

NACADA Inclusion and Engagement Committee History

The purpose of this document is to familiarize incoming or potential Inclusion and Engagement Committee (originally known as the Diversity Committee) members with the history of the committee. The information contained is drawn from a report prepared for committee chair **Heather Doyle** by Executive Office Liaison **Leigh Cunningham** in 2013 and updated by Cunningham in 2017, 2019, and 2021.

According to Crownhart, Jacobson, & Musser (2009), “Since the 1980s, NACADA leadership has recognized that the Association suffered from the same lack of leadership representation from underrepresented groups as other organizations within higher education. The NACADA elected officials did not reflect the diversity of the Association, and there was much discussion about how to remedy that.” When **Skip Crownhart** “challenged the Board of Directors to bring more people of color into positions of leadership within the organization” at the 1999 mid-year Board of Directors meeting, “President **Nancy King** responded by appointing a Task Force to investigate diversity within the organization.”

In the fall of that year, another Task Force was appointed, led by President-elect **Betsy McCalla-Wriggins**, to look at completely restructuring the association to address a number of issues (McCalla-Wriggins, Darling, White, & Huber, 2009). According to Crownhart et al (2009), among the issues addressed in the association reorganization, which took place 2001-2004, was to “make NACADA more inclusive and reduce the influence of ‘old boy networks’.”

The August 2001 NACADA Board Report contains a submission by **Chanelle D. James**, first appointed Diversity Committee Chair, which lists the new group’s goals:

- Increase membership and participation rates of individuals from diverse backgrounds in NACADA initiatives and activities.
- Enhance the strategic success of the national organization by encouraging members from diverse backgrounds to assume leadership roles.
- Create an inclusive environment that supports NACADA’s mission to address the needs of individuals in the advising profession.

Committee members at this time, in addition to Chanelle James, were Nereida Avendano, Grace Cardenas-Tolentino, Skip Crownhart, Randy Jedale, Remy Sotto, and Dick Vallandingham.

A document dated October 31, 2001, which identifies charges of all current NACADA groups for incoming president Betsy McCalla-Wriggins, delineates the Diversity Committee’s charge: *Assist with the identification of interested individuals from underrepresented NACADA Member groups to serve on committees and in leadership positions within the organization. Assure that underrepresented members are aware of the mechanisms for getting involved in the organization and assist in their efforts to do so.*

The NACADA LEADERSHIP UNIT REPORT of August 2003 identifies **Carolyn Collins** as the second appointed chair and lists the committee’s mission statement: *The Diversity Committee works to ensure the representation of diverse populations within NACADA and its leadership. A major task is the identification of members to serve on committees and task forces, as well as in leadership positions.*

Goals at this time were:

- Identify the scope of the issue with regard to diversity representation in NACADA, through a variety of mediums: NACADA focus groups, surveys, email/list serve, Board of Directors, etc.

- Use the information obtained from the identification of diversity representation issues to formulate strategies to: (1) Communicate diversity issues to appropriate Boards, commissions and membership, (2) Identify minorities for membership on boards, commissions, and task forces.
- Establish a clearinghouse of names of minorities for use in appointments to Boards, committees, commissions, and task forces.

Among the objectives listed to address these goals is to “initiate Diversity Training Workshop for Leadership Teams and members at National & Regional levels,” and according to Crownhart et al (2009), “In 2003, the committee discussed a plan to develop diversity workshops for NACADA leaders.”

The Fall 2004 Diversity Committee Report identifies **Skip Crownhart** as the third appointed Chair and notes that “after lengthy discussions with the Council and Board, the structure of the committee and how it might best provide service to the organization is being revisited. We wish to look at diversity in the broadest sense of the term where the NACADA organization is concerned. We believe that in order to make a difference, we need people on the committee who are committed to bring about change. We have done enough talking; now we must move forward in a very visible way.” Members were Tim Champarde, Casey Self, Jane Jacobson, Terry Musser, Karen Gould, Mark Bellcourt, and Charlie Nutt.

The explanation of “diversity in the broadest sense” is spelled out in a document dated May 18, 2004, along with the committee’s purpose and how it is different from the Multicultural Concerns Commission:

The purpose of the NACADA Diversity Committee is to assist in the development of plans, strategies, and initiatives to encourage increased diversity in the membership of the association and involvement in the association by diverse individuals at all levels of the association. While the Multicultural Commission focuses on issues of advising and student success of students, the Diversity Committee focuses on association issues.

The Committee views diversity from a very broad perspective, which includes diversity in regard to ethnicity, gender, gender identity, and sexual orientation as well as diversity in regard to institutional type, size, and employment position. Involvement in the association also is viewed broadly including leadership at many levels (within the division units, at the division level, at the Council level, at the Board of Directors level, and with the various work groups, ad hoc committees, Advisory Boards, and task forces), serving on the Consultants’ Bureau, writing for the NACADA Journal, the NACADA Advising News, and the NACADA Clearinghouse, or presenting at state, allied member, regional, and national conferences.

