

CAMPUS
INCLUSION
&
COMMUNITY

STRATEGIC PLAN
2016–2022





WELCOME FROM THE EXECUTIVE DIRECTOR



In our humble beginnings as an office of one, Campus Inclusion & Community worked hand-in-hand with the students who asked, demanded, and protested for a university-led effort at creating a more equitable and just campus culture. In the four years since then, we have focused on developing relationships with students, faculty, and staff, transforming the organizational structure of the department, and establishing signature programs and services in order to embed our mission into the fabric of our community. With a theoretical framework to ground our work, it was time for us think strategically about the impact we collectively would like to have on the student experience at Northwestern over the next six years.

This strategic plan intends to center the experiences of students at the margins of our community, and it requires full participation from all students in the work of systemically shifting our campus culture. It will guide the programs, services, initiatives, and partnerships of our department. This plan requires deep intrapersonal and interpersonal work and a relentless effort to change the climate of the Northwestern community.

I am honored to serve alongside the CIC staff, students, colleagues, and the institutional leadership to advance this strategic plan. With significant milestones in sight, we remain rooted in our history of student activism of all kinds. Campus Inclusion & Community was created for students and by students. I invite everyone to find themselves in this plan and to join us in our commitment.

A handwritten signature in black ink, reading "Lesley-Ann Brown-Henderson". The signature is fluid and cursive, with the first name "Lesley" being the most prominent.

Lesley-Ann Brown-Henderson, Ph.D.

THE INSTITUTIONAL CONTEXT OF OUR WORK

The work of Campus Inclusion & Community takes place in the context of diversity and inclusion initiatives at the University level and at the level of the division of Student Affairs. The commitment made by University leadership and the values held by Student Affairs guide the mission, vision, and goals of the department.

UNIVERSITY CONTEXT

“True diversity is defined not only as differences in individual backgrounds, personal identities, intellectual approaches, and demographics—it is also the removal of barriers and the creation of space that allow individuals to fully engage in the life of the university. As individuals of our own unique identities—be it comprised of faith, race, sexuality, gender, abilities, socioeconomic class, etc.—we each offer an irreplaceable opportunity to examine the issues before us from a newly encountered dimension. The commitment to providing these opportunities equally to each and every member of our community is the force behind creating a diverse, ideal Northwestern University.

It is our responsibility to challenge the members of our community (students, faculty, staff, and alumni) to engage differences as strengths in order to improve campus culture and to develop an environment that ensures equality of access, opportunity, participation and representation. Northwestern University reaffirms and renews its commitment to diversity and equity. As a community we have a large length to cover to strengthen and sustain this pledge, but in order to remain ahead of the pace with modern society we will strive to support this enterprise as a piece of the foundation of our institution. And through fostering this ideal we hope to weave together the fabric of our community as dynamic, vibrant, and just—in order to foster the pursuit of each and every individual member of Northwestern University.”

- President Morton Schapiro and Provost Daniel Linzer

quoted from
**leadership
commitment**

STUDENT AFFAIRS CONTEXT

In Student Affairs, we commit ourselves to creating a Northwestern community that facilitates full and equal access to learning in and outside the classroom. We assess our programs, services, and institutional climate to contribute to an equitable and inclusive Northwestern Experience.

**social justice
value**

MISSION STATEMENT

Campus Inclusion & Community works collaboratively with the University community to cultivate inclusive learning environments through the intentional engagement with difference.

CIC
MISSION



1963

Admissions head denies quotas for African Americans and Jewish students

1966



African American enrollments had almost always been less than 50

Summer Academic Workshop (SAW) begins

1967-1968



“THEY LEFT THE PLACE BETER THAN THEY TOOK IT. THAT WAS THEIR WHOLE APPROACH TO THE SITUATION: NOT TO TRASH THE PLACE, BUT TO MAKE THE UNIVERSITY A BETTER PLACE.”

