

# A Blueprint for Inclusion: An Update on the DEI Action Plan and the Anti-Racism Training Program

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**Northeastern  
University**

# Our Commitment to Creating a More Inclusive University



[Campus Messages](#) > [Messages and Writings](#)

## An Important Update from President Aoun

October 19, 2020

To all members of the Northeastern Community,

On June 15th, I announced a call to action for our university to address the scourge of systemic racism—especially anti-Black discrimination—and advance our commitment to diversity, equity, and inclusion. Since then, you have shared further ideas and insights through discussions, gatherings, and other forms of feedback. At the same time, a multi-faceted team of university leaders has been meeting regularly and developing concrete plans to turn aspirations into reality.

I am pleased to provide you with updates in the areas we identified in June. The initiatives listed

<https://northeastern.edu/diversity/action-plan/>

In June 2020, President Aoun announced an Action Plan “to address the scourge of systemic racism” and to “advance our commitment to diversity, equity, and inclusion.”

The multidimension plan included the following commitments :

- Increase **diversity and representation** at all levels
- Improve university-wide **accountability**
- Improve **support** for Black students
- Enact cultural literacy and anti-racism **training**
- Deepen **community engagement**
- Create a **Community Advisory Board** for NUPD
- Amplify our impact through **employer partners**



# Why Diversity Matters: Matching the Units

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*These outcomes are associated with greater diversity in the following contexts*

## Education

- Stimulates learning (students and faculty)
- Prepares students for the global workforce (“cultural agility”)

## Research

- Fosters greater knowledge
- Promotes new discoveries (innovation)
- Greater number of citations

## Industry

- Revenue including “innovation revenues”
- Earnings
- Employee satisfaction and retention



# Diversity is not Inclusion

“Hiring diverse talent isn’t enough—it’s the experience they have **in the workplace** that shapes whether they remain and thrive.”

*-Diversity Wins: How Inclusion Matters*  
McKinsey & Company (2020)