The Committee assists with developing plans over a broad perspective including, but not limited to, training and development issues, plans for deliberate incentives for the involvement of diverse membership, the development of an Emerging Leader program, identifying members from diverse backgrounds for involvement, and various other initiatives and strategies.

The Committee works closely and collaboratively with all other organizational units in NACADA.

[This version was posted on the group’s webpage and remained there until it was updated in 2007.]

In late 2004, Committee members worked on a “white paper,” which was published in the February 2005 edition of *Academic Advising Today*, there entitled “Some Thought on Diversity in NACADA.” (**Karen Gould** is credited as author - <http://www.nacada.ksu.edu/Resources/Academic-Advising-Today/View-Articles/Some-Thoughts-on-Diversity-in-NACADA.aspx>). The article mentions “continuing... discussion at regional conferences.”

In 2005, Diversity Workshops were conducted at the Region Conferences, with the purpose of gathering “feedback from participants on obstacles or hindrances they have encountered or perceived to involvement and participation of diverse

populations in the association and in the leadership of the association.” A Summary document states that “73 participants were involved in the session across the regions,” and the following list of strategies and obstacles was generated:

- Strategy: Recruit diversity sessions at regional and national conferences and invite persons to present on specific diversity issues in which they have expertise.
- Strategy: Send regular messages to institutions from NACADA regarding the importance of diversity
- Strategy: Recruit articles on diversity for newsletter and journal – perhaps have an issue of the Journal focused specifically on diversity.
- Strategy: Explore scholarships or grants for membership and/or registration for conference and institutes for diverse populations – this is meeting the obstacle that institutions don’t support these populations’ involvement in the association.
- Obstacle: lack of diversity in hiring on campuses
- Obstacle: lack of financial support for members wishing to be leaders in the association – this could be either from the institution or from the association. This is why there are more four year university leaders than two year college leaders because of the lack of resources at those institutions to support members.
- Obstacle: no emphasis on commonality of advising across institutional types so that it is less a “we” vs. “them” mentality in sessions
- Obstacle: lack of respect or even bashing of faculty advisors limits their willingness to be involved in the association
- Obstacle: association communication as association has grown has made it hard to build a sense of community that would foster and support new leaders from diverse populations
- Obstacle: lack of institutional rewards or support for involvement of faculty in advising or the association
- Obstacle: work load for advisors is already too great on campuses so they don’t have the time to become involved more actively in the association
- Obstacle: lack of diversity in higher education overall and thus in the regions for increased involvement of diverse populations
- Obstacle: NACADA leadership does not persistently seek new people for leadership roles – old “boy” and “old girl” syndrome exists
- Obstacle: Lack of clear leadership definitions for the association – job descriptions, trainings, expectations, support provided by the association, time commitment – communicated clearly to members
- Obstacle: Lack of mentor program for members in all areas of involvement: research, writing for publications (Journal, newsletter, monograph, Clearinghouse), involvement in regions/commission/interest groups, involvement on advisory boards, elected positions, presenting at conferences – mentors would go along with being sure members know “how to get involved”
- Obstacle: Elections appear rigged – those in power find it hard to “give up power”
- Obstacle: No formal connections being made with new professionals where much of the diversity on campuses exists
- Strategy: Association needs to proactively reach out to administrators and advisors at diverse institutions, i.e. HBU’s.
- Obstacle: Perception of being asked to be involved “as a token” and not for one’s expertise
- Obstacle: Perception that NACADA does not have a strategic plan for developing leaders for the next generation

The Board of Directors meeting minutes from October 8, 2005 note that the following recommendations from the Diversity Committee, drawn from the information gathered in the spring workshops, were approved:

1. Recommends that the Board of Directors charge each unit within the Association in writing with the development of goals or strategies specifically focused on increasing diversity within its sphere of influence and report progress annually.

2. Recommends the Executive Office develop a plan for consistent and widespread communication of leadership opportunities, requirements, and responsibilities.
3. Recommends the Board of Directors develops a plan for the utilization of funds to assist with registration and travel or underrepresented populations in the association.
4. Recommends the Diversity Committee be charged with the development and implementation with the EO staff of an Emerging Leader program for the association. This program should include:
 - strategies for identifying members to be a part of the program
 - strategies for connecting program participants to a “NACADA mentor”
 - strategies for involvement of participants based on their expertise and interest – writing for the various publications, research, leadership, presentations, etc.
 - strategies for identifying people with diverse backgrounds to specifically present at national and regional conferences
 - strategies for this program to be consistent, continuing, and long-term involvement of all association leadership divisions in the program [motion was amended to indicate the Diversity Committee must submit the plan to the Board of Directors for review before implementation].

A document dated August 17, 2006 contains the Emerging Leader Program proposal. The purpose and objectives discussed in this document are posted on the ELP website at <http://www.nacada.ksu.edu/Events-Programs/Emerging-Leaders-Program.aspx>.