African American enrollments rose to 160

Bursar’s Takeover

- Roland Hinz, Dean of Students

1972

African American Student Affairs & African American Studies founded



1995

Asian American Studies Hunger Strike



1998

Associate Provost for Enrollment Management and VP of student affairs jointly recommend creation of two units: Hispanic/Latino and African American Student Outreach

1999

Asian American Studies founded & Multicultural Center opens

2000

Hispanic/Latino Student Outreach renamed Hispanic/Latino Student Services and focuses solely on support for Latino students

2001

Asian/Asian American Student Services founded



Units supporting students of color combined under Multicultural Student Affairs

LGBT Resource Center established

2004

2009

Latino Studies Program founded



2012

Student protests and Dialogue at Deering event lead to creation of CIC

Provost's office establishes diversity and inclusion position

2013



Provost's office establishes the John Evans Study Committee and the Native American Outreach and Inclusion Task Force

2014

Student Enrichment Services established

CIC restructures

2015

New position for Native students established in Multicultural Student Affairs and Admissions

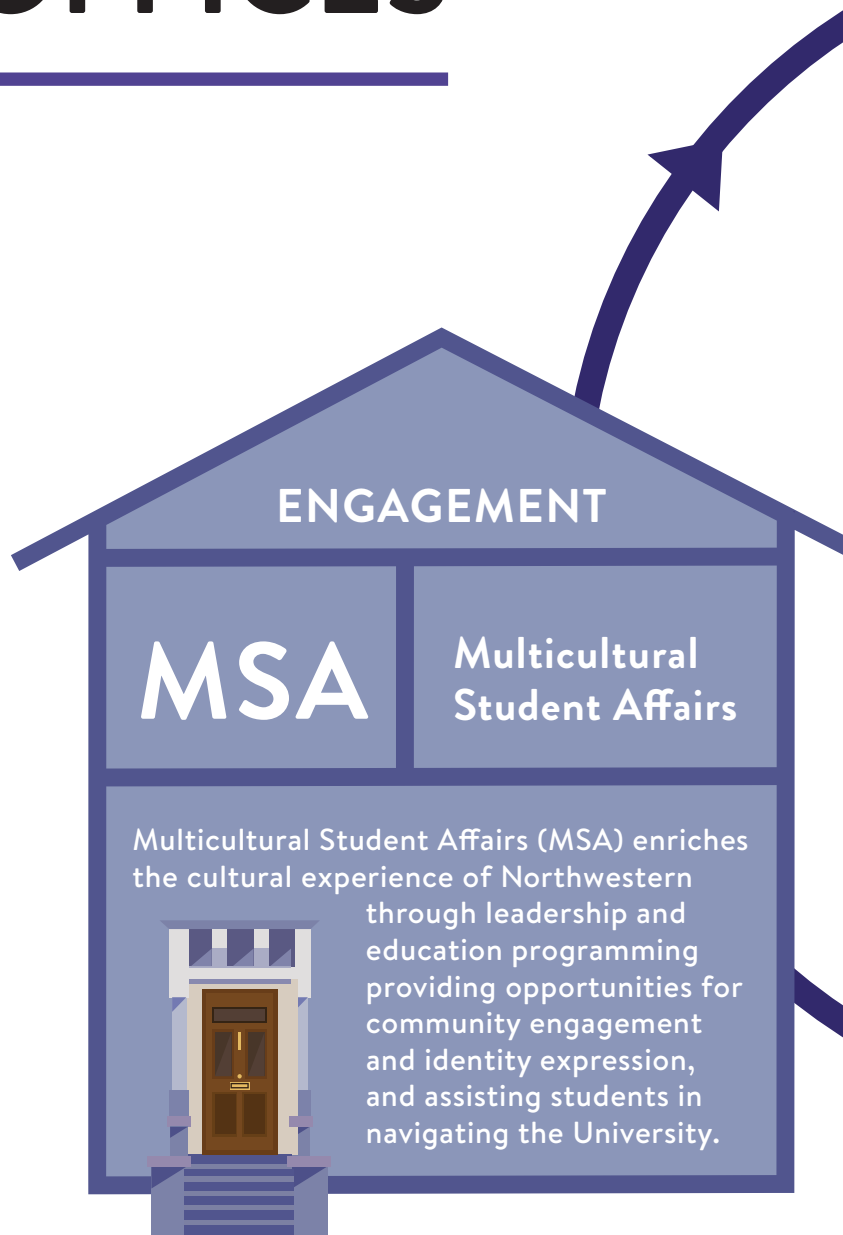
Social Justice Education established

THE CAMPUS INCLUSION & COMMUNITY

3 REPORTING OFFICES

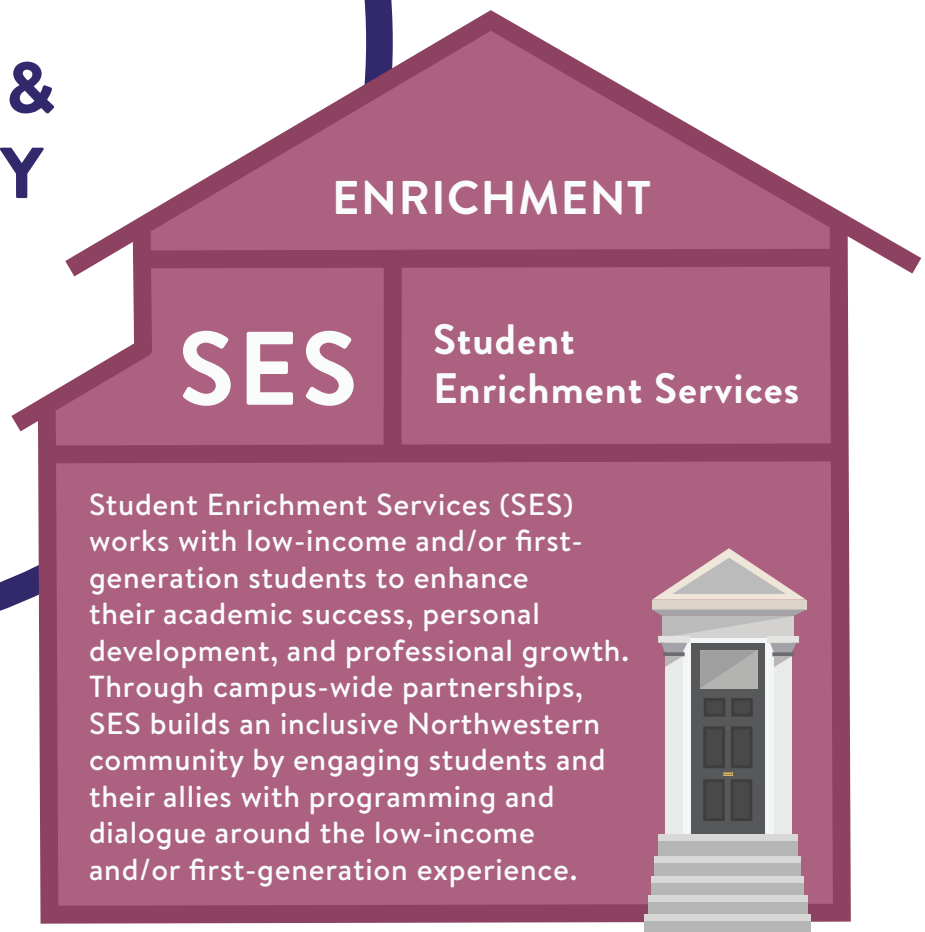
The Tri-sector Model for Cultural Practice (Jenkins & Walton, 2008) provides a framework for CIC based on three components: Education, Enrichment, and Engagement.

Campus Inclusion & Community is part of the Student Affairs sub-division Student Engagement. Our partners in Student Engagement, Campus Life, and Religious & Spiritual Life, are integral to the work of our strategic plan and vision.





CAMPUS INCLUSION & COMMUNITY





WE WILL CHAMPION A

— CAMPUS —

CULTURE

WHERE ALL STUDENTS

THRIVE

CIC

GOAL CATEGORIES & STRATEGIC PARTNERSHIPS

In developing each of the four goal categories, CIC staff identified potential partners in this work. These lists are inclusive but not exhaustive, and we invite other campus departments and organizations to find their place in our Strategic Plan.