# We Must Begin By Defining Our North Star

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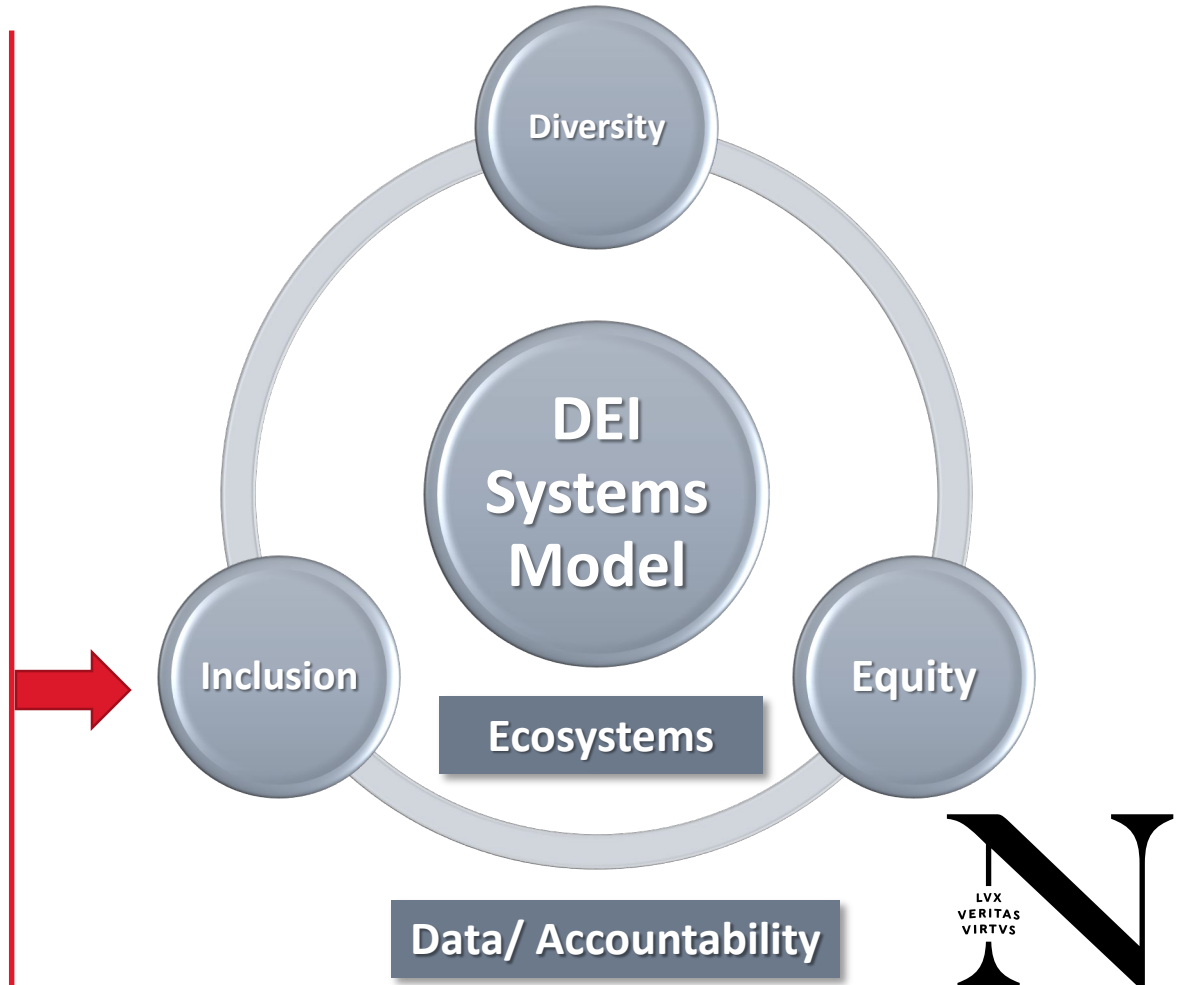
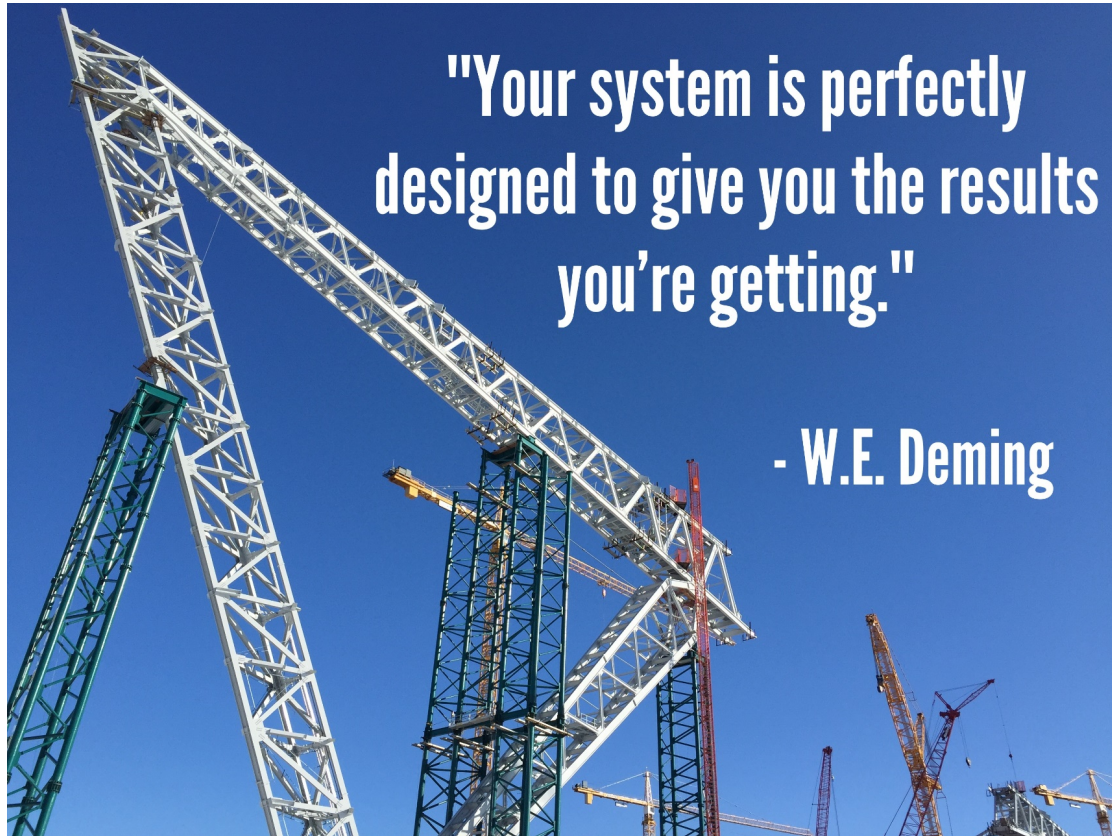
“Inclusion requires the **simultaneous experience** of **feeling valued for your uniqueness** and having a **sense of belonging** on your team”



