



## **2023 HEED Award Application**

**This is a sample application. The official application must be completed online:**

**<https://survey.alchemer.com/s3/7181184/2023-HEED-Award-Application>**

## **SECTION 1 – INSTITUTIONAL INFORMATION**

**1) Enter the complete name of your institution EXACTLY as you would like it to appear in our publication and press release if you are selected as a 2023 *INSIGHT Into Diversity* HEED Award recipient - no abbreviations or acronyms.**

\_\_\_\_\_Northwestern University\_\_\_\_\_

**2) Which type of institution are you applying as?**

Baccalaureate-granting (only include information and data in this application for your undergraduate campus)

Law School

**3) How would you describe your institution?**

Public

Private

**4) Which of the following designations apply to your institution? Check all that apply.**

AANAPISI

Faith-based

HBCU

HSI

MSI

PWI

Tribal College

Land-grant

None of the above

**5) Are you a land-grant institution?**

Yes

No

**6) Do you have a statement acknowledging Indigenous Peoples as original stewards of the land your school is on?**

Yes

No

N/A

**Comments:**

The Northwestern land acknowledgement reads as follows:

*Northwestern is a community of learners situated within a network of historical and contemporary relationships with Native American tribes, communities, parents, students, and alumni. It is also in close proximity to an urban Native American community in Chicago and near several tribes in the Midwest. The Northwestern campus sits on the traditional homelands of the people of the Council of Three Fires, the Ojibwe, Potawatomi, and Odawa as well as the Menominee, Miami and Ho-Chunk nations. It was also a site of trade, travel, gathering and healing for more than a dozen other Native tribes and is still home to over 100,000 tribal members in the state of Illinois.*

*It is within Northwestern's responsibility as an academic institution to disseminate knowledge about Native peoples and the institution's history with them. Consistent with the University's commitment to diversity and inclusion, Northwestern works towards building relationships with Native American communities through academic pursuits, partnerships, historical recognitions, community service and enrollment efforts.*

Northwestern University also provides additional information about the context of land acknowledgments more broadly that includes the following:

A Land Acknowledgment is a formal statement that recognizes and respects Indigenous Peoples as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories.

To recognize the land is an expression of gratitude and appreciation to those whose territory you reside on, and a way of honoring the Indigenous people who have been living and working on the land from time immemorial. It is important to understand the long-standing history that has brought you to reside on the land, and to seek to understand your place within that history. Land acknowledgments do not exist in a past tense, or historical context: colonialism is a current ongoing process, and we need to build our mindfulness of our present participation. It is also worth noting that acknowledging the land is Indigenous protocol.

(website: <https://www.northwestern.edu/native-american-and-indigenous-peoples/about/Land%20Acknowledgement.html>)

In the past year, units across Northwestern have been encouraged to customize the land acknowledgements to the context in which they are being given. For example, at the recent Student Affairs Assessment Conference on June 21, 2023, the land acknowledgement included instruction on the importance of honoring those that came before us and commitments to conducting assessments “with” others instead of “on or about” others. Another recent example includes the invocation from the Presidential Inauguration on June 2, 2023 given by Rev. Kristen Glass Perez, Northwestern University Chaplain and Executive Director for Religious and Spiritual Life, in which she acknowledged the Indigenous land that we occupy and honoring the Native and Indigenous Peoples by speaking about their ways of honoring land, water, air, and fire. Her full remarks can be viewed here:

<https://www.northwestern.edu/president/inauguration/ceremony/>.

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## **SECTION 2 – STUDENT DEMOGRAPHICS**

**7) If you are applying as a Baccalaureate-granting institution or system office, what is your full-time enrollment for undergraduate students? Please check N/A if this question does not apply.**

- Less than 5,000 students
- 5,000 - 9,999 students
- 10,000 - 14,999 students
- 15,000 - 29,999 students
- More than 30,000 students
- N/A

**8) If you are applying as a Law School, what is your full-time student enrollment? Please check N/A if this question does not apply.**

- Less than 1,000 students
- 1,000 - 2,999 students
- 3,000 - 4,999 students
- More than 5,000 students
- N/A

**9) What is the percentage of your full-time student enrollment by gender identity?**

\_46.6%\_\_\_\_\_Men  
\_53.3%\_\_\_\_\_Women  
\_\_\_\_\_Non-binary  
\_\_\_\_\_Transgender  
\_.2%\_\_\_\_\_Other

**10) What is the percentage of your full-time student enrollment by race/ethnicity?**

\_40.1\_\_\_\_\_White  
\_6.3\_\_\_\_\_African American/Black  
13.7\_\_\_\_\_Hispanic/Latino  
\_20.2\_\_\_\_\_Asian American  
\_.1\_\_\_\_\_Native American/Alaska Native  
\_.04\_\_\_\_\_Native Hawaiian/Pacific Islander  
\_\_\_6.6\_\_\_\_\_Multiracial  
\_9.9\_\_\_\_\_International  
\_3.1\_\_\_\_\_Unknown/other

**Comments:**

Data was provided by Northwestern's Office of Institutional Research

**11) What percentage of your student body has identified as being in the following groups?**

LGBTQ+: 23.2% \_\_\_\_\_  
Veterans: \_1% \_\_\_\_\_  
Having a disability: \_\_11% \_\_\_\_\_  
Pell Grant eligible: \_21.5% \_\_\_\_\_  
First-generation: \_\_\_\_\_13% \_\_\_\_\_  
Transfer: \_\_\_\_\_3% \_\_\_\_\_  
Out-of-state: \_\_\_\_\_74% \_\_\_\_\_

**Comments:**

LGBTQ+ data were provided by Northwestern's Student Affairs Assessment & Planning through the AAU Survey for Sexual Assault Prevention and Education. The last time that survey was administered at Northwestern was in 2019. Currently, we are in the process of developing and administering another survey about campus climate related to sexual assault that is in-line with new Illinois state requirements.

Statistics on veteran students are obtained from Institutional Research and based on the number of students currently using the VA benefit.

University Enrollment Services provided information about out-of-state students, first generation, and transfer students. Out-of-state student enrollment was calculated using the percentage of domestic students whose permanent address was located outside of the state of Illinois. It does not include international students.

The remainder of the data in this section was provided by Northwestern's Office of Institutional Research.

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**SECTION 3 – STUDENT RECRUITMENT AND RETENTION**

**19) On a scale of one to ten, one being the least competitive and ten being highly competitive, how competitive do you feel your institution's admissions process is?**

1 \_\_\_\_\_ [ ] \_\_\_\_\_ **10**

**Comments:**

Northwestern University considers itself a highly competitive institution. The admit rate for the class of 2026 (admitted in fall 2022) was 7.2%. About half of the incoming class was admitted to Northwestern through early decision, and 96% of students reported that they were in the top 10 percent of their high school graduating classes. (Source: Northwestern Class of 2026 Facts and Figures; website: <https://admissions.northwestern.edu/docs/class-of-2026-facts-and-figures.pdf>). Additionally, in US News and World Reports America’s Best Colleges ranking of national universities, Northwestern ranked 10<sup>th</sup> in 2022. For the past five years Northwestern has consistently ranked in the top 10.

**20) If you are a Baccalaureate-granting institution, what are your six-year graduation rates for full-time undergraduate students in the following groups as of the completion of Spring semester for each year? Enter 0% in one of the N/A boxes if this question does not apply to you.**

	<b>Overall</b>	<b>White</b>	<b>African American/Black</b>	<b>Hispanic/Latino</b>	<b>Asian American</b>	<b>Native American/Alaska Native</b>	<b>Native Hawaiian/Pacific Islander</b>	<b>Multiracial</b>	<b>International</b>	<b>N/A</b>
2017	_94% _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	_95% _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	_90% _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	92%_ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	95%_ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	100% _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	NA_ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	92%_ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	89%_ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	_____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____







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	-	-	-	-	-	-	-	-	-	

**Comments:**

N/A

**23) Tell us what efforts you use to recruit historically underrepresented and first-generation students.**

	Yes	No
In-state outreach	<input checked="" type="radio"/>	<input type="radio"/>
Out-of-state outreach	<input checked="" type="radio"/>	<input type="radio"/>
International outreach	<input checked="" type="radio"/>	<input type="radio"/>
Admissions officers with a diversity focus	<input checked="" type="radio"/>	<input type="radio"/>
Community college bridge programs	<input type="radio"/>	<input checked="" type="radio"/>
Pre-college programs for K-12 students	<input checked="" type="radio"/>	<input type="radio"/>
Social media outreach	<input checked="" type="radio"/>	<input type="radio"/>
Holistic admissions process	<input checked="" type="radio"/>	<input type="radio"/>

Economic-conscious scholarships	<input type="radio"/>	<input type="radio"/>
Summer exposure and enrichment programs focused on underrepresented groups	<input type="radio"/>	<input type="radio"/>

**Comments:**

The information in this section is not intended to be a comprehensive list but instead serves as examples of Northwestern’s commitments to recruiting historically underrepresented and first-generation students.