Minutes from the October 19, 2006 Diversity Committee meeting note that the group “spent their time focusing on the implementation of the initial steps for the Emerging Leaders program.” Components to be developed: mentor and mentee applications, Emerging Leader and mentor roles and qualifications, selection criteria, training materials, and promotion. Committee members identified are **Skip Crownhart** (Chair), **Nathan Vickers**, **Terry Musser**, **Adrienne Thunder**, **Casey Self**, and **Jane Jacobson**. **Charlie Nutt** and **Leigh Cunningham** are identified as EO Liaisons.

The first Emerging Leader class (2007-09) was chosen during spring 2007 (see <http://www.nacada.ksu.edu/Events-Programs/Emerging-Leaders-Program/ELP-Classes/ELP-Class-2007-2009.aspx>).

In June 2007, the committee sponsored surveys of both current and former NACADA members of color.

- Of the **492 current members** who responded:
 - 55% identified as African American/Black
 - 10% as Asian Pacific American
 - 25% as Hispanic/Latino American
 - 7% as Native American/First Nation
 - 3% as other or N/R
- Of these respondents:
 - 93.5% (461) found the NACADA climate to be welcoming or very welcoming
 - 2.8% (14) found the climate to be unwelcoming
 - 0.2% (1 person) found the climate to be very unwelcoming
 - 3.45% (17) did not respond
- NACADA’s commitment to diversity was rated:
 - Strong or very strong by 270 respondents (54.7%)
 - Weak by 53 (10.75%)
 - No commitment by 6 (1.2%)
 - Unknown by 158 (32%)
 - N/R by 6 (1.2%)

- Of the **243 former members** who responded:
 - 56.8% identified as African American/Black
 - 11.9% as Asian Pacific American
 - 23.9% as Hispanic/Latino American
 - 2% as Native American/First Nation
 - 5% as other or N/R
- Of these respondents:
 - 94% (227) found the NACADA climate to be welcoming or very welcoming
 - 3.3% (8) found the climate to be unwelcoming
 - 0.8% (2) found the climate to be very unwelcoming
 - 2.8% (6) did not respond
- NACADA's commitment to diversity was rated:
 - Strong or very strong by 102 respondents (42%)
 - Weak by 38 (15.6%)
 - No commitment by 10 (4.1%)
 - Unknown by 93 (38.3%)
 - N/R by 0 (0%)

Results of this survey were discussed at the October 18, 2007 annual committee meeting, which was led by outgoing Chair **Skip Crownhart** with incoming Chair **Jane Jacobson**. "Skip explained that it was initiated because one person was upset about his perception of lack of diversity in the leadership."

- Incoming committee member **Jobila Williams** noted that, while she had heard committee members saying that diversity is broadly defined by the association, the perception she received in the new member orientation session was that "leadership" was primarily defined as position – she did not hear that the association values other avenues (such as writing) as leadership.
- The other primary topic of discussion during this meeting was how the ELP should be developed/implemented/assessed. A sub-committee had been assigned to facilitate the selection, training, and progress for the 07-09 and 08-10 Classes, but would this be sustainable? It was suggested that an Advisory Board might be requested.

Also during 2007, under the direction of President **Jennifer Bloom**, the responsibilities of committees and advisory boards were reviewed, and the purpose and role of the Diversity Committee was updated, as approved by the Board of Directors, and written in Policy Number: AD-05 (<http://www.nacada.ksu.edu/About-Us/By-Laws-Policies/Association-Policies.aspx>). The group's webpage (<http://www.nacada.ksu.edu/About-Us/NACADA-Leadership/Administrative-Division/Diversity-Committee.aspx>) was updated to reflect this change.

At the annual committee meeting October 1, 2008, with **Jane Jacobson** presiding as Chair:

- The committee discussed the need to explore what aspect of diversity within the association should be the next focus.
 - In follow-up conversation, a Diversity award was proposed and the proposal for the **Leading Light Award** was developed.
- It was decided that a proposal would be developed to move oversight of ELP beyond the committee to a more autonomous part of NACADA.
 - This was followed-up upon immediately. Implementation of the ELP was assigned to the Executive Office beginning in November 2008, with **Leigh Cunningham** as the Executive Office coordinator for the program; the ELP Advisory Board was formed, with **Nathan Vickers** appointed as Chair for the 2008-2010 term. The ELP Advisory Board's role is to:

- assist in identifying members from diverse backgrounds and encouraging them to apply to become an Emerging Leader or Mentor
- make recommendations regarding policies and procedures related to publicizing the program, the selection of ELP Classes, and funding of program participants
- develop and implement the programming/curriculum for the ELP Orientation sessions that take place at the Annual Conference
- review Program progress on a regular basis and make recommendations for changes or improvement

At the annual committee meeting October 1, 2009, with **Jane Jacobson** presiding as Chair and **Jobila Williams** as incoming Chair, the committee:

- reviewed the results of the goal to make the ELP self-sustaining
- discussed supporting the Common Reading program at Annual Conferences
- discussed how the meaning of diversity might change as NACADA becomes an international organization
- approved the Leading Light Award proposal

At the annual committee meeting October 4, 2010, with **Jobila Williams** presiding as Chair, the committee discussed:

- the first Leading Light Award recipient: **Skip Crownhart**
- appointing diversity liaisons to the Regions, whose task would be to reach out to the Region Chairs to learn how the Regions define diversity and what they are doing to promote it
- how the association can improve networking as an international organization
- what can be done to better educate members on how the association defines diversity

At the annual committee meeting October 3, 2011, with **Jobila Williams** presiding as Chair and **Heather Doyle** as incoming Chair, the committee discussed:

- the information gathered by the Region liaisons about regional diversity initiatives and how the committee might be able to support them
- the progress of the ELP (updates by **Sandy Waters** included demographics of the first 37 ELs to complete)

At the annual committee meeting October 6, 2012, with **Heather Doyle** presiding as Chair, the committee:

- discussed a question brought by EO Liaison **Leigh Cunningham** from the EO Tech Team (working on the Association Management System) regarding whether the group would support the gathering of member demographic data on (voluntary) sexual orientation identification as part of our diversity awareness
 - The group unanimously agreed they would support
- discussed the possibility of partnering with other units to learn more about initiatives that are underway and to promote/support initiatives that promote member retention as well as initial involvement
 - A goal was set to partner with two units (in addition to partnerships formed with Professional Development Committee and Membership Committee during previous year).
- reviewed the purpose of the committee and whether its charge has been fulfilled to a point in which it is time to look at revising/expanding that mission
 - The committee came to unanimous agreement that they would like to send a proposal forward to the Board of Directors to change the name of the group to the *Inclusion and Engagement Initiatives Committee*.
 - An initial proposal was developed by **Heather Doyle** and sent forward to Division Rep **Terry Musser**, which attained division approval but was tabled at spring 2013 leadership mid-year meetings when leadership focused on developing new association mission/vision/strategic goals.

- Following conversation with Executive Director **Charlie Nutt**, the proposal was revised by Heather and incoming Chair **Adam Duberstein** and sent forward for discussion by the Council at 2013 Annual Conference.

At the annual committee meeting October 7, 2013, with **Heather Doyle** presiding as Chair and **Adam Duberstein** as incoming Chair, the committee:

- discussed the progress of the ELP (updates shared by ELP-AB Chair **Carol Pollard**)
- discussed the status of the proposal to change the name of the group to the *Inclusion and Engagement Initiatives Committee*
 - Heather reported that it had been tabled again due to the Administrative Division's review of all division units.
 - Heather shared the new association vision/mission/goals and the mandate from the Administrative Division for each unit to set a goal of reviewing its history and purpose.
 - (As noted in the opening paragraph of this document) EO Liaison **Leigh Cunningham** was asked to create a report for use by a sub-committee assigned to conduct this review
- set an accompanying goal to review the data on membership / leadership over the past decade to see what progress has been made since the committee's inception
 - **Leigh Cunningham** was asked to data-mine EO resources to discover what can be learned about association demographic data comparing 2003 to 2013
- assigned two subcommittees to review the above materials to be supplied by Leigh

At the annual committee meeting October 8, 2014, with **Adam Duberstein** presiding as Chair, the committee:

- discussed the progress of the ELP (updates and a new EL accomplishments infographic shared by ELP-AB Chair **Cecilia Olivares**)
- discussed the status of the proposal to change the name of the group to the *Inclusion and Engagement Initiatives Committee*.
 - Adam reported that, after reviewing the information that had been gathered following last year's meeting, the recommendations of the subcommittees, and the feedback about the name change proposal, he has decided that he would not like to pursue the name change proposal further at this time, but would prefer to change the focus of conversation from the unit's name to what the members hope the committee – and the association – will look like in the future.
 - Adam asked each committee member to share how/why they had sought to be on the committee and their vision for its future
 - President **Joanne Damminger**, who was in attendance, said she wanted to make the statement that the BoD feels this committee is crucial to the association and that the committee's work is critical to the association's future. She encouraged the committee to focus on one or two goals/outcomes that the group would like to work on for the coming year.
 - Member response included:
 - appreciation for the association's very broad definition of diversity and the desire to see that message of inclusivity continued
 - the desire to see increased emphasis on pathways to involvement and leadership, especially for those who are not selected for ELP, as well additional ways to keep experienced leaders included and engaged
 - the desire to see a continued focus on who is not yet at the table
 - the desire to see increased international involvement

Due to a health situation, Chair **Adam Duberstein** had to step down in the spring of 2015 and pass the chair to Chair-Elect **Carol Pollard**. While that transition was taking place, committee members worked on development of a flyer that could be used to publicize the work of the group, beginning at the Region conferences.