DNKA J. TRAVIS, PHD  
JENNIFER THORPE-MOSCON, PHD



# A Systems Problem Requires a Systems Solution



2021 – 2022

**Racial and Cultural  
Literacy Training**

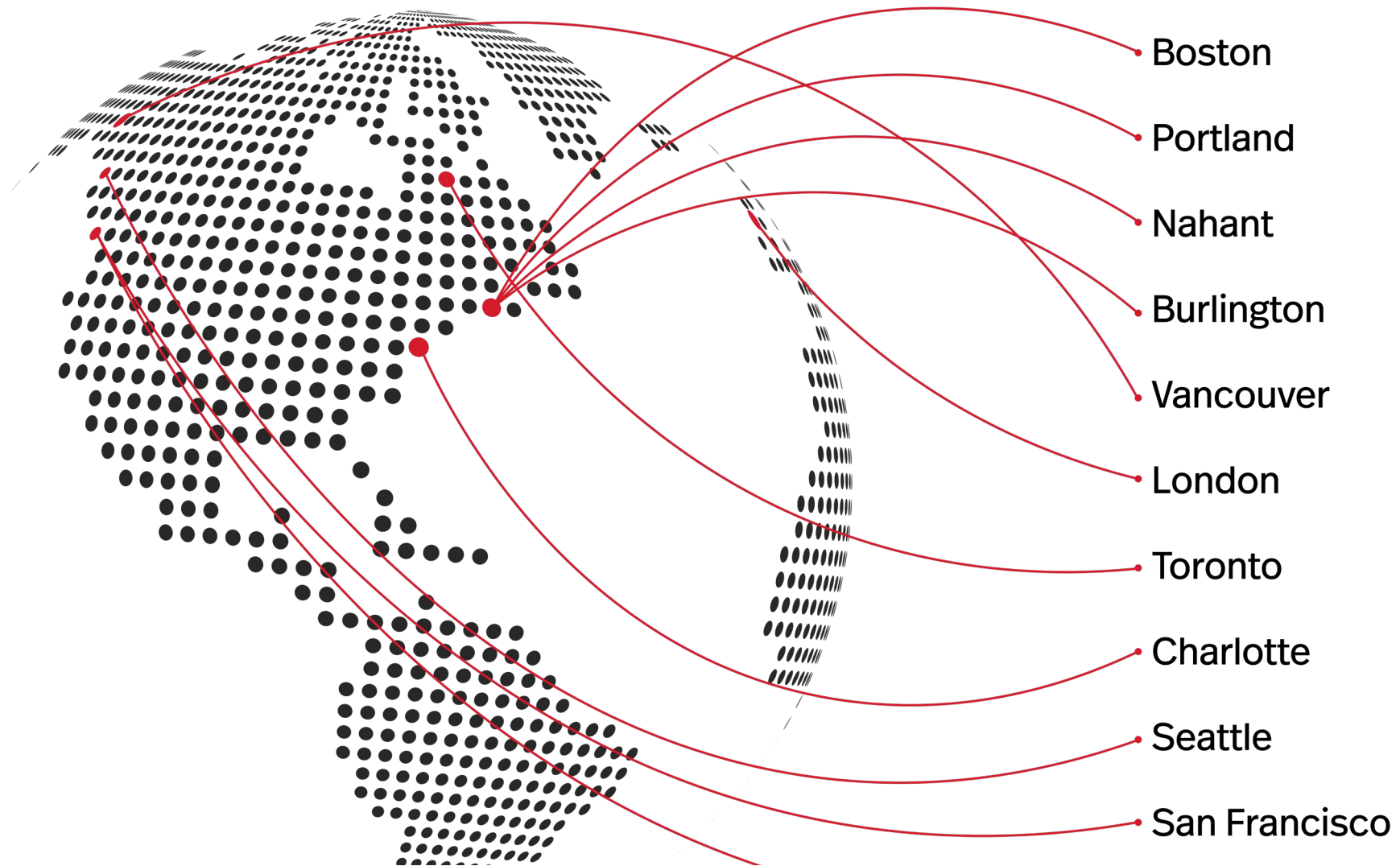
**NORTHEASTERN •**

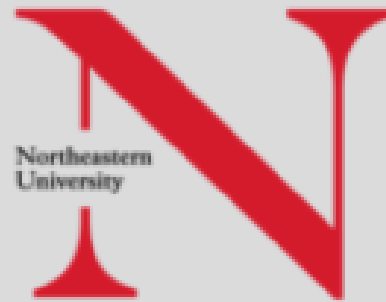


# Vision and objectives

- Provide our community with perspectives and tools to help eradicate racism and foster a more inclusive university
- Measure learning outcomes over time







Northeastern University has recently partnered with Academic Impressions, an organization specializing in professional development resources for higher education faculty and staff.

This partnership provides all faculty, staff, and students at Northeastern University with membership access to a host of training resources designed specifically for professionals working in our industry. Topic areas range from skills-based trainings for professionals in all areas of higher ed, to leadership trainings on topics such as supervision, personal effectiveness, and diversity, equity & inclusion, and more.

Accessing your member resources is a breeze with SSO (Single sign-on). Please log in below using your existing @northeastern.edu email, and start learning today!

# Modules

1 | Establish basic understanding of diversity, equity, and inclusion

2 | Build racial and cultural literacy

3 | Privileged identities + power dynamics

4 | How to take action against racism

# Rollout plan



# Opportunities

- Complete the training
- Encourage your colleagues and students to participate
- Look for opportunities to generate meaningful classroom discussion
- Share ideas for post-training activities



# Committee Members

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## Content Team

- John Armendariz, Vice Provost for Institutional Diversity and Inclusion
- Deb Franko, Senior Vice Provost for Academic Affairs
- Phil He, Vice Provost for Faculty Diversity
- Robert Jose, Senior Advisor for Diversity and Inclusion, Dean for Cultural and Spiritual Life
- Melissa Pearson, Associate Teaching Professor in English
- Karl Reid, Senior Vice Provost and Chief Inclusion Officer
- Susan Uhl-Miller, Associate Vice President, Talent Management
- Sheila Winborne, Associate Teaching Professor of Religion

## AI (Academic Impressions) colleagues

- Beth Rotach, Chief Strategy Officer
- Sarah Peatman, Director of Learning and Development
- Molly Smith, NU Account Manager

## Communications Team

- Phil He, Vice Provost for Faculty Diversity
- Magdalena Hernandez, Senior Writer/ Editor, University Marketing
- Clare Horn, Director, Content Marketing, University Marketing
- Robert Jose, Senior Advisor for Diversity and Inclusion, Dean for Cultural and Spiritual Life
- Mika Morikawa-Zhou, Administrative Officer, Department of Cultures, Societies, and Global Studies
- Karl Reid, Senior Vice Provost and Chief Inclusion Officer
- Susan Uhl-Miller, Associate Vice President, Talent Management