Shortly before this application is due, the Supreme Court is scheduled to make a decision impacting Affirmative Action in college admissions. We would be remiss if we did not acknowledge how Northwestern University is going to maintain its commitment to a diverse student body in spite of legal decisions. In a recent, campus and community wide email, Northwestern President Michael Schill reiterated Northwestern’s commitment to diversity and inclusion with the following text:

*In recent years, Northwestern has made a dedicated effort to become more diverse and inclusive. When the Class of 2027 arrives in the fall, it will be the most diverse group of undergraduates ever to enroll at Northwestern. This accomplishment — the latest in many years of increasing success that is mirrored in our graduate and professional student population — is attributable to intentional institutional strategy and the individual hard work of faculty, students and staff.*

*Understandably, the potential for a ruling that may limit certain aspects of our admission process has created anxiety and stress for many on our campuses.*

*Let me be unequivocal: Northwestern’s commitment to student diversity will remain no matter what the Supreme Court decides. We are dedicated to supporting and improving the experience of all students, and diversity is a critical component of a well-rounded education. Bringing together people of different backgrounds, viewpoints and experiences enables us to learn from one another and propels our research, arts and discovery to new levels, allowing us to have an even greater impact on the world. I stated my position [in an essay](#) that was published in the Chicago Tribune in October, and I want to reiterate Northwestern’s commitment as the decision draws closer.*

*Over the past several months, Provost Kathleen Hagerty has convened a working group of University leaders that has taken inventory of Northwestern's current practices and examined how we might adapt them to potential changes in the legal landscape. The group has gathered input from students, faculty and staff.*

*While it would be premature to speculate on Northwestern's response ahead of a court decision — the scope and reasoning of which are unknown — Northwestern is fortunate to have a strong foundation of recruitment and support strategies already in place.*

*Regardless of the outcome of the Supreme Court cases, we will work hard, within the law, to protect our diversity and will remain committed to practices that have helped us in recent years and be open to new strategies. At the undergraduate level, these include:*

- We will continue to utilize a holistic review of all student applicants to best understand each candidate's academic and personal context in the process of evaluating their application materials. Our process is built to take into account the diversity of experiences, circumstances and backgrounds reflected across our applicant pool.*
- We will continue our temporary test-optional admissions policy for another admissions cycle and review outcome data with an eye to developing a permanent policy.*
- We will remain committed to expanding our outreach and access initiatives to reach diverse populations.*
- We will continue to cultivate partnerships with national organizations committed to college access, including QuestBridge, College Horizons and STARS Rural Network.*
- We will expand our already extensive partnerships and pathways with more than 1,500 community-based organizations and implement a regional recruitment strategy that focuses on high schools that graduate diverse populations.*
- We will continue to offer digital tours and panels to students and campus partners around different identities, communities and resources and on-campus programming and subsidized travel for students who identify across underrepresented groups.*

*Additionally at the graduate and professional level, we will expand our partnerships with Minority Serving Institutions and national organizations that educate and identify diverse pools of potential students.*

*None of these initiatives is successful in a vacuum, but combined, they contribute to an environment that attracts, welcomes and supports the brightest, most diverse students to our campuses. And if they prove ineffective, we will work collaboratively with our faculty and students to develop new initiatives until we succeed.*

Further, the Northwestern University Provost, Kathleen Hagerty, has convened a group of units to gather information about how we currently practice holistic admissions policies, and that group is also tasked with responding to any changes that would need to be made to our policies to address the Supreme Court decision in the narrowest way possible.

In addition to the commitment from President Schill and Northwestern Leadership, Northwestern's Undergraduate Admissions Office offers a host of online and in-person recruitment opportunities for prospective students. The office offers regional programming through their *Northwestern Comes to You* program in which a specific team is dedicated to prospective students based on the region of the U.S. they live in. Further, in partnership with Dartmouth, Princeton, UC Berkeley, and Vanderbilt, Northwestern has created the *Coast to Coast* tour consisting of group travel events where representatives are present to provide a brief overview of each institution, general admissions information, and financial aid policies in addition to a chance to speak with admissions representatives. These groups teamed up because of their holistic admissions policies within the context of a highly selective environment. These are offered in person and virtually. (website: <https://www.coasttocoasttour.org/>).

The Undergraduate Admissions Office also has teams of student ambassadors to help prospective students navigate the admission process. Specifically, they have student teams that provide insight into Black/African American experiences at Northwestern, CLAVE that shares about Latino/x/e experiences, and Global Wildcats, is a dedicated team of student ambassadors that help international students navigate their admissions process with Northwestern. Additionally, Northwestern offers guided, online, and self-guided tours that focus on Indigenous histories, Black student experiences, and Women's histories at Northwestern.

Northwestern also participates in a range of partnerships with local organizations which aim to support underrepresented students' college-going aspirations such as QuestBridge, Posse, and College Horizons.

More recently, Northwestern has joined 15 other universities as part of the STARS College Network. Small Town and Rural Students (STARS) builds on efforts to create new pathways to college for students who might not otherwise recognize the full range of educational opportunities available to them.

Finances are also an important consideration for many historically underrepresented and first-generation college students when making their college decisions. Northwestern's commitment to affordability begins with financial aid that meets 100% of every student's demonstrated financial need. At Northwestern, financial aid awards are not loans—there is nothing to pay back. Northwestern does not award scholarships based on academic merit. As part of our commitment to affordability, we maximize assistance for students who otherwise would not be able to afford

to attend. Last year, we spent over \$200 million on financial aid support for undergraduate students.

Given its location in the Chicagoland area, Northwestern has partnerships with Chicago area high schools and offers pre-college programs to area youth. In addition to offering specialized recruitment events for prospective Chicago Public Schools students, Northwestern also has the Good Neighbor, Great University scholarship for students who graduate from Evanston and Chicago area high schools. As an extension of that program, Northwestern hosts the Morton Schapiro Northwestern Academy, a multi-year college preparation program that aims to expand college access. The Academy is offered at no cost to students and serves high school students from Chicago Public Schools (CPS) who come from households of limited financial means. Thus far, the program has served over 260 high school students across 40 Chicago public high schools. Roughly, 88% of the students identify as first-generation students and 93% identify as an underrepresented minority.

**24) What efforts do you use to improve retention and graduation rates for historically underrepresented and first-generation students?**

	Yes	No
Free tutoring support	<input checked="" type="radio"/>	<input type="radio"/>
First-year experience programs	<input checked="" type="radio"/>	<input type="radio"/>
Early warning systems	<input checked="" type="radio"/>	<input type="radio"/>
Summer bridge programs	<input checked="" type="radio"/>	<input type="radio"/>
Campus-wide strategic retention plan for students	<input checked="" type="radio"/>	<input type="radio"/>
Cohort-based academic success and leadership programs	<input checked="" type="radio"/>	<input type="radio"/>

Institutional research on student success patterns	<input type="radio"/>	<input type="radio"/>
Academically themed diverse student organizations	<input type="radio"/>	<input type="radio"/>

**Comments:**

The information in this section is not intended to be a comprehensive list but instead serves as examples of Northwestern’s commitment to recruiting historically underrepresented and first-generation students.

Northwestern has the Office of First-Generation Low-Income (FGLI) Initiatives which leads campus collaboration on strategies and policies that support undergraduate students who identify as first-generation and/or lower-income in order to promote the success of FGLI students and to provide a more equitable experience both in and out of the classroom. In addition to advocating for policy changes and supporting new programs, they also provide support for laptops and flights for International Students and the Books for ‘Cats program. The Books for ‘Cats program provides first-year students with high financial need (as determined by the financial aid office) the opportunity to borrow textbooks for a select group of courses at no cost to the student.

