Update: DDEI was established in the 2009-2010 academic year. In October 2009, Dr. Alfreda Brown was named the Vice President of Diversity, Equity, and Inclusion. This position reports directly to President Lefton and provides administrative oversight of Kent State University’s (KSU) diversity initiatives, including Pipeline Initiatives, Diversity Programming and Outreach, the Student Multicultural Center, Diversity Assessment and Strategic Planning, Faculty Recruitment and Retention, Diversity and Equal Opportunity Training, Pre-College and Upward Bound Programs, and the Women’s Center. Dr. Brown has also collaborated with the College of Arts and Sciences and the Division of Enrollment Management and Student Affairs to create the LGBTQ Center (Lesbian, Gay, Bi-sexual, Transgender and Queer) at KSU.

Recommendation #2: Develop and implement a university-wide accountability system that requires all academic and administrative units to make public their annual diversity progress. The president and board should require an annual inclusive excellence action component within each senior leader’s evaluation and goals. For units and for individuals, performance should be linked to rewards, and outstanding progress should be acknowledged and celebrated campus wide.

Update: DDEI is currently working with university leadership to implement the Diversity Scorecard Assessment Tool. The Assessment Tool annually delivers additional insight on the status of racial diversity at KSU. Improvement strategies will be identified and implemented to correct inequities regarding access, retention, and excellence for African American, Latino American and Native American (AALANA) students, faculty and staff. Data will be collected, analyzed and distributed to colleges and divisions in the fall of each year. DDEI will work with university leadership to implement goals and strategies that will direct the university toward enhancing inclusiveness. As part of the implementation process of the diversity scorecard, DDEI will bring all academic and administrative units together to share challenges, success stories and best practices. This effort will standardize diversity practice and provide supplementary support systems throughout the university.
President Lefton and the Cabinet officers have diversity-related goals that are part of their annual performance evaluations. DDEI will continue to work with university leadership to incorporate a process that links performance to work plans, recognition and rewards and campus wide acknowledgment. In light of leadership recognition for diversity performance, DDEI has established the Diversity Trailblazer Award to recognize pioneers for diversity, those who bring proven sustainability and progressive change in the area of diversity.

**Recommendation #3:** Appoint an on-going presidential advisory committee to monitor progress on commission recommendations. Regular reports on inclusion-related advances and challenges should be presented to the president and Board of Trustees, at least annually.

**Update:** The University Diversity Action Council, (UDAC) representing all eight campuses of KSU will monitor progress on commission recommendations under the leadership of Dr. Fashaad Crawford, Assistant Vice President for Planning, Assessment and Research Management. In addition, Vice President Brown has formed a Diversity Advisory Board, whose mission is to study the advancement of student diversity and inclusion, as well as examine ways to highlight important findings through an annual scholarship event. Student persistence and degree completion have become major focus areas, particularly for underrepresented groups. Reports on inclusion-related advances are regularly presented to the Cabinet and at least annually to the Board of Trustees.

**Access, Recruitment, and Retention**

**Recommendation #4:** Support and enhance where necessary university recruitment, retention and scholarship programs for first generation, targeted and underrepresented student populations. This includes engagement with diverse communities and schools, especially in Northeast Ohio. The Commission believes this recommendation will position KSU to be a first-choice destination for high-achieving students across the spectrum.

**Update:**

- Throughout the university campuses, a variety of initiatives are underway that address this recommendation. David Garcia, as Associate Vice President for Enrollment Management, has set forth a new enrollment management strategy and plan that has included a diversity component. Marion Styles was promoted as Associate Director for Multicultural Recruitment and Outreach in admissions. Their work has continued to advance recruitment and scholarship programs for targeted student populations. Regarding recruitment, undergraduate enrollment for underrepresented ethnic students has increased from 8% in fall 2005 to 11% in fall 2010. Regarding new freshmen enrollment, increases were noted each year from fall 2005 to fall 2010. In fall 2010, the largest percentage of AALANA new freshmen enrolled rose to 14% over the last six-year period.