2020-2021

**DEI Campus Climate  
Survey Results  
Dissemination**

Fall 2021

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# DEI Climate Survey Dissemination Advisory Group

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- Review and analyze survey results
  - How is the university climate perceived by individuals within groups, colleges, campuses, departments, and units?
- Craft segmented messaging
- Identify, recruit and train a cohort of dissemination ambassadors
- Capture feedback from discussions and adjust strategy accordingly
- Recommend action steps to respond to survey results and facilitate ongoing dissemination

## HEDS Diversity and Equity Campus Climate Survey Results - Northeastern University

*July 23, 2021*

Northeastern  
University





# The Office of Diversity, Equity and Inclusion

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**Diversity, Equity, and Inclusion Across the Network  
(SLT/Chief Inclusion Officer/Presidential Council+)**

**Faculty Diversity**

**Staff/Supplier  
Diversity**

**Student Diversity  
and Success**

**Strategic  
Community  
Partnerships**

**Network Engagement (TBH)**

**Communications and Events (TBH)**

**Training and Assessment (All, CATLR)**

**Research (Faculty, Institutes, Centers, Research & Innovation )**

**Data Analysis and Modeling (UDS)**

**Project Management (PMO)**

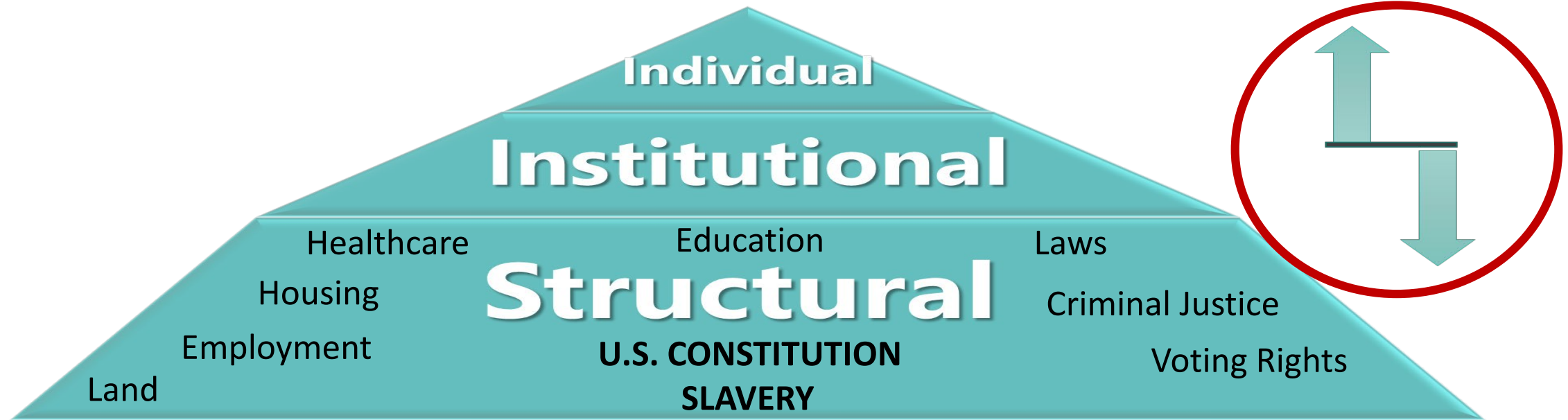


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**LVX**  
**VERITAS**  
**VIRTUS**

# Racial Inequity Defined: Why Change is So Difficult to Achieve



## Individual

Pre-judgement, bias, stereotypes or generalizations about an individual or group based on race

## Institutional

Policies, practice, and procedures that work to the **benefit of white people and the detriment of people** of color, usually **unintentionally** or **inadvertently**

## Structural

The interplay of policies, practices and programs of differing institutions ...that occurs within the context of racialized historical and cultural conditions

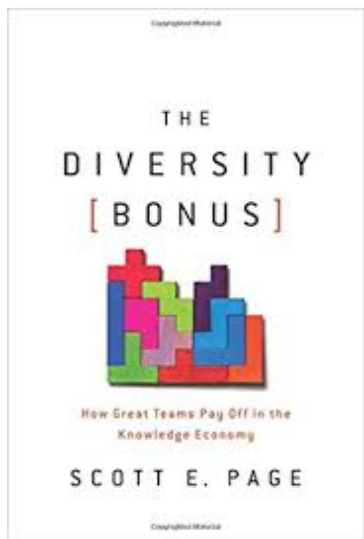
# Why Does Diversity Matter?

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## **DIVERSITY PRODUCES BONUSES!**

“Many of our complex challenges involve understanding the actions, preferences, and capabilities of diverse people.”