Student Enrichment Services (SES), a unit within the Student Affairs Division, works with FGLI students to foster identity development, navigate campus resources, and build community. Through campus-wide partnerships and advocacy, SES strives to build an inclusive Northwestern community that is welcoming, supportive, and accessible for all students. SES offers the following programs to support FGLI students:

**Work the Room:** a career development series focused on developing networking skills and meeting FGLI alumni from various industries. SES partners with Northwestern Career Advancement (NCA) and the Northwestern Alumni Association (NAA) on this annual program.

**Compass:** a cohort-based, year-long peer mentorship program that connects incoming first-generation, lower-income, and/or undocumented/DACA (FGLI) students with trained 2nd, 3rd, 4th year student mentors. Through one-on-one meetings with a peer mentor and weekly workshops you will learn how to successfully navigate Northwestern while learning more about how the FGLI identity informs and strengthens your experiences at Northwestern.

**Ryan Scholars:** each year, students who demonstrate commitment to service and leadership, as well as outstanding academic performance receive financial support to attend Northwestern without incurring significant loan debt.

**Knight Community Scholars:** supports a selected cohort of first-generation, lower-income, and/or undocumented/DACA students at Northwestern with four years of individual and group

advising, community-building opportunities, workshops, and programming. This program has been going since 2019, and each year roughly 30-40 new scholars are selected for the program.

**Summer Academic Workshop:** a three-week program designed to equip students with the tools to thrive at Northwestern. Students also participate in cultural and social co-curricular workshops and events. It is an all-cost covered program—including housing, meals, the writing course, afternoon workshops, and weekend social opportunities. Northwestern also arranges and pays for airfare/train tickets for students who live more than 3 hours from campus.

**Academic Support and Learning Advancement (ASLA):** ASLA offers tutoring and facilitated study groups for more than 30 courses as well as individual and group academic coaching, individual consultations, and other programs that help students successfully navigate their academic paths at Northwestern. They provide mistake-friendly environments, supportive peer leaders, and an emphasis on growth.

Weinberg College of Arts & Sciences continues to coordinate the *Arch Scholars* program which we have written about in previous HEED Award applications. *Bio&ChemExcel*, *Bridge*, *NU Bioscientist*, and the *Posner Research Program* all continue to be active components of the Arch Scholars program. In addition, the *Advanced Science Practicum* will be starting up in fall 2023. The Advanced Science Practicum program supports first-generation and lower income students when they are co-enrolled in Organic Chemistry and Biology courses in the same quarter. The program, supported by faculty and graduate students in the Chemistry and Biological Sciences department, aims to help students better manage their time, engage in more effective study habits, enhance their understanding of scientific concepts, and to reflect on their performance in coursework.

**25) Tell us about any student recruitment and/or retention programs and initiatives that your institution has started within the last 24 months and their impact to date. Enter N/A if you have no information to share.**

As mentioned previously in this application, Northwestern University started a new scholarship program in 2023-2024 to support Native American and Indigenous communities. This scholarship will be awarded to students who demonstrate an outstanding commitment to and focus upon Native American and Indigenous issues, as reflected by a demonstrated knowledge of Native American and Indigenous history or culture; and/or a commitment to enhance Native American and Indigenous communities, culture and lifeways.



**SECTION 4 – INSTIUTIONAL BRANDING / COMMUNICATION**

**36) Which of the following multicultural branding and communication techniques does your institution use?**

	<b>Yes</b>	<b>No</b>
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Social media used for multicultural marketing (YouTube, Facebook, LinkedIn, Instagram, Twitter, etc.)	<input checked="" type="radio"/>	<input type="radio"/>
Diversity-focused admissions materials and brochures	<input checked="" type="radio"/>	<input type="radio"/>
Diversity-focused brand ads as part of your institutional marketing campaign	<input checked="" type="radio"/>	<input type="radio"/>
Student ambassadors communicate campus diversity to prospective students and parents	<input checked="" type="radio"/>	<input type="radio"/>
Display diversity awards on campus and/or website	<input checked="" type="radio"/>	<input type="radio"/>

**Comments:**

In last year’s HEED Award application, we stated that the Office of Institutional Diversity and Inclusion (OIDI) received approval to hire a Communications Specialist as part of our office team. We are happy to report that we have hired a Communications Specialist. Currently, our Communications Specialist is working on increasing OIDI’s social media presence, has launched

a newsletter connecting our campus community to DEI resources, and is working to redesign our website to improve our communication strategy. Further, the Communications Specialist has played a critical role as a connection to the Office of Global Marketing and Communications (OGMC) to ensure broad cohesion and support for university-wide messages. For example, Northwestern inaugurated a new President on June 2, 2023. The ceremony incorporated many aspects of Native and Indigenous culture, such as including an Eagle Staff and Mace Bearer, performing of the Otoe-Missouria Flag Song, and Reciprocity Gifts and ceremonies. OIDI's Communications Specialist helped OGMC in using culturally appropriate photos and language in written pieces about the Native and Indigenous symbols and practices leading up to the Inauguration.

**37) Which of the following offices does your campus have?**

	Yes	No
International office	<input checked="" type="radio"/>	<input type="radio"/>
Veterans' office	<input checked="" type="radio"/>	<input type="radio"/>
LGBTQ+ office	<input checked="" type="radio"/>	<input type="radio"/>
Religious services office	<input checked="" type="radio"/>	<input type="radio"/>
Multicultural affairs office	<input checked="" type="radio"/>	<input type="radio"/>
Disability services office	<input checked="" type="radio"/>	<input type="radio"/>
Diversity office that is separate from human resources	<input checked="" type="radio"/>	<input type="radio"/>

(Title IX, compliance)		
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**Comments:**

The Office of Diversity and Inclusion (OIDI) operates as a “hub and spoke” model in our work. We think of OIDI as a central hub of information and connection with academic units, Northwestern’s Multicultural Student Affairs unit, AccessibleNU, and Campus Inclusion and Community unit. Northwestern also has an Ombudsperson who works closely with OIDI on conflict resolution and alternative/restorative justice processes.

OIDI operates as a separate unit from both Human Resources and the Office of Civil Rights and Title IX compliance (OCR). OCR was previously the Office for Equity. This year, the Office of Equity was changed to the Office of Civil Rights and Title IX Compliance and a new leader was hired. OIDI is working in partnership with OCR to establish programs and processes in which we can work together and support one another in our work across Northwestern.

Both Native and Indigenous Affairs and the Women’s Center are units under the larger umbrella of OIDI with the Directors of each area reporting to the Vice President and Associate Vice Provost of Diversity and Inclusion. OIDI also recently hired a Director of IDEA Education and Training who will lead and coordinate the DEI pedagogy, outreach, and training arm of the office.

**38) Which of the following diversity-related information appears on your website?**

	Yes	No
Every open job posting listed on our human resources page includes a statement encouraging diverse candidates to apply	<input checked="" type="radio"/>	<input type="radio"/>
Our human resources page includes information about diversity training	<input checked="" type="radio"/>	<input type="radio"/>
Our study abroad office page includes specific	<input checked="" type="radio"/>	<input type="radio"/>

opportunities for underrepresented students (scholarships, etc.)		
Our procurement/supplier diversity office page lists opportunities for minority- and women-owned businesses	<input checked="" type="radio"/>	<input type="radio"/>
Our disability services office page links to our career services page	<input checked="" type="radio"/>	<input type="radio"/>
Our human resources page includes information about affinity/employee resource groups	<input checked="" type="radio"/>	<input type="radio"/>
Our student demographics are posted on our website	<input checked="" type="radio"/>	<input type="radio"/>
Our faculty demographics are posted on our website	<input checked="" type="radio"/>	<input type="radio"/>
Sections of our website are translated into other languages	<input type="radio"/>	<input checked="" type="radio"/>
Link to our diversity office is on our website homepage	<input checked="" type="radio"/>	<input type="radio"/>

**Comments:**

The information in this section is not intended to be a comprehensive list but instead serves as examples of Northwestern's diversity-related informational web presence.

OIDI's newly hired Communications Specialist is spending a significant portion of his role leading the way on revamping our web presence. In addition to newsletters and social media, which are highlighted in other areas of this report, he is working on a website redesign which will launch later in summer 2023. The new website will feature easy ways to connect with OIDI staff for support, up-to-date content about events and news happening across campus, and self-serve demographic dashboards.