- As an example of regional campus outreach, Kent State Geauga Campus has also set forth new initiatives to reach first generation and disenfranchised populations who may not have had an opportunity to attend college. They have focused on several churches in the surrounding areas to talk to congregations about college preparatory and readiness. Rev. Ron Fowler, Special Assistant to the President, has also been involved in outreach to African American churches.
Within DDEI, we have partnered with entities throughout the university, as well as with community organizations to address the pipeline challenges (e.g., local high schools, Girl Scouts, Healthcare in Progress, etc.) in the recruitment efforts of diverse students.

Pre-College and Upward Bound Programs, also housed in DDEI, are committed to providing college preparation and access for populations seeking postsecondary education. Pre-College programs include three federal TRiO Upward Bound programs that aim to increase educational opportunities and diminish barriers for first-generation, low-income students and families through comprehensive services in surrounding, targeted school districts.

Three Talent Search grants have been written to support college preparation initiatives in high schools.

Retention is a focus for DDEI Centers: the Women’s Center, the Student Multicultural Center and the LGBTQ Center. Several new programs are in place to intentionally address reoccurring challenges. In addition, new assessment and tracking measures are in process to more closely monitor student success for DDEI’s major annual university level programs (Kupita Transciones, Academic Stars and Upward Bound Bridge Program).

Plans for late summer include a comprehensive student success training initiative with staff from DDEI, Enrollment Management/Student Affairs and Academic Affairs. DDEI’s newly created Diversity Advisory Board will sponsor an annual scholarship event that will raise funds to support retention and degree completion of underrepresented students.

The LGBT Studies program was recently awarded scholarship funds to support students who either minor or major in LGBT Studies. In addition, an Emergency Fund was established to support LGBT students who have urgent financial need.

**Recommendation #5:** Assess and develop a plan of action (including timetables) for removing physical barriers for all facilities, grounds, and transportation systems to ensure the safety and well being of all students, faculty, staff, and visitors.

**Update:** A primary goal for the $250 million capital facilities plan for the Kent Campus is increased accessibility of academic and student support facilities. This initiative is of extreme importance to the future of Kent State and has been identified as a top priority.

In spring of 2010, Dr. Brown, VP of DDEI, charged an American Disability Act Workgroup, representative of the eight regional campuses to: 1) Review HR Policy (procedure for ADA) and Title I; 2) Discuss challenges and identify three to four top challenges; 3) Review/revise current accommodation procedure and 4) Provide recommendations. This workgroup provided a complete report of findings and recommendations.

DDEI, the Division of Enrollment Management/Student Affairs and the Division of Finance and Business Administration are currently creating a Campus Accessibility Committee. This high level committee will help identify physical barriers and prioritize needed improvements to assist students, faculty and staff who have physical disabilities. This group will also ensure findings and recommendations from the previous workgroup are implemented appropriately. Additionally, the manager of Diversity and Equal
Opportunity Training is housed in DDEI and provides training on diversity, equal opportunity programs, and regulations regarding the Americans with Disabilities Act. This position also consults on faculty, staff, and visitor requests for reasonable accommodation.

**Recommendation #6:** Recruit, appoint, promote, and retain diverse faculty and staff with the goal of achieving structured representation at all levels of the university. Particular attention should be given to senior level leadership positions within the divisions of Enrollment Management/Student Affairs and Academic Affairs.

**Update:**

- KSU has many initiatives underway—at all levels of the organization—to address this recommendation. For example, the university leadership has advocated the appointment of individuals who bring expertise and perspectives in diversity, broadly defined, to the Kent State Board of Trustees. Joining the board in 2010 was Trustee Margot Copeland, Executive Vice President - Director, Corporate Diversity & Philanthropy for KeyCorp. She also chairs the Key Foundation and currently is national president of The Links, Incorporated, and The Links Foundation, Incorporated. Trustee Copeland joined a board with a tradition of women in leadership. Two of the last three board chairs have been women and the board now is led by Chair Jacqueline Woods and Vice Chair Jane Murphy Timken.

- There are diversity gains in the composition of the President’s Cabinet, having three African American vice presidents. Human Resources has also initiated major efforts to increase outreach through advertising venues that has assisted in identifying minority candidates.

- In academic year 2009-2010, 12% of new tenure-track hires were AALANA faculty; 15% of new hires in the category of unclassified staff were AALANA, and 19% of new hires in the category of classified staff were AALANA.