-Scott Page, University of Michigan



# Why Diversity Matters (Reid, 2007)

## A diverse college campus fosters an environment where

- Stereotypes and biases are challenged
- Perspectives are broadened
- Critical thinking skills are sharpened

## A campus characterized by cultural pluralism

- Stimulates deep learning
- Prepares students to thrive in an increasingly diverse and global workforce

## Classroom and research diversity

- Fosters learning including among faculty
- Promotes deeper understanding of the discipline
- Stimulates research (the what, the how, and for whom)
- Is more widely cited (Freeman & Huang, 2015)

# Diversity Matters in Research (Freeman & Huang, 2015)

- **More authors** from **more schools** are associated with more **citations**
- Increased **ethnic diversity of authors** is associated with **more citations**, even after controls were applied



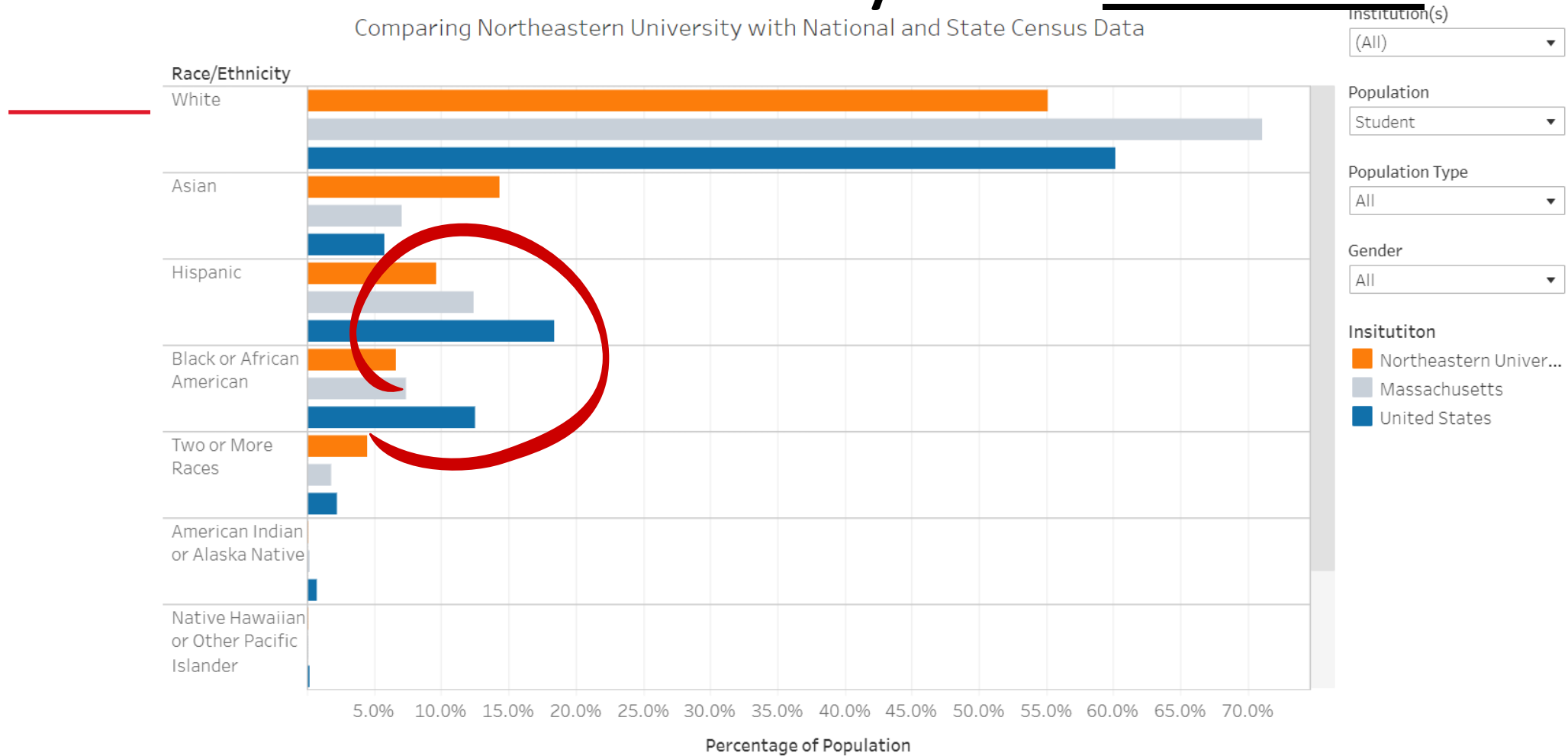
<https://medium.com/@ODSC/most-influential-data-science-research-papers-for-2018-651578977b81>

Based on 1.5M scientific papers written in the US from 1985 to 2008

Source: Published: [Collaborating with People Like Me: Ethnic Coauthorship within the United States](#), Richard B. Freeman, Wei Huang. in [US High-Skilled Immigration in the Global Economy](#), Turner and Kerr. 2015

# Where We Are Today with Students

Comparing Northeastern University with National and State Census Data



Institution(s)