Northwestern's Global Learning Office and Multicultural Student Affairs unit often partner together to offer information sessions and support for underrepresented students to study abroad. Student, staff, and faculty demographics can currently be found on Northwestern's Institutional Research page through the Data Book section. Each year, Northwestern's Institutional Research team works to update charts and tables with the most recent information. As stated earlier, in the future the OIDI website will host an interactive, demographic dashboard featuring the same information in a format that allows a reader to filter the information.

**39) If your institution has a managed endowment, tell us what efforts, if any, are there that fund managers are taking to invest in underrepresented and/or minority-owned companies or communities. Enter N/A if you don't have any information to share.**

The Endowment Fund is stewarded by the Investments Committee of the University's Board of Trustees (BOT). Guided by the committee's policies, the University's Investment Office invests in a widely diversified pool of assets. For the majority of the investments in the Endowment, the Investment Office employs many of the world's most successful outside managers for public equities, fixed income, absolute return, private equity, and real asset strategies.

The Investment Office directly manages the remainder of the Fund (about 10 percent) internally, chiefly within the Fixed Income portfolio.

In 2019, the Trustees of Northwestern University issued a statement affirming the University's commitment to both the prudent management of its endowment and the upholding of core University values in its investment practices.

In it, BOT states that: The Trustees recognize that incorporating ethical considerations into investment decision-making is beneficial to preserving the long-term value of the Endowment. The Trustees also believe it is important to consider fundamental shifts in societal values and how such shifts may impact the ongoing attractiveness of an investment. Therefore, the Trustees anticipate that over time, the Endowment's investment portfolio will reasonably reflect these changes.

As a public testament to its commitment to responsible investing, in 2016, Northwestern became a signatory to the United Nations-supported Principles for Responsible Investment, which

promotes incorporating environmental, social and governance (ESG) issues into the investment process. In addition, the President and the Chief Investment Officer of the University, with the endorsement of the Investment Committee of the Board of Trustees, established the Advisory Committee on Investment Responsibility (ACIR) in 2016 to serve as a conduit for the Northwestern community to present specific investment-related concerns to the Investment Committee for consideration.

In 2022, the Trustees approved a set of actions proposed by the Investment Committee to further align the University's investment policy with its commitment to promoting more urgent action on climate change while remaining sensitive to society's need for safe and affordable energy.

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## **SECTION 5 – FACULTY AND STAFF DEMOGRAPHICS**

**12) What is the percentage of your administrative leadership (include positions your institution considers to be in this category) by gender identity?**

  47%   Men  
  53%   Women  
       Non-binary  
       Transgender  
       Other

**Comments:**

Data obtained from Northwestern Office of Institutional Research. At this time, Northwestern does not systematically collect data on employee gender identity. Through Northwestern's Gender Inclusion Initiative, we are undergoing a systems update that allows all students, faculty, and staff to indicate their pronoun preferences and preferred name.

**13) What is the percentage of your full-time tenured and tenure-track faculty, or positions that your institution considers similar in title, by gender identity?**

 65.4%  Men

34.5%  Women  
 Non-binary  
 Transgender  
 .1%  Other

**Comments:**

Data obtained from Northwestern's Office of Institutional Research. The "other" category includes those who preferred not to disclose/identify.

**14) What is the percentage of your full-time non-tenure-track faculty, or positions your institution considers similar in title, by gender identity?**

46.6%  Men  
 53.3%  Women  
 Non-binary  
 Transgender  
 .1%  Other

**Comments:**

Data obtained from Northwestern's Office of Institutional Research. The "other" category includes those who preferred not to disclose/identify.

**15) What is the percentage of your administrative leadership (include positions your institution considers to be in this category) by race/ethnicity?**

76%  White  
 12%  African American/Black  
 4%  Hispanic/Latino  
 5%  Asian American  
 Native American/Alaska Native  
 Native Hawaiian/Pacific Islander  
 1%  Multiracial  
 International



3%        Unknown/other

**Comments:**

Data obtained from Northwestern's Office of Institutional Research

**16) What is the percentage of your full-time tenured and tenure-track faculty, or positions that your institution considers similar in title, by race/ethnicity?**

 67%        White

 14%        African American/Black

  6%        Hispanic/Latino

 14%        Asian American

              Native American/Alaska Native

              Native Hawaiian/Pacific Islander

  1%        Multiracial

  4%        International

  2%        Unknown/other

**Comments:**

Data obtained from Northwestern's Office of Institutional Research

**17) What is the percentage of your full-time non-tenure-track faculty, or positions your institution considers similar in title, by race/ethnicity?**

 60%        White

  4%        African American/Black

  5%        Hispanic/Latino

 21%        Asian American

              Native American/Alaska Native

              Native Hawaiian/Pacific Islander

  2%        Multiracial

  8%        International

  2%        Unknown/other

**Comments:**

Data obtained from Northwestern’s Office of Institutional Research

**18) How well do the staff (not administrative leadership) in the following offices reflect the diversity of your student body? Use the comment box to tell us about any efforts in place to explain or improve any disparities.**

	Not reflective at all	Somewhat reflective	Reflective	Very reflective	Extremely reflective	N/A
Admissions staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Student services staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Health services staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Health counseling staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Academic advising staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Career services staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Disability services staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Veterans office staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Advancement/development office staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Athletics department staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Procurement office staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )

Human resources staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Research offices staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Financial aid office staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Legal department staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Marketing/communications office staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
Information technology office staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )
President's office staff	( )	( )	<input checked="" type="radio"/>	( )	( )	( )

**Comments:**

Data to inform this section was gathered in consultation with Northwestern’s Office of Institutional Research. Information that informs this section will soon be available on the Office for Institutional Diversity and Inclusion (OIDI) website through demographic dashboards.

Overall, there are more than 7,300 staff members across Northwestern University’s campuses. The racial/ethnic breakdown of all staff is as follows:

- American Indian/Alaska Native: ~ 0.01%
- Asian: 10%
- Black/African American: 11%
- Hispanic: 10%
- Native Hawaiian or Other Pacific Islander: ~ 0.01%
- International: 11%
- Unknown: 0.02%
- Two or more races: 0.02%
- White: 57%

The breakdown of staff by sex is as follows:

- Female: 59.5%
- Male: 40.5%

Overall, our student body is slightly more racially/ethnically diverse than our staff and the sex demographics for staff and students closely align in their representation. Coming out of pandemic operations, Northwestern University is encountering similar staff turnover trends seen

across the nation with the “great resignation”. Units, divisions, and offices across the institution work to fill open positions in their offices, and Human Resources provides information to support searches in their commitments to diversity in hiring.

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## SECTION 6 – FACULTY AND STAFF RECRUITMENT AND RETENTION

26) Tell us which of the following strategies your institution uses to recruit and retain diverse faculty and staff.

	Yes	No
Advertise in diversity publications	<input checked="" type="radio"/>	<input type="radio"/>
Post jobs on diversity job boards	<input checked="" type="radio"/>	<input type="radio"/>
Pathway programs for	<input checked="" type="radio"/>	<input type="radio"/>

future diverse faculty		
Funds set aside to hire diverse candidates	<input checked="" type="radio"/>	<input type="radio"/>
Have a dedicated faculty diversity recruitment specialist	<input checked="" type="radio"/>	<input type="radio"/>
Diverse faculty exchange programs with HBCUs	<input type="radio"/>	<input checked="" type="radio"/>
Departmental cluster hiring of diverse faculty	<input checked="" type="radio"/>	<input type="radio"/>
Spousal/partner hiring opportunities	<input checked="" type="radio"/>	<input type="radio"/>
Professional development opportunities for staff	<input checked="" type="radio"/>	<input type="radio"/>
Diverse faculty initiatives are included in your institution's strategic plan	<input type="radio"/>	<input checked="" type="radio"/>
Diverse staff initiatives are included in your institution's strategic plan	<input type="radio"/>	<input checked="" type="radio"/>

## Comments:

The examples provided in this section are not meant to be comprehensive, but instead give you insight into some of the programs at Northwestern that are used to recruit and retain diverse faculty and staff.