Carol called and conducted a pre-conference online meeting for September 25, 2015, at which time the group:

- introduced themselves to incoming members
- began discussion of agenda items that will be continued at the upcoming annual meeting in Las Vegas on October 5:
 - review of the group's history
 - Leigh Cunningham was asked to update this document and make available to all committee members.
 - draft of a committee member responsibilities document which, when finalized, can be posted to the committee webpage for review by all current and potential members
 - development of goals – and subcommittees to work on them – for the coming year
 - request by President **JP Regalado** for the group's input on a possible question he would like to have added to the Election platform statements: ***Please describe how you will work to promote the enhancement of inclusivity throughout (or within) the association.***

At the annual committee meeting October 5, 2015, with **Carol Pollard** presiding as Chair, the committee:

- heard from current President **JP Regalado** and President-Elect **David Spight** that both continue to strongly support the work of this group and consider it essential to their goals for the association's future. President-Elect Spight said that it is important to him to continue efforts to raise awareness of both visible and not visible areas of diversity.
- reviewed the association definition of diversity and the committee's charge.
- reviewed the data supplied by the EO Liaison regarding the current association analytics / demographics.
- heard updates on the success of the Emerging Leaders Program from ELP-AB Chair **Cecilia Olivares**, who also discussed new initiatives for this year (including summer Zoom meetings for the incoming Class and a change in the Orientation curriculum to include more emphasis on understanding association structure).
- identified three subcommittees for work in the coming year:
 - Getting early career advisors connected
 - Identifying possible candidates for leadership nomination and group involvement
 - Data review
- Unanimous supported President Regalado's intention to add a statement to platform statements: ***Please describe how you will work to promote the enhancement of inclusivity throughout (or within) the association.***

Goals for the coming year will be:

1. Develop and support subcommittees
2. Increase opportunities for communication within the group
3. Each subcommittee develop and measure one actionable goal

At an online meeting on August 8, 2016, led by Chair **Carol Pollard**, subcommittees reported:

- Data collection and review – looking at comparing NACADA data to what is available for higher ed overall. They compared IPEDS data from 2014 to NACADA membership data and found the NACADA membership to be comparable to higher ed at large.
- Getting early career advisors connected – working with membership committee on initiatives for upcoming conference, including use of “Ask Me” buttons and breakfast table conversation starters.
- Identifying potential candidates for leadership nomination and group involvement – getting organized

At the annual committee meeting October 7, 2016, with **Carol Pollard** presiding as Chair, the committee:

- was a bit surprised to discover that they were joined by 14 visitors. Carol welcomed them and asked them to introduce themselves to the committee.
- heard updates from the above-mentioned subcommittees.
- discussed that some members feel that the growth of the association has made it more difficult for people to get into positions of leadership quickly, and even in some cases to get seats in administrative division units of interest to them (as exemplified by the high number of visitors to this meeting). Long-time members are used to talking about how easy it is to get “involved”, but it is sometimes not as easy to make that happen in the way some people would like as it used to be when the membership numbers were smaller. They feel further brainstorming is needed, as no quick remedies were thought of at this time.
- heard about the current progress of the Sustainable Leadership’s Pathways to Leadership initiative, which still has a ways to go before it will be ready for unveiling.

On February 3, 2017, Chair **Carol Pollard** and Executive Office Liaison **Leigh Cunningham** were asked to attend a meeting with Global Initiative Committee Chair **Oscar van den Wijngaard**, Executive Office Liaison **Rhonda Baker**, Administrative Division Representatives **Cecilia Olivares** and **Brett McFarlane**, and Executive Office Liaison **Maxine Coffey** to discuss the possibility of updating the association’s diversity statement. Following this conversation, and a second meeting on February 17th, it was decided by consensus of the group that Cecilia and Brett would bring the following recommendation to the upcoming February 21st Administrative Division Meeting (to precede the full Leadership Mid-Year meetings scheduled for March 4th).

Inspired by a review of other professional association diversity statements and by a Verna Myers quote, “Diversity is being invited to the party; inclusion is being asked to dance,” we asked ourselves to consider not just who is in the room, but who is at the table – and how can we ensure that there is always room at table. As such, we recommend the following for consideration:

1. *Update the NACADA diversity statement*
2. *Introduce a Welcome Statement on the website*
3. *Change the name of the Diversity Committee*
4. *Incorporate diversity and inclusion in benchmarks and in the evaluation of strategic goals and activities*
5. *Increase transparency of pathways for engagement to further encourage diversity/inclusion*

In relation to the first and third of these recommendations, which would directly affect the Diversity Committee, it was recommended:

The first recommendation is to update the diversity statement to highlight how NACADA values and encourages inclusion: through our practices, events, and opportunities; within our profession; and across our membership. The current statement provides a definition of diversity, but primarily describes events and involvement activities. The new statement connects directly to the mission and vision of the association and describes who we are, what we value and broadly defines diversity, recognizing intersectionality through an expanded, but not limited, list of identities. It promotes the idea that diversity/inclusion is a lens through which we view our work:

NACADA: The Global Community for Academic Advising values and promotes inclusive practices within the association and the advising profession. NACADA provides opportunities for professional development, networking, and leadership for our diverse membership and fosters involvement and engagement across identity groups, geographic regions, and professional levels. NACADA promotes the principle of equity and respects the diversity of advising professionals across the vast array of intersections of identity, which includes but is not limited to age cohort, institutional type, employment role, location, nationality, socioeconomic status, faith, religion, ethnicity, ability/disability, gender identity, gender expression, and/or sexual orientation.