Population

Population Type

Gender

Institution  
 Northeastern Univer...  
 Massachusetts  
 United States

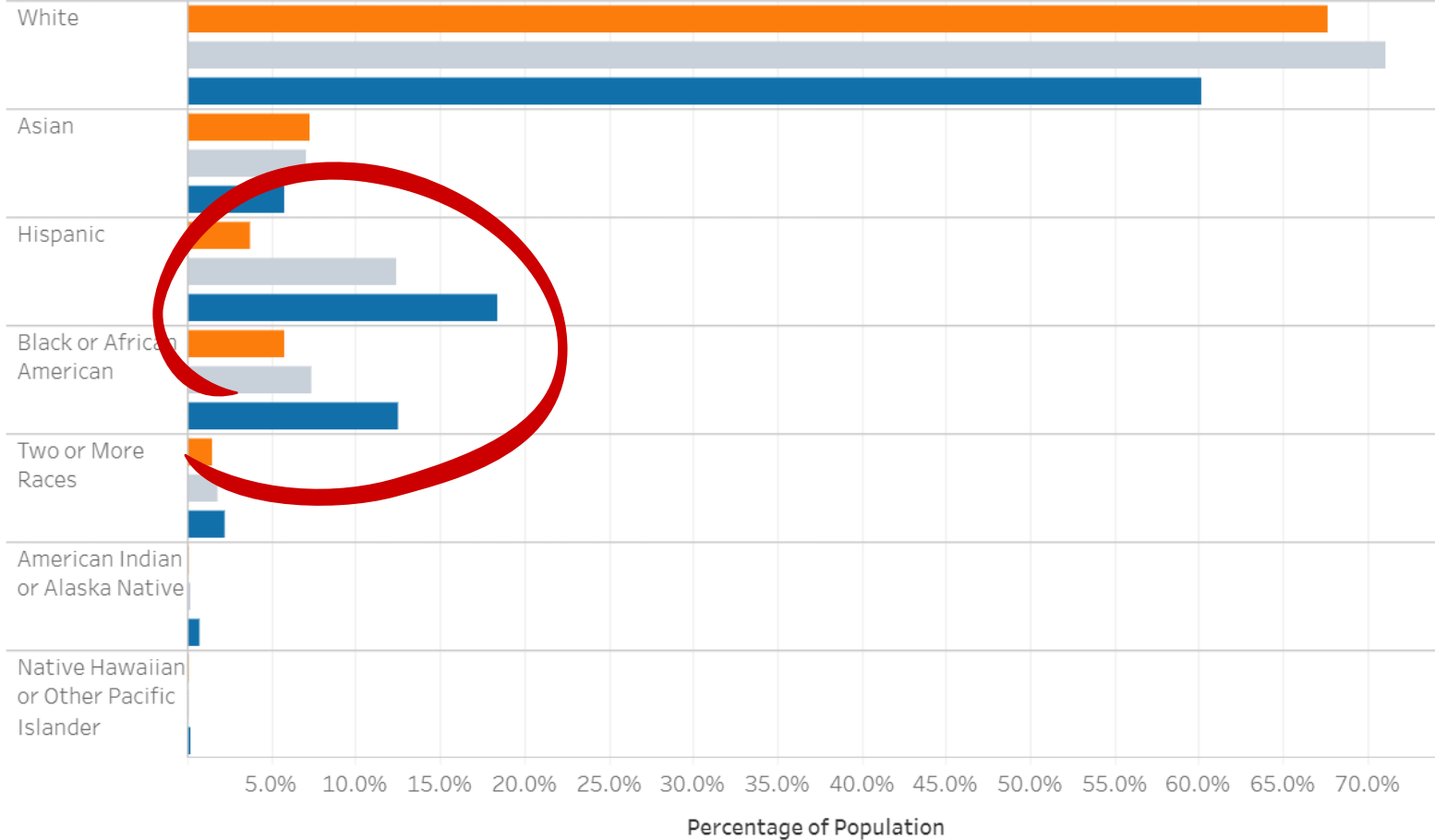
	White	Race/Ethnicity Unknown	Black or African American	Asian	Hispanic
Northeastern University	55.1%	9.6%	6.6%	14.4%	9.6%
Massachusetts	71.1%	0.0%	7.3%	7.1%	12.4%
United States	60.1%	0.0%	12.5%	5.8%	18.5%



# Where We Are Today with Employees

Comparing Northeastern University with National and State Census Data

Race/Ethnicity



Institution(s)  
(All)