Northwestern Human Resources has numerous policies, practices, and resources focused on diverse hiring practices.

Effective by September 2023, all Northwestern University job postings will include a salary range. Postings have already started to include the salary ranges, but it will be effective for all postings beginning in September.

There are funds set aside for hiring diverse candidates through Northwestern's Target of Opportunity program, and each school/college manages their own faculty recruitment program with the ability to set aside funds.

**Northwestern NURTURE:** The Northwestern University Recruitment to Transform Under-Representation and achieve Equity (NURTURE) aims to hire early career faculty in three clusters in the following “Cells to Communities” research areas: Cancer, Cardiovascular and Metabolic Health, and Brain, Mind and Behavior. Northwestern is committed to supporting the success of this community of scientists by nurturing an institutional culture of inclusive excellence. It is supported by a grant through the National Institutes of Health. The NURTURE program also offers a postdoctoral training program is intended to develop scientists committed to inclusive excellence who will be competitive in applying to faculty positions at Northwestern, including potentially for Northwestern’s NIH FIRST Program appointments. The fellowship is a postdoctoral training program of up to two years.

**Northwestern’s School of Communication Pathways to the Professoriate Postdoctoral Fellowship program:** seeks to increase diversity among their faculty. Once at Northwestern, fellows are given access to resources and mentorship opportunities, and at the end of the fellowship period, they move into full-time faculty roles.

**Northwestern Buffett Faculty Fellows Program:** Northwestern Buffett will welcome an initial cohort of Faculty Fellows in Fall 2023. Faculty Fellows were drawn from a wide variety of schools and departments, with attention given to diversity along a number of dimensions, including career stage, discipline, methodology in research or creative production and how their work engages with a global perspective.

**Human Resources** offers professional development for employees in unconscious bias and active inclusion workshops. These workshops are offered in-person. They also offer online, asynchronous resources for ongoing, continual learning. Topics for these courses include: implicit bias, cultural competence, social change, anti-racism, and creating inclusive workplaces.

**27) Tell us how your institution has included staff in your strategic plan and about any staff recruitment and/or retention programs and initiatives that you have started in the last 24 months and their impact to date. Enter N/A if you have no information to share.**

One new effort at Northwestern University from the past year includes:

The Provost recently convened a workgroup made up of staff members to learn more about Provost Office staff professional development needs and make recommendations to the Provost about how to address those needs. The workgroup presented at the most recent Provost’s quarterly meeting. The workgroup made recommendations about recognition, programming, and skill training. The Provost and her leadership team are now working to address the recommendations made by the workgroup. Their top priorities for implementation include staff recognition, quarterly staff service project days, and brown bag lunch series.

**28) Tell us how your institution has included faculty in your strategic plan and about any faculty recruitment and/or retention programs and initiatives that you have started in the last 24 months and their impact to date. Enter N/A if you have no information to share.**

Two new programs at Northwestern in the past year include:

Inclusion, Diversity, Equity, and Accountability (IDEA) Scholars Program: faculty mentoring and academic leadership development program designed to promote the success of Northwestern University’s underrepresented mid-career faculty (e.g., tenured associate professors/6+ years experience) while developing a path to leadership. We have an inaugural cohort of six faculty who are participating in campus events, executive coaching, and mentoring relationships with both Northwestern faculty and external leaders in their field.

The Associate Director for Faculty Recognition and Awards and Special Projects was hired in the Office of Institutional Research in 2022-2023. This position focuses on supporting faculty on their pathways to applying for prestigious national and international awards.

**29) Tell us if you require any of the following regarding your search committees.**

	Yes	No
We require our search committees to include at least one person from an underrepresented group	<input type="checkbox"/>	<input checked="" type="checkbox"/>

We require all applicants to include any diversity accomplishments in their CV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
We require a diverse pool of applicants in the hiring process	<input checked="" type="checkbox"/>	<input type="checkbox"/>
We ensure that necessary accommodations are made for any applicant with a disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
We require search firms we use to include diverse candidates in the final pool of applicants	<input checked="" type="checkbox"/>	<input type="checkbox"/>
We require departments to select a person to act as a "diversity ambassador" for searches	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Comments:**

Search committees are expected to designate an equity representative, a senior faculty member who is serving on the search committee but not as committee chair. The equity representative is responsible for ensuring that the search is active, affirmative, and equitable and follows best practices.

While applicants are not required to include diversity-related work on their application materials. Search committees are encouraged to invite a diversity statement from all applicants, and to consider requiring demonstrated experience in working with diverse communities of students and scholars.



In May 2021, Northwestern adopted a policy for *Diverse Candidate Slates in Recruitment and Selection*. All benefits-eligible staff positions are required to develop diverse slates of candidates for the interviewing process. The policy also states that Human Resources will establish partnerships with professional organizations for circulating job openings; develop resources and processes for diverse recruitment and communication; develop staff referral processes and relationships with Staff Affinity Groups; and remove biased language from job descriptions and postings. Through this policy all hiring managers and search committee members are required to participate in Diverse Candidates Slates training, and search firms are also expected to follow diverse candidate slate expectations.

**30) How does your institution recognize research, scholarship, and service in the following areas?**

	Yes	No
Our institution uses the Boyer Model of Scholarship to reward faculty for research, scholarship, and service	( )	<input checked="" type="radio"/>
Our institution uses the Boyer Model of Scholarship as an important tool to recruit and retain diverse faculty	( )	<input checked="" type="radio"/>
Our institution takes service	( )	<input checked="" type="radio"/>

(i.e. being on DEI committees, mentoring junior faculty, etc.) into consideration in the faculty promotion process		
Our institution takes service into consideration in the faculty tenure process	( )	( )
Our institution takes service into consideration in the staff promotion process	( )	( )

**Comments:**

Northwestern's Policy on Tenure and Promotion is as follows:

*The award of tenure is, of course, an immensely important decision -- both for the faculty member in question and for the long-term academic quality of the University. The Provost has the responsibility to review recommendations from the schools for promotion and/or tenure from a University-wide (rather than school-specific) perspective.*

*In considering the award of tenure, Northwestern seeks to apply the highest standards with respect to professional achievement in the areas of scholarship/creative work and teaching. Each case is evaluated on its own merits. Northwestern aims at the superlative in both teaching and research; and, when making a recommendation for tenure, a department and school must feel able to affirm that the candidate in question constitutes as good a permanent appointment in his or her area as we are capable of making, now or in the foreseeable future, given both the candidate's accomplishments to date and reasonable expectations as to future accomplishments.*

*In evaluating the scholarly or creative work, attention should be paid to the quantity, but above all, the quality, importance, and creativity of such work; it is important to consider not merely what has been accomplished but also the promise for future achievement. A positive recommendation to confer tenure should offer strong evidence supporting claims about the high quality of a candidate's work, the distinctiveness of his or her voice, and the degree of influence on the field.*

*Time in rank or length of service are not the sole criteria for promotion or tenure at Northwestern University. While the pre-tenure period, often in the rank of assistant professor, may have a prescribed nominal length, variations to this nominal period are not uncommon. Indeed, faculty may have received one or more extensions to the tenure clock due to personal, family, health, or other disruptions. Departmental letters should focus solely on the quality of the work and the candidate's impact on the field or promise thereof.*

*The quality of a candidate's teaching and future potential as a teacher are also major factors affecting the decision to grant tenure to a faculty member. Information regarding a candidate's teaching must be included in any such recommendation. As with scholarly or creative work, the nature of the teaching enterprise may differ among the schools. Nonetheless, given the University's dual commitment to excellence in teaching as well as research, it is important that the quality of teaching be fully considered in these decisions.*

*In considering promotion to the rank of professor, departments and schools will pay particular attention to the candidate's accomplishments since the award of tenure. Promotion to this rank is appropriate when the faculty member has achieved a high level of distinction in his or her field and has attained a level of excellence as a teacher. Time served in the rank of associate professor is neither sufficient cause for, nor a metric in the consideration of, promotion. Rather, the standard should be fulfillment to a large degree of the promise forecast at the earlier time of awarding tenure.*

Northwestern has also started a new seed fund initiative for our faculty who are pursuing research agendas with a focus on race and justice. The Race and Justice Collaborative (RJC) Seed fund aims to support research focused on topics related to race, ethnicity, racial or ethnic discrimination, structural racism, or approaches to reducing discrimination and promoting equity and justice at the individual, community, structural, legal or policy levels. A major goal of these funds is to facilitate connections and collaboration among faculty across the university with related research interests. To support this collaboration, funded faculty will meet quarterly over lunch (funded by the Office for Research) to discuss their individual and shared research ideas and progress. In its first year, the RJC funded 22 proposals with representation from 19 departments and 8 schools across Northwestern University. Originally, there was \$125,000 allocated for this fund. However, after receiving numerous exemplary proposals, the Office of Research allocated an additional \$100,000 bringing the total investment in the first year of the fund to \$225,000 to support faculty research on race and justice. More information about the researchers and their projects can be found at this link: <https://sites.northwestern.edu/rjcfund/>.