- Academic Affairs promoted several women to positions of leadership: Wanda Thomas to Associate Provost of Regional Campuses Academic Administration; Sonia Alemagno to Interim Vice President of Research; Eboni Pringle to Executive Director of Student Learning and Success; Mary Stephens to Dean of Graduate Studies; Terri Christensen to Assistant Provost for Special Projects; and Kate McAnulty, new hire, as Director of Graduate Student Services.

- Enrollment Management/Student Affairs recently hired David Garcia as Associate Vice President, Timeka Rashid as Assistant Dean of Students, and promoted Sheryl Smith to Dean of Students and Student Ombuds.

- Diversity has been a major focus for athletics in its recruitment, having recently hired Darrell Hazell as Head Football Coach. In addition, Athletics hosted a centennial event dedicated to 100 years of women’s athletics at KSU.

- Supplier Diversity is another priority for Finance and Business Administration. Not only are there major efforts to increase visibility and partnering with minority and women business owners, there is a new AALANA hire for this focus, Veronica Cook-Euell, Supplier Diversity Program Manager.
• DDEI hired Fashaad Crawford as Assistant Vice President for Planning, Assessment and Research Management.

• University Relations hired Justin Hilton as Senior Associate Vice President and Liz Henry as Assistant Director for Marketing Communications.

(Please note: This report is an abbreviated report and does not capture all of KSU new AALANA hires and promotions for women that happened within the timeframe of this report).

• By implementing the Diversity Scorecard Assessment Tool, DDEI is working with each academic unit to examine, assess, and implement goals and strategies to sustain and enhance where needed, the access, retention, and success (excellence) of underrepresented populations at KSU. For example, the Provost Faculty Associates initiative housed research associates in DDEI in the 2010-2011 academic year to support recruitment and retention efforts for underrepresented faculty, staff, and students. Two Provost Associates were selected, Dr. Linda Walker, who is the tenure track associate; and Ms. Christina McVay, non-tenure track associate. Currently, the associates are conducting faculty workshops and focus groups with faculty, staff, and student populations at KSU to better understand their experiences and to learn how to enhance their experiences, especially regarding retention, promotion and/or (student) completion.

• The Manager for Faculty Recruitment and Retention is located in DDEI and aids in the recruitment, hiring, and selection process for faculty and other programming opportunities focusing on the recruitment and retention of underrepresented faculty.

• DDEI provided two seminars for faculty search committees: “Diversifying the Professoriate at KSU” and “Managing Cultural and Gender Differences in the Recruitment, Assessment and Selection Process.”

• DDEI has established conditional funding to support the hiring of AALANA faculty.

• Through the leadership of Associate Vice President David Garcia, the Latino Networking Caucus (LNC) was recently created to promote support for Latino culture, interests and needs. The organization is open to all KSU faculty and staff, but has a heightened awareness of issues regarding Latino faculty and staff (and students) at KSU.

Recommendation #7: Develop a vigorous pipeline of highly qualified diverse teachers and administrators for Ohio schools through aggressive recruitment and retention measures and community engagement by the College of Education, Health and Human Services; all campuses and colleges will contribute to P-16 initiatives.

Update:

• The College of Education, Health and Human Services (EHHS) is working with university leadership to create an office within EHHS this fall that will entirely center on recruiting and retaining ethnically underrepresented students. While the initiative will be college wide, there will be a particular focus on recruiting and retaining underrepresented educators. The staff of the newly formed office will also
aim to develop programs focused on retaining recruited students, as well as develop relationships with potential feeder districts and schools for graduates to transition upon completion.

- An increase in P-16 efforts is noted throughout the eight campuses. Within DDEI, there are several programs and initiatives underway to include work with regional campuses, specifically focused on aiding students in completing secondary education, transitioning from high school to college, and subsequently completing a postsecondary degree.

**Institutional Climate and Culture**

**Recommendation #8:** Clearly identify a Kent State mission and vision statement on inclusive values that is circulated widely and serves as the seminal document for inclusion and inclusive action by all KSU stakeholders.

**Update:**

All KSU campuses are working on institutional climate and culture to ensure that campuses are welcoming and inviting. Efforts across the eight campuses have focused on internal and external partnerships to enhance community partnerships.