Population  
Employee

Population Type  
All

Gender  
All

Institution  
■ Northeastern Univer...  
■ Massachusetts  
■ United States

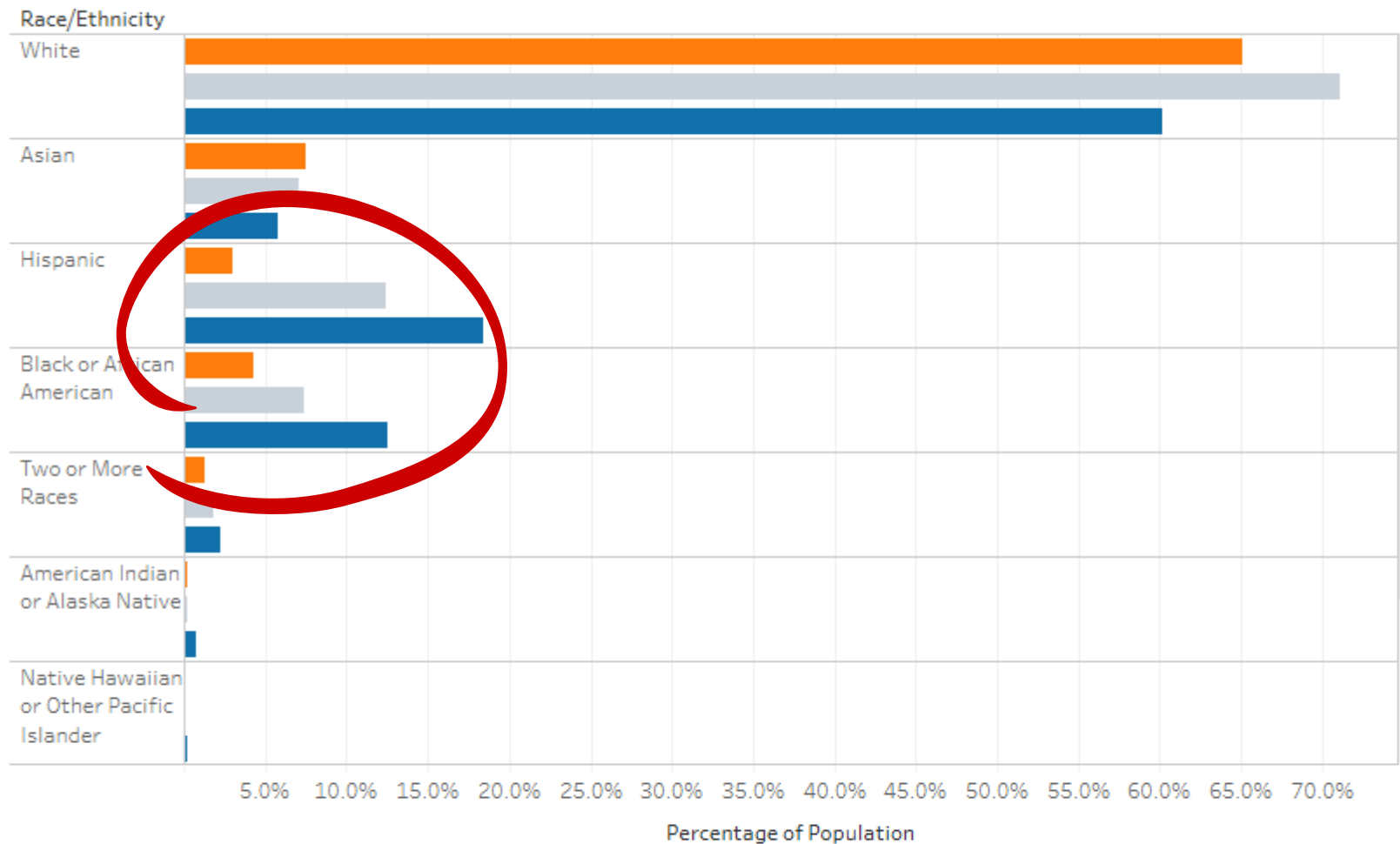
	White	Race/Ethnicity Unknown	Black or African American	Asian	Hispanic
Northeastern University	67.7%	13.8%	5.7%	7.2%	3.8%
Massachusetts	71.1%	0.0%	7.3%	7.1%	12.4%
United States	60.1%	0.0%	12.5%	5.8%	18.5%





# Where We Are Today with Faculty

Comparing Northeastern University with National and State Census Data



Institution(s)  
(All)

Population  
Employee

Population Type  
Faculty

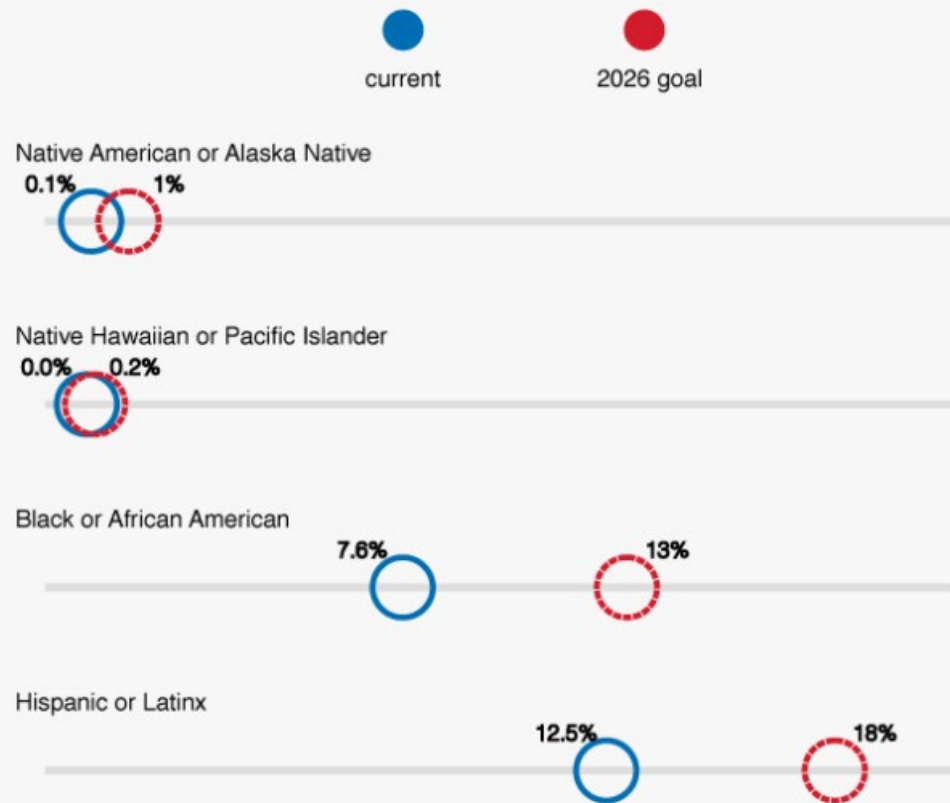
Gender  
All

Institution  
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■ Massachusetts  
■ United States