For staff members, Performance Excellence (the goal setting process for staff members) is a year-round experience, culminating in an annual performance review and rating. Supervisors and

staff members are encouraged to set clear goals, discuss development, and engage in ongoing conversations about progress and performance. Staff members are asked to reflect on ways that they have exemplified Northwestern's values in their work over the past year—those values include excellence, discovery, collaboration, diversity, and integrity.

**31) Which diversity publications and/or diversity job boards do you use to attract underrepresented job candidates? Limit your response to a maximum of the five largest. Enter N/A if you have no information to share.**

The list below is not meant to be comprehensive or exhaustive but instead provides examples of places that Northwestern posts job openings in an effort to attract underrepresented candidates:

Diverse Issues in Higher Education  
Diversity Careers  
IMDiversity  
Insight into Diversity  
The National Employment Minority Network Inc (NEMNET)  
LGBT Center on Halsted (Chicago based)  
Out Professionals (Chicagoland based)  
Military.com  
VetJobs  
HireVeterans.com  
AbilityLinks.org  
ABILITYJobs.com  
Over the Rainbow Association  
The Black Collegian  
The Black EOE  
Chicago Defender  
Chicago Urban League  
HBCU Connect  
The Michigan Chronicle  
NAACP Job Finder  
National Black Graduate Student Association (NBGSA)  
National Association of Asian American Professionals  
Organization of Chinese Americans  
The Filipino American Network of Chicago  
Vietnamese Association of Illinois  
Hispanic Alliance for Career Enhancement (HACE)  
Hispanic Jobs  
Hispanic Network Magazine  
Hispanic Outlook in Higher Education  
IHispano.com  
National Latino Education Institute

The following are industry specific spaces for job posting and recruitment of underrepresented candidates:

American Indians in Science and Engineering (AISES)

American Society of Women Accountants  
Association for Women in Mathematics (AWM)  
Association for Women in Science  
Black Data Processing Associates  
Black Engineers Magazine  
Black Nurse Association  
Faculty For The Future: Focuses on women and under-represented minority faculty and research professionals in engineering, science and business  
MinorityNurse.com  
National Association of Black Accountants  
National Association of Black Journalists  
Society for Advancement of Chicano and Native Americans in Science (SACNAS)  
Society of Hispanic Professional Engineers  
Society of Women Engineers  
Women in Higher Education  
Women in Technology International

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## **SECTION 7 – SUPPLIER DIVERSITY**

**40) Do you have a dedicated supplier diversity manager or office?**

Yes

No

**Comments:**

Northwestern has a Director of Procurement Diversity and Community Engagement who oversees the Procurement Diversity Program—guided by a strategic framework. Our procurement diversity strategic framework builds upon a strong commitment to work closely with diverse businesses to help them grow, which contributes to the economic strength and stability of both communities. The framework outlines Northwestern University’s strategic approach to expanding opportunities and strengthening our partnerships with diverse businesses. Through this effort, Northwestern strives to become a national model for procurement diversity in terms of strengthening local businesses and contributing to a vibrant city and region. Guided by three pillars, buy, engage, and develop, the framework Northwestern’s procurement diversity strategic framework will guide our work as we aim to make a meaningful impact on our community and become recognized as a leader in the development of local and diverse businesses. While Northwestern does not have supplier diversity goals, each pillar of the strategic framework is to be supported by the development of an annual action plan.

**41) Which of the following efforts applies to your supplier diversity manager or office?**

	Yes	No
We have a written plan that includes annual spending goals for diverse suppliers	<input type="radio"/>	<input checked="" type="radio"/>
Our supplier diversity plan is a component of our institution's strategic diversity plan	<input type="radio"/>	<input checked="" type="radio"/>
We submit a written supplier diversity report at least once a year	<input checked="" type="radio"/>	<input type="radio"/>
All employees who have unit/departamental/institution-wide spending authority are aware of our supplier diversity policies	<input checked="" type="radio"/>	<input type="radio"/>
We provide training to all employees with spending authority to encourage them to use diverse suppliers	<input checked="" type="radio"/>	<input type="radio"/>
We include language in all RFPs/buying opportunities encouraging diverse suppliers to submit a bid	<input checked="" type="radio"/>	<input type="radio"/>
Our supplier diversity manager/office hosts workshops or events for potential diverse suppliers to learn how to navigate our processes	<input checked="" type="radio"/>	<input type="radio"/>
We use accountability metrics on a regular basis to track our supplier diversity goals	<input type="radio"/>	<input checked="" type="radio"/>

We recognize employees who exceed supplier diversity targets	<input type="radio"/>	<input checked="" type="radio"/>
We require diverse suppliers to submit a breakdown of their workforce by race/ethnicity in their proposals/bids	<input type="radio"/>	<input checked="" type="radio"/>
Our current institutional spending goals for diverse suppliers is more than 10%	<input type="radio"/>	<input checked="" type="radio"/>
We have specific spending targets (set-asides) for diverse suppliers	<input checked="" type="radio"/>	<input type="radio"/>

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**SECTION 8 – SENIOR DIVERSITY OFFICER ROLE**

**42) How is your chief diversity officer's (or similar title) role situated for success?**

	<b>Yes</b>	<b>No</b>	<b>N/A - we don't have a dedicated person in this role</b>
Our chief diversity officer has input into the budget for their office	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our chief diversity	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

officer has their own budget			
Our chief diversity officer position is an executive-level or cabinet position	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our chief diversity officer can attend governing board meetings and present the case for campus DEI	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our chief diversity officer reports to the president	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our chief diversity officer reports to the provost	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our chief diversity officer is	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>



actively involved in our supplier diversity efforts			
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**Comments:**

Dr. Robin Means Coleman is the Vice President and Associate Provost of Diversity and Inclusion, Chief Diversity Officer. Dr. Coleman has dual reporting lines to both the Provost and President, and she is on the Provost’s Leadership team as well as a member of the President’s Cabinet. In her role, Coleman oversees the Office of Institutional Diversity (OIDI), and she has an operating budget and input into budget allocations for the office. She attends meetings of the Board of Trustees and continues to be a staunch defender and advocate for campus diversity and inclusion.

Since our last HEED Award application, OIDI’s staff has grown. Last year, OIDI team consisted of the Budget and Operations Manager, Assistant Provost for Diversity and Inclusion, Executive Assistant, and Director of Native and Indigenous Affairs, and Director of the Women’s Center. Within the past year, the office added the Director of Diversity Initiatives, Evaluation, and Assessment, the Communications Specialist, and the Director of IDEA Education and Training. OIDI has also been approved to hire a program manager position to support the Director of Education and Training with two additional facilitator positions to build out that team. The Budget and Operations Manager was also promoted to Associate Director of Administration and Finances. The OIDI team is growing to better support institutional-level policies and practices around inclusion, diversity, equity, and accountability.

**43) How has your institution addressed racism, anti-AAPI, anti-Semitism and other hate crimes on your campus? Check all that apply.**

We have formed anti-hate committees

We have written anti-hate policies

Our president/chancellor has sent out clear communications to the campus community denouncing all forms of racism, anti-Semitism and other hatred

None of the above

**44) How does your institution help students develop cultural competence?**

	<b>Yes</b>	<b>No</b>
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We have a general education diversity requirement	<input checked="" type="radio"/>	<input type="radio"/>
Faculty are requested to incorporate diversity into their curriculum, when applicable	<input checked="" type="radio"/>	<input type="radio"/>
We have diversity courses for students	<input checked="" type="radio"/>	<input type="radio"/>
We have multicultural events on campus	<input checked="" type="radio"/>	<input type="radio"/>
Issues of diversity are woven into the first-year experience program	<input checked="" type="radio"/>	<input type="radio"/>
We offer opportunities for low-income and Pell Grant-eligible students to study abroad	<input checked="" type="radio"/>	<input type="radio"/>

**Comments:**

The examples provided in this section are not meant to be comprehensive, but instead give insight into some of the ways that Northwestern provides opportunities for students to develop cultural competence.