- There are a number of initiatives that include new and diverse student groups, such as *Focus on the Future*, a student organization that speaks to intellectual curiosity, activism and student leadership. Another new student organization is *Advocates of Culture and Knowledge*, comprised of students from a variety of backgrounds and ethnicities and known for its inclusive values.

- There are community dinners that regularly bring a host of diverse groups together from the City of Kent to include all of KSU, to celebrate diversity in the Kent community.

- Kent State United for Disaster Relief focused on Haiti to help people who were affected by the recent earthquake. An initiative was implemented to buy a farm tractor for a school in Haiti to be used to adequately feed the students at the school.

- An initiative was implemented that focused on adding an array of food options desirable to international students. Students from a variety of countries annually host an International Cook-Off that is free and open to all students, faculty, staff and community members.

In addition to several initiatives throughout the campus to address institutional climate and culture, DDEI has completed the first draft of a diversity mission statement and inclusive excellence value statements that will guide the work of diversity and inclusion:

**(Draft) Diversity Mission Statement:**

*Kent State University will provide a welcoming environment, enrich lives through understanding of, respect for, and participation in diverse traditions and commit to establishing a culture and climate whereby each member of the university family is valued and respected.*
Inclusive Excellence Value Statements:

• We are committed to the pursuit of knowledge through diverse traditions.
• We are committed to personal action and institutional accountability.
• We value inclusive excellence through diversity of thought, continuous personal growth, academic attainment and above average achievement for all members of the KSU campus.
• We value engagement and collaboration across colleges and divisions.
• We value a student-centered university.

As the Diversity Action Plan is communicated across the university, the Kent State diversity mission and inclusive excellence value statements will be included to gain feedback from university stakeholders.

Recommendation #9: Launch presidential initiatives that promote leadership on the issue of diversity and inclusion as core institutional values.

Update:

• In the 2010-2011 academic year, the President’s Ambassadorship initiative was developed. The Ambassadorship is designed to bring distinguished local minority professionals to the Kent campus to share their professional knowledge and experience with KSU students, faculty and staff for one academic year. DDEI works with the Rev. Ronald Fowler, special assistant to President Lefton, in the annual selection process for the Ambassadorship. The first appointee was Andre Thornton, a former first baseman for the Cleveland Indians and entrepreneur, presently leading one of the largest minority-owned businesses in Ohio.

Recommendation #10: Create welcome centers on all Kent State Campuses that not only function as information gateways but also reinforce inclusive excellence values and reflect a warm, inviting campus culture in the first point of contact for visitors and students.

Update:

• Through support from University Relations, there has been much improvement in the “face” of the university, as they have created messages and large images that are warm, inviting and inclusive. In addition, renovation of areas includes meeting and gathering spaces filled with bright light and colors, creating an appealing ambiance for students and visitors.

• The Student Multicultural Center (SMC) coordinates and collaborates with various offices, departments, and units within the University in assuring the successful enrollment, retention, and graduation of underrepresented students. The SMC promotes student success through services and programs designed to be culturally specific, to address the special recruitment, transition and retention issues that impact traditionally underrepresented students.

• The Women’s Center facilitates the advancement of and enhances the quality of educational experiences and professional life for women students, faculty and staff at all KSU campuses. The
Women’s Center serves as a resource for advocacy by providing education, information and referral programs and services. The center is dedicated to promoting dialogue and interaction with all campus constituencies concerned with the pursuit of equity and equality. Another purpose of the Women’s Center is to provide outreach and support services to women in Kent State’s large educational and geographical communities.

- The LGBTQ Student Center was co-created with the College of Arts and Sciences, the Division of Enrollment Management/Student Affairs and DDEI to provide resources and support for lesbian, gay, bisexual, transgender, and queer students and allies. Staffed by an interim director, the Center focuses on advocating for LGBTQ students, educating the campus community about issues of sexual orientation and gender identity, providing a safe space for all students, and serving as an informational clearinghouse for activities, events, and opportunities related to the LGBTQ community.

- The work plans for all directors of the aforementioned centers, outreach to all KSU campuses is an ongoing expectation in order to extend the array of services these centers provide.

Recommendation #11: Promote organizational learning through campus summit meetings, conversations, training, and professional development, shared experiences and other venues designed to encourage intentional, systematic and regular interaction across units and advocacy groups.