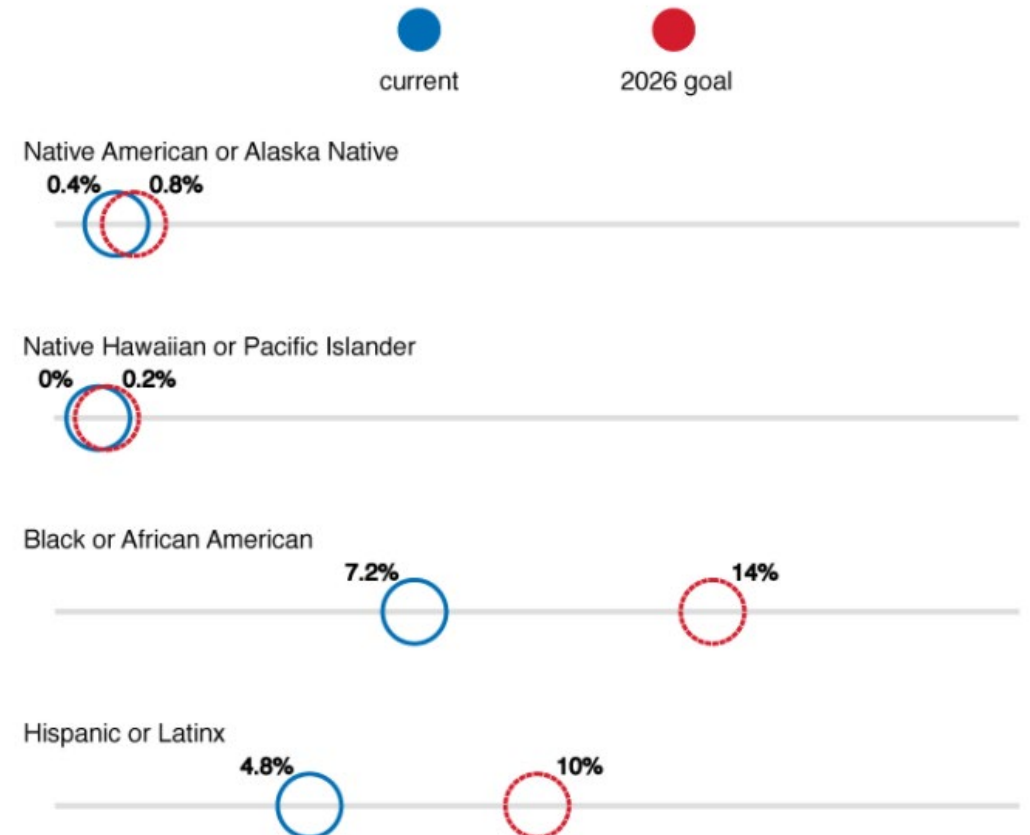
	White	Race/Ethnicity Unknown	Black or African American	Asian	Hispanic
Northeastern University	65.1%	18.5%	4.3%	7.5%	3.0%
Massachusetts	71.1%	0.0%	7.3%	7.1%	12.4%
United States	60.1%	0.0%	12.5%	5.8%	18.5%

# We've Set Bold Diversity Targets While Monitoring Our Progress

## All Incoming Undergraduate



## Faculty Representation





# Achieving Inclusive Campuses and Communities A Systems Approach

## INCLUSION

- Institution-wide **Climate Surveys**; results distributed widely
- **Compulsory** implicit bias and anti-racist **training**
- Rewards and **recognition** programs
- Regular university-wide town hall **conversations** about race
- Frequent **cultural events**
- Establish/fund **Affinity Groups** (ERGs) with executive champions

## DIVERSITY

- Achieving **representative parity** of students, faculty, and staff **at all levels** of, and across every academic and business unit
- Proactive **pipeline programs with financial support**
- **Strategic partnerships**
- Representative **Board of Directors/ Trustees**

## EQUITY

- **Benchmarking and Identifying disparities** on key employment metrics (i.e., recruitment, offers, hiring, compensation, tenure, promotions, bonuses, EOC complaints, departures, terminations)
- Auditing **policies and procedures** to surface and eliminate systemic racism
- Redressing gaps from **Climate Surveys**

## ECOSYSTEMS

- Diversify **supplier network** and **contractors**
- Focused and pooled investments in **K-12 /STEM education and workforce development** in local communities
- Advancing **policy agendas** that reduce structural barriers
- Forging and cultivating community **partnerships** to fulfill DEI objectives

## ACCOUNTABILITY

- Defining **metrics** to track and benchmark
- Creating **dashboards**
- Reporting DEI data and **progress against equity targets**
- **Linking** DEI efforts to university mission, compensation and promotions, and strategic outcome metrics