Each of the schools and colleges curates lists of classes each year that fulfil diversity requirements in the individual curricula.

Northwestern University recognizes and celebrates heritage months in numerous ways across the institution. In January 2023, the Office for Diversity and Inclusion hosted Sherrilyn Ifill as the keynote speaker commemorating Dream Week, a week of activities recognizing Martin Luther King Jr. In addition to Ifill’s keynote address, there was a panel, candlelight vigil, and other school-based speakers, workshops, and sessions. Northwestern’s Multicultural Student Affairs (MSA) commemorates national heritage months to uplift the communities we serve. Programs and events throughout these months honor a community’s history and past, celebrate its present and future, engage the diversity and complexity of lived experiences within communities, and raise awareness and visibility for these communities across campus. The heritage months celebrated by MSA include: Latinx Heritage Month (October), Queer and Trans\* Empowerment Month (October), Native American and Indigenous Heritage Month (November), Black History Month (February), Arab Heritage Month (April), and Asian Pacific Islander Desi American (APIDA) Heritage Month (May).

The Office of Institutional Diversity and Inclusion supports and coordinates the work of Gender Inclusive Initiatives (GII) across campus. In spring 2023, they hosted a series of two-hour workshops on Gender Inclusive Language to provide information and support for using gender-inclusive and affirming language in the spaces where people work and study. They are also leading a systems update that allows all students, faculty, and staff to identify their pronouns and preferred names in official university systems. This is a multi-phase project and phase 1 is underway. The GII has also started a seed fund application process in which different individuals or units across Northwestern can apply for funds to support their own projects around gender inclusion.

**45) Which of the following affinity/employee resource groups do you have or plan to create within the next year at your institution?**

	<b>For faculty</b>	<b>For staff</b>
African American	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Hispanic/Latino	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Asian/Asian American	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Native American/Alaska Native	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Veterans	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LGBTQ+	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religious	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Multiracial	<input checked="" type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

Northwestern University actively strives to attract and retain a diverse and exemplary staff workforce. The Office of Institutional Diversity and Inclusion (OIDI) supports various affinity groups which aim to enhance the personal and professional development of staff, foster a sense of community, and help Northwestern create a workplace where everyone feels belonging and thrives. OIDI supports the following staff affinity groups: ASAG (Asian Pacific Islander Desi American Staff Affinity Group); BPN (Black Professionals Network); MBOSS (Mixed Background and Origins Staff Space); Out Network (LGBTQIA+ Staff and Faculty Affinity Group); and UNIDOS (Latinx Professionals Coalition). ANUW (Associate of Northwestern University Women) and One World/One Northwestern (Intercultural Competency and Global Inclusion) are both staff affinity groups that exist at Northwestern as well. Human Resources also has a process for adding a staff affinity group as a resource for Northwestern staff members.

**46) Identify which of the following your institution uses to understand issues of campus climate. Check all that apply.**

Campus-wide climate survey (DO NOT include sexual assault, classroom experience, or Title IX survey) for students - when was the last one you administered (month and year)?: **Climate Survey for Diversity in 2018**

Campus-wide climate survey (DO NOT include Great Colleges to Work For application or employee satisfaction survey) for faculty - when was the last one you administered (month and year)?: **2019 Faculty Perspectives; Northwestern Faculty Senate has plans to administer the survey again, however because of a Faculty Salary Equity Study and a survey in conjunction with the Northwestern University Recruitment to Transform Under-**

**Representation and achieve Equity (NURTURE) Program supported by an NIH award which has a survey component to it.**

[ ] Campus-wide climate survey for staff - when was the last one you administered (month and year)?: **Staff Engagement Survey, 2017**

[ ] Unit or individual college/department (i.e. Engineering School, Business School) campus climate survey: **Because of the decentralized nature of a large university like Northwestern, Colleges/Schools, Divisions, and Departments are free to administer their own campus climate for racial diversity surveys or undertake their own climate assessments. There is support in the Office for Diversity and Inclusion, but those efforts are not initiated or coordinated in a central area.**

[ ] We have used the results from our campus-wide climate survey data as a basis for creating or updating our institutional diversity plan: **N/A**

[ ] None of the above

**Comments:**

Northwestern University is a large, decentralized university where the academic units have a great deal of autonomy and unique cultures within each of their areas. Therefore, institution-wide surveys are not always useful to many of our academic units as they prefer to be able to utilize their own data to set goals and make decisions unique to their contexts. However, at times, Northwestern students, faculty, and staff are invited to participate in surveys related to assessments of the campus climate for diversity. For example, in April 2019, the entire Northwestern community (students, staff, faculty, and administrators) participated in the AAU Campus Climate Survey on Sexual Assault and Misconduct. In 2024, the Northwestern community will participate in participate a climate survey for sexual assault prevention in alignment with Illinois state reporting requirements. Recommendations for survey administration and implementation are being organized by representatives from data the Office for Civil Rights and Title IX Compliance, Institutional Diversity & Inclusion, Institutional Research, and Student Affairs.

**47) Does your institution offer the following?**

	Yes	No
Gender-neutral bathrooms	<input checked="" type="radio"/>	<input type="radio"/>
Same-sex partner healthcare benefits for employees	<input checked="" type="radio"/>	<input type="radio"/>

Trans-inclusive health benefits	<input checked="" type="radio"/>	<input type="radio"/>
Safe spaces for all religious prayer	<input checked="" type="radio"/>	<input type="radio"/>
Religious holiday exemptions for students/employees of non-Christian faiths	<input checked="" type="radio"/>	<input type="radio"/>
Clear published guidelines differentiating free speech from hate speech	<input checked="" type="radio"/>	<input type="radio"/>
Mental health counselors specifically trained to assist students and/or employees from underrepresented groups	<input checked="" type="radio"/>	<input type="radio"/>

**Comments:**

The examples provided in this section are not meant to be comprehensive, but instead provide examples about some of the institutional offerings at Northwestern.

Northwestern University has an online, interactive map that shows the locations of all gender-neutral restrooms on campus. Gender Inclusive Initiatives group has worked hard to support legislation, which recently passed, that allows for multi-stall bathrooms to be converted to all gender restrooms. There are also all gender housing options for students available through Residential Services. In spring 2023, Northwestern began the first phase of a multi-phase project allowing for all faculty, staff, and students to designate preferred pronouns and names across many of our enterprise systems.

Northwestern Medicine has the Gender Pathways Program which provides gender-affirming care to transgender and gender nonbinary patients. The multidisciplinary team of specialists offers a range of surgical, medical and mental health services. They are dedicated to helping people achieve their individualized transition-related goals. The Division of Student Affairs provides information about accessing health care and local community support in the Evanston and Chicago areas.

**48) Which of the following accommodations does your institution offer for students with disabilities?**

	Yes	No
Instructional materials in accessible formats	<input checked="" type="radio"/>	<input type="radio"/>
Wheelchair-accessible curbs and building ramps	<input checked="" type="radio"/>	<input type="radio"/>
Wheelchair-accessible buildings (excluding certified historic ones)	<input checked="" type="radio"/>	<input type="radio"/>
Online learning systems accessible to all students	<input checked="" type="radio"/>	<input type="radio"/>
Sign language translators in the classroom	<input checked="" type="radio"/>	<input type="radio"/>
Elevators in all buildings (excluding certified historic ones)	<input checked="" type="radio"/>	<input type="radio"/>
Computer-assisted real-time captioning	<input checked="" type="radio"/>	<input type="radio"/>
Textbooks in braille	<input checked="" type="radio"/>	<input type="radio"/>
Section 508 website compliance	<input checked="" type="radio"/>	<input type="radio"/>

Career opportunities/career fairs for students with disabilities	<input checked="" type="radio"/>	<input type="radio"/>
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**Comments:**

The examples provided in this section are not meant to be comprehensive, but instead provide examples about some of the institutional accommodations offered at Northwestern.