In 2014, the Diversity Committee Chair and Chair-Elect (**Heather Doyle** and **Adam Duberstein**) submitted a proposal to change the name of the Diversity Committee to the **Inclusion and Engagement Initiatives Committee**. Their proposal outlined their rationale based on the history of the committee and a change in its charge, as well as the evolving diversity of the association membership.

The third recommendation is to reconsider this particular proposal to include “inclusion” and “engagement” in the committee name and to expand the charge of this particular committee. Currently the role of the Diversity Committee is to make recommendations regarding diversity issues within the Association. The committee reviews the status of diversity within the organization, recommends methods for enhancing diversity, and advises on how the association can better meet the needs of its diverse membership (policy number AD-05).

One idea that arose from our discussion is for the committee to serve as a monitor or watchdog for the association’s openness, accessibility, inclusivity, diversity, etc., perhaps combined with an “ombudsperson” type function. This would shift the emphasis from formulating vision and policies to assessing, researching, and providing constructive feedback on accessibility across the association.

At the February 21st Administrative Division Meeting, the group voted to send this proposal forward, and at the Mid-Year Leadership meeting on March 4, 2017, the Board of Directors voted to approve the new diversity statement, as submitted, and change the name of the committee, with modification, to the **Inclusion and Engagement Committee**. Committee members were informed and the website was updated to reflect these changes.

At the annual committee meeting October 13, 2017, with **Carol Pollard** presiding as Chair and **Michelle Smith Ware** as Incoming Chair, the committee:

- was joined by a number of guests, including current Vice President **Nathan Vickers**, President-Elect **Amy Sannes**, Vice President-Elect **Karen Archambault**, Council reps **Erin Justyna** and **Cecilia Olivares**, Council rep-elect **Steve Viverios**, and other members.
- reviewed the annual association Leader/Member representation stats (as supplied by the EO Liaison).
- heard updates on the ELP from ELP-AB Chair **Heather Doyle**.
- discussed the status of the group’s goals for the current year:
 - *Improve connections with other association entities to support diversity*—the most successful this year was connection with the GLBTQA Concerns Commission.
 - *Connect with candidates not selected for other leadership roles*—not accomplished.
 - *Encourage members to increase involvement and/or run for office.*
 - **Carol Pollard, Michelle Smith Ware, and JP Villavicencio** wrote a blog.
 - Changes to the website, including the new diversity statement.
- discussed the work of the data subcommittee—primarily looking at what we know, what we don’t know, and what we want to know. Subcommittee Chair **JP Villavicencio** proposed the idea of a climate survey, and began working on developing questions, but this was tabled because the Board of Directors is looking at how they might want to approach it from an association level.
 - President-elect **Amy Sannes** shared that the BoD will discuss this at the end of conference meetings and have more information for the group soon.
- brainstormed ideas for goals for the coming year.
 - In her Chair Report for November 2017, new Chair **Michelle Smith Ware** reported the following decided-upon goals:
 - *Review the structure of the association in relation to the lenses through which NACADA views inclusion*
 - *Assist BoD liaisons with assigned task force / committee work*
 - *Assist BoD with achieving Strategic Goal 4 benchmarks*

The full committee had online meetings in March, July, and September 2018 (with subcommittees meeting separately). Reported accomplishments included:

- Committee members were assigned to work on:
 - Strategic Goal #4 initiative, as assigned by the President, along with members from the Global Engagement Committee and the Research Committee.
 - Badging Task Force (BoD-led)
 - Leadership Support Fund Task Force (BoD-led)
 - Barriers to Leadership Task Force (BoD-led)
 - NACADA Structure Review subcommittee
 - Conference session proposals
- Discussion began about what suggestions the group can make regarding how the association approaches conversations about gender (led by **Wendy Schindler**, who also reps the GLBTQA-AC).
- Discussion began regarding how the group might create (or suggest/support the creation of) material to assist both conference proposal submitters and proposal readers with ensuring that conference presentations are inclusive and demonstrate awareness of different voices and lenses.
- Discussion began on how the group might be able to partner with the Regions to offer assistance with ensuring that inclusive procedures/practices are a focus.

At the annual committee meeting October 2, 2018, with **Michelle Smith Ware** presiding as Chair, the committee:

- was joined by a number of guests, including MYB (climate survey) rep **Kevin Hinson**, Incoming President **Karen Archambault**, Incoming Vice President **Erin Justyna**, Board of Directors members **Patti Griffin** and **Oscar van den Wijngaard**, NACADA Associate Director **Maxine Coffey**, Administrative division rep **Steve Viverios**, Region 10 Diversity Chair **Jill Putman**, and other members.
- heard updates on the ELP by ELP-AB Chair **Heather Doyle**, who explained that the Emerging Leader application and selection rubric has been updated and posted to the web in time for the next application period.
- reviewed the group's goals for the past year:
 - *Develop a universal design recommendation for association conference presenters* (no progress).
 - *Review how gender identity is viewed within the association* (conversation is ongoing).
 - *Assist BoD liaisons with assigned task force work* (assigned members have participated as requested).
 - *Assist Board of Directors with achieving Strategic Goal 4 benchmarks* (this work is ongoing)
- shared thoughts on some "lingering questions" proposed by the Chair: *How is the IEC viewed by members? What is the role of the IEC past/present/future? How do we get the ball rolling and KEEP it rolling as leadership changes?*
- Brainstormed goals for the coming year.
 - In her Chair Report for November 2018, Chair **Michelle Smith Ware** reported the following decided-upon goals:
 - *Develop a presentation, webinar, and/or document focused on the development of inclusive proposals, presentations, and practices for association conferences (led by the Conferences subcommittee).*
 - *Work with Administrative Division reps, advisory board chairs, and committees to effectively communicate advisory board and committee goals, task, etc. associated with SG#4 across the division (led by the Structural Review subcommittee).*
 - *Review the data obtained by the Minding Your Business (MYB) survey and provide recommendations to the Administrative Division reps on survey findings (led by the Data subcommittee).*

During an online meeting on December 5, 2018, led by Chair **Michelle Smith Ware**, the committee discussed:

- Progress of the Conferences subcommittee – charge will be to develop a presentation, webinar, and/or documents focused on the development of inclusive proposals, presentations, and practices for association conferences. Volunteers are being recruited, but a subcommittee chair had not yet been identified.
- Progress of the Structural Review subcommittee – charge will be to work with Admin Division reps, advisory boards, and committees to effectively communicate advisor board and committee goals, tasks, etc., associated with SG#4 across the division. **Michelle Smith Ware** will lead.
- Progress of the Data subcommittee – charge will be to review the data obtained through the MYB survey and provide recommendations to the Admin Division reps based on those findings. **JP Villavicencio** will lead.
 - It was decided that a google.doc would be created to allow committee members to provide feedback to the leadership regarding the MYB “You Voice Matters to NACADA” email solicitation for the Climate Survey.
 - This was accomplished and feedback was provided to ED **Charlie Nutt** on 12/21/19 to share with the leadership.

The full committee had online meetings in April, August, and September 2019, led by Chair **Michelle Smith Ware** (with subcommittees meeting separately). Reported accomplishments included:

- Connection made with the Regions to learn more about regional diversity issues and how the committee can be of greater assistance to the Regions.
- Provided feedback to the Board of Directors Virtual Town Hall on the topic of I&E.
- Provided the recommendation that “numbers are different from inclusion. The focus has been on increasing the numbers [of diverse leaders] but now needs to be on folks feeling safe in the space, feeling seen and heard.” Questions that should be asked include:
 - *How can IEC help the quiet voices be amplified?*
 - *What training is needed?*
 - *What assumptions have been made that perhaps should not have been made about IEC members and the preparation they have to do this work?*
 - *What questions need to be asked that haven’t been asked in previous Town Halls and other venues?*

At the annual committee meeting October 22, 2019, with **Michelle Smith Ware** presiding as Chair, the committee:

- was joined by a number of guests, including President Karen Archambault, Vice President Erin Justyna, Board of Directors member Oscar van den Wijngaard, and Task Force co-chair Jessica Staten.
- discussed the role of the committee, as some of the members seemed to have some confusion about the scope of their charge.
- discussed which of the subcommittees had completed their work and which would continue in the coming year. Incoming Chair **Locksley Knibbs** will make the final decision and recruit new members as needed.

Locksley Knibbs filed his first Chair report in November 2019, which included the following intended projects for the year:

- Increase diversity within NACADA leadership at all levels: Establishing a Sub-committee within IEC to focus on Inclusivity, Belongingness, Diversity and Engagement in NACADA. Using a survey, I would like to get feedback from members how they feel about our Association as far as those tenets (on Inclusivity, Belongingness, Diversity and Engagement) are concerned in relation to leadership within NACADA. The focus here is to see how the Minority Serving Institutions (MSIs) i.e. HBCUs, HSIs, TCUs and AAPISIs are represented among our Global Community.
- Establish a Sub-committee to focus on the *Leading Light Global Award*. The Leading Light Award is presented annually to a NACADA member in recognition of significant contributions to diversity within NACADA. I would like to see this make a return under my leadership with the goal of submitting a nominee for such a distinguish award in the future. As a Committee, we need to look at ensuring that there is a nominee for the award every year (since this award originated from a Diversity Committee initiative).

- Promote diversity within NACADA by collaborating with the Social Justice Advising Community, the Emerging Leaders Program (ELP) Advisory Board and the newly established NACADA Task Force on Race, Ethnicity, and Inclusion to help support diversity and inclusion initiatives within NACADA, specifically, as it relates to leadership within the Association. This will be done with the understanding that Diversity simply describes who we are as an Association but Inclusivity should speak to what we do as The Global Community for Academic Advising.
- As a Committee focusing on Inclusion and Engagement with NACADA, affirm our charge by taking on a leadership role within our Association when reviewing results of climate survey and assists in determining initiatives to support diverse populations.
- Engage members of the IEC about their understanding of our role within the association. Members do not have a clear understanding of the totality of our role and in order to be effective, we need to ensure consensus around our Committee function.
- Continue to monitor and to inform our Association of perceived and real barriers for inclusion and make recommendations for improvements. Encourage inclusive practices in presenting at the Annual Conference culminating in tangible recommendations for adoption throughout NACADA eg. Usage of microphones during concurrent sessions. Provide a handout with specifics for all presenters ensuring that microphone is used and PowerPoint presentations adhere to fonts that are viewable from a distance.