Update:

- KSU has several initiatives underway that relate to this recommendation. For example, the Soup and Substance dialogue series is hosted by the Student Multicultural Center. This initiative is designed to engage the university in discussions that foster understanding and appreciation of diversity.

- Focus groups are being conducted by the two DDEI Provost’s Faculty Associates to provide a valuable opportunity for KSU faculty, staff, and students to share experiences and interact across units. These experiences allow ample opportunity for organizational learning and will be further explored by DDEI.

- DDEI hosted several diversity seminars and gatherings, i.e., Deaf Culture Seminars; Micro-inequities: The Power of Small; Ally Training; Martin Luther King Jr. Celebration; Minority Faculty Luncheon; McGruder Lecture (with the School of Journalism and Mass Communication) and others.

- The diversity scorecard assessment will also provide a key opportunity for organizational learning through the meetings of unit teams. Unit teams will be a venue to foster systematic and regular organizational learning, university wide. DDEI will meet with each unit team individually, but also bring all unit teams together to share promising practices and initiatives.

- The Women’s Center, in collaboration with members of the campus community, developed several experiential venues, i.e., Brown Bag Series for staff and faculty on Women and Islam, Women and Supervision, and Women and Professional Development and Communication Styles. Another interactive event was “Walk A Mile in Her Shoes” initiative to create a united gender movement where men can participate in bringing awareness to sexualized violence by marching a mile in heeled shoes. A most recent initiative, the Sexual Assault Response Team (SART) was developed to address
safety issues for students in regard to sexual assault prevention and education. In addition, Domestic Violence Awareness programs to include referral opportunities for intervention counseling were implemented.

**Community Relationships**

**Recommendation #12**: Brand “Inclusive Excellence” throughout the Kent State campuses and communities, to secure “buy-in” to the mission, vision and value statements developed by the President’s Commission on Inclusion.

**Update**: University Relations has incorporated brand development of diversity, equity and inclusion in several ways. Please note the following:

- Launched the new brand television advertising and online campaign with diverse representation of students throughout the campaign. Purchased media specifically targeting diverse students and their families. Invested approximately $300,000 in marketing support.

- Featured diverse students in the revised Admissions recruitment and Destination Kent State materials. Developed specific marketing materials featuring the university’s major academic, social and cultural resources for diverse students. Invested over $60,000 in marketing support, which included branded diversity.

- Used a geo-demographic segmentation analysis to target high potential diverse students. Admitted African American and Hispanic students up 41 percent and 15 percent respectively.

- Targeted diverse students within a multimedia College of Public Health (COPH) advertising campaign in Northeast Ohio to generate interest in this fast-growing employment category. Invested over $50,000 in media support, which included branded diversity.

- Launched the High School Community Pipeline Program that reaches diverse 9th through 12th graders through churches, schools and other associations with specific and valuable information needed to prepare for college. Invested over $10,000 directly for diversity branding.

- Represent the diversity of our faculty and staff in advertising, publications, media relations, and on the web.

- Manage the Partnership for Minority Business Acceleration, which assisted 60 minority and women-owned businesses in increasing their employment, developing and introducing new products, and signing contracts worth over $20 million. Invested over $20,000 in direct diversity-related branding.

- Demonstrate the university’s commitment to diverse communities with sponsorship of events, advertising and scholarships to community groups and media outlets. Coordinated participation across the institution. Invested over $50,000 in diversity related programming.
- Hired a Latino Marketing Consultant and launched a $50,000 marketing campaign targeting the Latino Community via high profile events, billboards, radio, internet, magazines and newspaper media outlets. Impact numbers exceeded more than a quarter of a million in terms of brand exposure, media impressions and event attendance in less than one year. The effectiveness and success of the campaign was recognized by the Ohio Commission of Latino Affairs in the form of the Nuestra Familia Award.

**Recommendation #13:** Form a student commission to develop a “step outside your boundaries” initiative that will create intentional effective opportunities for students of all backgrounds to connect, with the goal of developing meaningful, long-term relationships with persons different from themselves that will survive after graduation. This effort should consider how best to create “common ground” spaces where all students congregate and connect, as well as how various campus facilities might be used in launching or forwarding the work of the commission and community engagement.