ENRICH THE NORTHWESTERN NARRATIVE

We will validate the stories of our students by remembering the experiences of those who came before them, by creating spaces and opportunities for them to tell their stories, and by ensuring that counternarratives are known, heard, honored, and affirmed.

STRATEGIC PARTNERSHIPS: Global Marketing, Student Affairs Marketing, Northwestern Career Advancement





CULTIVATE COMMUNITY

We will enable students to build meaningful interpersonal relationships with those who are like and unlike them. We will integrate collective leadership and justice into the fabric of our community and empower students to find multiple spaces they can call their own.

STRATEGIC PARTNERSHIPS: Norris University Center, Residential Services, New Student and Family Programs, Neighborhood and Community Relations



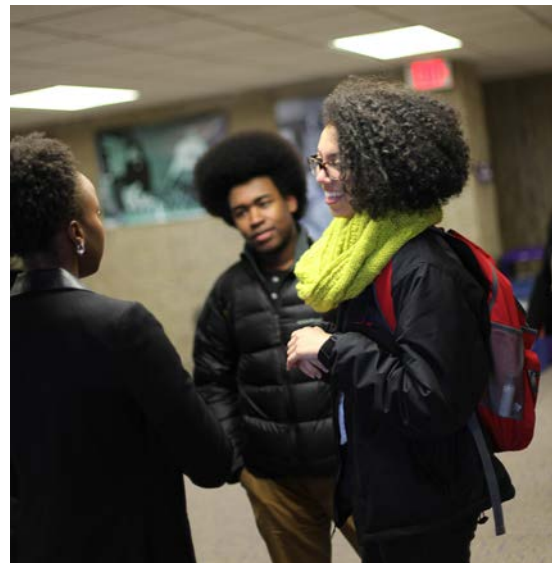


ENHANCE ACCESS TO RESOURCES

We will garner and raise awareness of resources and we will remove academic, financial, and psychosocial barriers to ensure that the fundamental needs of our students are met.

STRATEGIC PARTNERSHIPS: Alumni Relations and Development, Center for Awareness, Response, and Education (CARE), Dean of Students, Undergraduate Financial Aid Office, Searle Center for Advancing Teaching and Learning





RAISE CRITICAL CONSCIOUSNESS

We will create opportunities for students to learn about themselves within their physical, social, and historical contexts. We will integrate issues of power and privilege that exist interpersonally, as well as in systems and institutions, to inspire hope, collective action and, ultimately, change.

STRATEGIC PARTNERSHIPS: Institutional Diversity and Inclusion, African American Studies, Asian American Studies, Latina and Latino Studies, Gender and Sexuality Studies, Counseling and Psychological Services (CAPS)





2016 Spring

CIC staff and campus partners develop Strategic Plan and share it with the University community

2016-17

50th Anniversary of Summer Academic Workshop

2017-18

5th
Anniversary
of Campus
Inclusion and
Community

50th
Anniversary
of Bursar's
Takeover

2019-20

5th
Anniversary
of Student
Enrichment
Services and
Social Justice
Education

2020-21

University commitment to have
low-income students comprise
20% of the student body
("20% by 2020")

CAMPUS INCLUSION & COMMUNITY AND CAMPUS PARTNER PLANNING GROUP

The development of this Strategic Plan was a combined effort of the Campus Inclusion & Community and Campus Partner Planning Group. We thank those partners who contributed their time, energy, and insight. Together we can create a campus culture where all students thrive!

Campus Inclusion & Community Planning Group:

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Kourtney Cockrell	Colleen Keefe	
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Campus Partner Planning Group:

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Jabbar R. Bennett, Provost’s Office, Institutional Diversity and Inclusion
Ronald Braeutigam, Provost’s Office, Undergraduate Education
Jourdan Dorrell, Student
Mona Dugo, Dean of Students
Cassie Eskridge, Residential Services
Matthew Herndon, Student
Patricia Hilkert, New Student and Family Programs
Jamal Julien, Student
Rosemary Magaña, Counseling and Psychological Services
Maria Sanchez, University Athletics
Timothy Stevens, University Chaplain
Brent Turner, Campus Life
Amy White, Norris University Center



www.northwestern.edu/inclusion

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