Although it was Chair **Locksley Knibbs'** intention for the committee to have monthly online meetings throughout the year, the start of the coronavirus pandemic derailed that intention. The committee met just once, in January 2020, at which time it was reported that the ELP participant videos that had been filmed at annual conference had been added to the ELP section of the website. The committee noted strong approval of this work, particularly those that highlighted the person's pathway.

At the annual committee meeting September 21, 2020, which took place virtually via Zoom, with **Locksley Knibbs** presiding as Chair, the committee renewed their intention to meet online monthly in the coming year. Locksley shared the work that the REI workgroup (which he also co-chairs) had been doing to prepare for leadership training.

At a Zoom meeting on October 19, 2020, Chair **Locksley Knibbs**:

- Reviewed his goals from the previous year and asked for input for goals going forward. Suggestions included:
 - The group should push for gender-neutral restrooms at all conferences
 - A land acknowledgement statement that could be used broadly should be developed
 - DEI trainings should be continued
- Shared that the feedback from the REI training conducted in conjunction with annual conference was mostly positive.
- Encouraged members to submit nominations for the Leading Light Award.

At a Zoom meeting on December 11, 2020, with **Locksley Knibbs** presiding as Chair, the committee discussed:

- Continuing the work that had been done previously (led by Mark Nelson) to provide training for conference proposal readers.
- Whether a new needs assessment would be appropriate – Locksley responded that it would be done by the REI workgroup, led by Quentin Alexander.
- Concerns that asking people about how they "feel" regarding inclusion and engagement in the association is very subjective and doesn't give any beneficial information about how to make change.

There were no further meetings between then and September 2021.

On September 17, 2021, in preparation of the group's annual meeting, Incoming Chair **Mark Nelson** was called to a meeting with **President Cecilia Olivares** and **Executive Director Melinda Anderson**. They informed Mark that, as a part of a much larger initiative spurred by the recent Region Review process, the work of the REI workgroup, and other things

taking place across the association, the Board of Directors had decided to update the committee's charge. Going forward, the charge of the IEC will be:

The role of the IEC is to meet the inclusion and engagement needs of NACADA's diverse membership by:

- Developing and implementing an assessment process/cycle
- Analyzing and reviewing trends in the assessment data
- Researching and recommending effective methods and practices throughout the association.
- Create an ongoing, three-year assessment cycle, while recognizing there may be one-time, specific assessments that complement this cycle
- Develop a standardized assessment instrument/tool that can be used for NACADA events and programs at every level (i.e., state, regional, global) with flexibility for "add-ons" when specific needs arise
- Provide recommendations for training to the Inclusion & Engagement Training Advisory Board
- Ensure committee includes members with an assessment background

Furthermore, in future the IEC will be working with a new advisory board, developed from what had previously been the REI Workgroup. Process for putting this group together is still being developed, and the timeline for having it in place is not yet certain, but basic information about it is:

Inclusion & Engagement Training Advisory Board (IET-AB)

- The role of the IET-AB is to develop, conduct, and assess training for association leaders and members based on recommendations from the IEC assessment data.
- Focus the role of the IET-AB to the ongoing development of DEI training and curriculum in coordination with the NACADA Executive Office.

Furthermore, it is the BoD's intention to assign an assistant director position in the EO to:

- Address accessibility issues and needs (including inclusive spaces at association events)
- Ensure ADA compliance by the association
- Facilitate the creation and implementation of a DEI plan for the association
- Facilitate the creation and implementation of DEI training

When in place, this person will likely become the EO Liaison to both the IEC and the IET-AB, helping to coordinate their work.

At the annual committee meeting September 21, 2021, which took place virtually via Zoom, with **Locksley Knibbs** presiding as Chair and Incoming Chair **Mark Nelson** assisting,

- NACADA Executive Director Melinda Anderson explained the new charge to the group and answered their questions regarding these new expectations.
- Mark led a conversation about moving forward. He will reach out to Research Center Wendy Troxel for input regarding beginning development of an assessment tool.
- ELP-AB Chair Meagan Hagerty gave updates:
 - 2021-2023 class pairing will take place this week, with Orientation to take place virtually on Oct 3
 - The ELP-AB decided that Orientation will return to onsite for 2022.
 - There be a BYO lunch social for all attending ELP onsite during upcoming Annual Conference in Cincinnati.
 - There will be a 15-year program anniversary celebration at next year's Annual Conference in Portland.
- The group decided to meet monthly beginning in November.