**Update:**

- The University Diversity Action Council developed the 100 Commitments initiative with the aim of uniting the Greater Kent State community through personal actions that build relationships and promote acceptance, understanding and mutual respect for one another. Nine categories of difference were given more awareness through actions of students, faculty and staff. Students had a major role in this effort at the kick off program titled “R U KSU.” A total of 1,115 students, faculty and staff were involved during the 2010-2011 academic year. It is expected that 100 Commitments will become an annual summit event for student clubs and organizations.

- Also, in the 2010-2011 academic year, DDEI piloted the “IS (Information Services) Listening Project,” which encouraged managers from one unit to interact with their counterparts in others. Regular meetings were scheduled between paired partners starting at the vice presidential level on through senior staff. The collaboration aided diversity by bringing together individuals from different backgrounds, experiences and work environments, and encouraging them to communicate across difference. At the last cluster meeting for the group, many insightful recommendations were acknowledged when asked, “As a division, what are we, independently or with others, willing to do to reduce the effect of racial stereotypes?” After analyzing the evaluations from this program, it is envisioned that this initiative will be implemented university-wide under the leadership of the University Diversity Action Council.

- In the 2011-2012, DDEI will aid Undergraduate Student Government (USG) in enhancing university excellence and inclusion for students.

**Recommendation #14:** Facilitate specific connective activities, such as annual institutional “encampment” on inclusion. Encampment is an invitational, one-day fall retreat that brings students, faculty, administrators, and community leaders in to contact with each other in an informed, comfortable situation that fosters enlightening conversations. It will have a no-titles policy, meaning everyone at the event is treated equally. The agenda will include a speaker on the topic of the day, community-building sessions with cooperative activities and games, eating together, and discussion of shared concerns and campus and community issues. Its purpose is to create an open dialogue, rather than trying to change or form policies.
Update: The University Diversity Action Council (UDAC) was created to provide advice and serve as the highest leadership council for university-wide diversity matters. The council serves as an advocate for diversity at all KSU campuses. In the 2011-2012 academic year, UDAC will work on advancing this recommendation further.

Recommendation #15: Support and strengthen service learning, community engagement and immersion opportunities that further Kent State’s civic service mission as a public university and link faculty, students, and staff to diverse groups within the community, and give this work value in faculty and staff retention, evaluation and reward systems.

Update: The Office of Experiential Education and Civic Engagement (OEECE) increased its breadth of offerings and collaborations throughout the university. Just recently in February 2011, Academic Senate passed the the Experiential Learning Requirement. Engaged learning experiences continues to benefit Kent State students academically, socially and professionally.

As an example of programs, OEECE hosted the KSU-Oxfam America Hunger Banquet in fall 2010. Robert Egger, Founder and President of the nation’s “first community kitchen” provided an engaging discussion on poverty to a diverse crowd. Through a poverty simulation, faculty, administrators, staff, students and community members gained hands-on experience and valuable insight about the inequalities in food distribution while discovering ways to make a difference. Each person left with a new perspective and understanding of the challenges created by world poverty and hunger.

In addition, OEECE is currently developing a “Global Learning for the Social Sciences Course,” which will provide students with an in-depth exploration of the socioeconomic, political, environmental, and health issues in Ghana, Mali, and/or Ecuador. Former Ohio first lady Hope Taft visited Kent State to talk about her work with the Tandana Foundation, a non-profit organization that offers cross-cultural service opportunities in Ecuador and Mali. These and other programming opportunities have been implemented throughout the 2010-2011 academic year.

Conclusion:
As this report indicates, much work in diversity, equity, and inclusive excellence is currently being implemented throughout the eight-campus region. It is important to note that the totality of what has been accomplished is not reflected in this report, as there is much more that could be shared. We believe that the progression of this important work will transform the recommendations from the President’s Commission on Inclusion, into actual practice.

DDEI, to include the leadership, faculty, staff and students in the colleges and divisions throughout KSU campuses, have several efforts underway that will enhance the quality of inclusive excellence. We, in DDEI, understand that our work as a quest for inclusive excellence is not over, but only starting. With these initiatives underway, we must continue to monitor, measure, and manage our efforts, university-wide, and to ensure that we continue to strive toward making the recommendations from the Commission a genuine reality.

We sincerely and respectfully thank the Commission participants, President Lester Lefton, Executive Officers, Deans and the entire KSU community for the hard work that has been actualized in this effort.