Northwestern University honors disability as one of the many forms of diversity on our campus and as such, we actively collaborate with faculty, staff, and students to achieve access goals. AccessibleNU (ANU) is the central, institution-wide office that supports accommodations and coordination of resources to support students and faculty in the learning environment. ANU aims to identify educational barriers, problem solve to create equitable learning environments, communicate referral options for disability evaluation and academic assistance, and establish best practices for disability inclusion.

The Office of Civil Rights and Title IX Compliance and Human Resources are also some of the major units that work to ensure campus, facilities, programs and activities are as accessible as possible to persons with disabilities. In September 2021, Northwestern enacted a Digital Accessibility Policy to ensure that digital resources are using best practices in accessibility.

**49) Does your institution offer any training programs for each of the following groups at your institution?**

	<b>Diversity Training</b>	<b>Unconscious Bias Training</b>	<b>N/A</b>
Full-time faculty	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Full-time staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Full-time students	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Senior leadership	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



Search committee heads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Search committee members	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Campus police force	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Comments:**

The examples provided in this section are not meant to be comprehensive, but instead provide examples about some of the training programs offered at Northwestern.

In June 2023, the inaugural Director of Inclusion, Diversity, Equity, and Accountability (IDEA) Education and Training started. This was a much-anticipated position for the university. She will lead a team of staff within the Office of Diversity and Inclusion not only to provide educational content but to think strategically about innovative approaches and topics for broader learning around diversity, equity, and inclusion for Northwestern.

Northwestern Human Resources also has a host of training resources related to diversity, equity, and inclusion. All search committee members are required to undergo diversity training prior to engaging in any part of the search process. There is also a diversity, equity, inclusion, and belonging “play list” through Human Resources learning platform which any university employee can access at any time.

OIDI is also starting a new mediation and conflict resolution program in partnership with the Northwestern University Ombudsperson. The program starts in August 2023 with its inaugural cohort of Northwestern staff who will undergo mediation training in the School of Continuing Studies and then receive continued monthly education through OIDI and their professional learning community.

**NEW QUESTION**

**50) Which of the following goals are you striving to meet in the 2023-2024 academic year?**

	<b>Top priority</b>	<b>Priority</b>	<b>Less of a priority</b>	<b>Not a priority at all</b>
Substantially close the graduation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

gaps that exist at your institution				
Create a new long-term institutional DEI plan	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a mentoring program for diverse faculty	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase your marketing and outreach efforts for DEI	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receive an increase in your annual DEI office budget	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create more employee resource groups	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the diversity of your student population	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the diversity of your leadership	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the diversity of your faculty	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Create a DEI-specific fundraising program	( )	<input checked="" type="radio"/>	( )	( )
Add new DEI-related offices on your campus, i.e. Veterans office, LGBTQ office	( )	( )	<input checked="" type="radio"/>	( )
Administer a campus-wide climate study	( )	( )	( )	<input checked="" type="radio"/>
Create a supplier diversity office or role	( )	( )	( )	<input checked="" type="radio"/>
Revamp your institution's website to include more emphasis on DEI	( )	<input checked="" type="radio"/>	( )	( )
Be more inclusive of and increase recognitions for staff	( )	<input checked="" type="radio"/>	( )	( )
Add more professional development opportunities for staff	( )	<input checked="" type="radio"/>	( )	( )

**Comments:**

In June 2023, the Office of Institutional Diversity and Inclusion held a staff retreat. Coming out of that retreat, the main goals for the office, and for Northwestern University institutional-level diversity, equity, and inclusion efforts are to create and coordinate university-wide strategic priorities that support inclusion, diversity, equity, and accountability (IDEA); to further engage with our alumni relations division and advancement offices on donor gifts to support the work of OIDI; and to engage in a communications plan so that Northwestern University students, faculty, staff, administrators, alumni, parents, and community members know who we are and how IDEA is supported, not just by our office, but by the work of everyone across Northwestern. We are also maintaining a focus on mentoring diverse faculty through programs like our IDEA Scholars and events like our Faculty of Color Reception. As a decision about Affirmative Action looms across higher education, one of our priorities for the coming year (and beyond) is to increase the diversity of our student body.

One of the top priorities for Northwestern University's Human Resources is supporting diversity, equity, and inclusion. They have a staff role dedicated to providing staff resources and support for staff promotion and advancement with diversity in mind.

Campus wide climate surveys and creating a supplier diversity program are not considered priorities for our office at this time because they already exist and are institutionalized parts of Northwestern University operations.

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**SECTION 9 – LEADERSHIP SUPPORT AND DEI ACCOUNTABILITY**

**32) Indicate the role the president/chancellor (or dean if you are a law school) plays in your campus DEI strategies and policies.**

Add any additional information about the president/chancellor/dean's role in ensuring the execution of campus diversity efforts. Include any explanations of your responses to this question that you feel are important.

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Ensures that resources (financial and staffing) are available to drive DEI efforts	( )	<input checked="" type="radio"/>	( )	( )	( )
Shows a visible commitment to DEI in speeches, written correspondence, and public appearances	( )	<input checked="" type="radio"/>	( )	( )	( )
Ensures that senior leadership is engaged in your DEI strategies	( )	<input checked="" type="radio"/>	( )	( )	( )

**Comments:**

Over the three years, there have been high-level leadership transitions at Northwestern. In August 2022, Michael Schill was named as the 17<sup>th</sup> President of Northwestern University after Rebecca Blank stepped down from the role due to health reasons. President Schill has stated publicly that he is committed to diversity and believes in the educational benefits of diversity, stating that:

*“The true potential of a place like Northwestern cannot be fulfilled without bringing people of diverse backgrounds, experiences, abilities and identities together as well as students, staff and faculty members who span the spectrum of ideological and political viewpoints.”*

In his inaugural address, one of President Schill’s priorities was maintaining a commitment to diversity, equity, and inclusion in the face of nationwide attacks on DEI in higher education. During that address, he announced that one of his initiatives is to start an institute for supporting dialogue across differences at Northwestern and plans for that are underway.

President Schill has maintained a commitment to diversity in the student body through support of holistic admissions processes which were detailed in a previous section of this application. In his first message to the community, he reiterated that he looked forward to finding ways to make the community even more inclusive where all can flourish. Over the past year, President Schill has been working with university leadership, including Vice President and Associate Provost of Diversity and Inclusion, to understand how to move the university forward and how he can support the working going on within OIDI.

**33) Which of the following strategies does your institution have in place to ensure DEI planning and accountability?**

	Yes	No
Our institution's official mission statement includes diversity, equity, and inclusion as one of its core values	<input checked="" type="radio"/>	<input type="radio"/>
Our diversity, equity, and inclusion goals and plans are embedded in the campus-wide strategic plan	<input type="radio"/>	<input checked="" type="radio"/>
Our institution requires a diversity plan from each of our	<input type="radio"/>	<input checked="" type="radio"/>

individual academic units		
Our campus has a centralized diversity plan	( )	( )
Our institution has a campus-wide DEI committee/council	( )	( )
We use diversity metrics to measure our DEI progress	( )	( )
Our diversity office has the opportunity to formally report on campus diversity plans, successes, challenges, and opportunities at meetings of our governing board	( )	( )
Our diversity office submits an annual DEI report	( )	( )

**Comments:**

Northwestern does not currently have a traditional strategic plan in place. Our leadership does not follow a traditional, 10-year strategic planning process instead preferring to identify strategic initiatives, in concert with articulated values, that move the university forward. Therefore, we do not have a campus-wide strategic plan. The Women’s Center has a strategic plan which was launched a year ago, and they are now in a process of assessing their progress over the first year of their plan. Native American and Indigenous Affairs just completed the first phase of their strategic planning process which involved community-wide data collection and the formation of themes/priorities. Within the Office of Diversity and Inclusion (OIDI), we have experienced a great deal of hiring and growth over the last year with two new hires who have started within the last three months and another new hiring who started on June 13, 2023. With the addition of those members of the OIDI team, we are moving on to a time of strategic planning which began

with our OIDI staff retreat in mid-June. We anticipate that OIDI’s strategic plan will serve as a guide for other units across campus to engage with diversity, equity, and inclusion in their spaces. Over the next year, OIDI will be working together to implement a framework for accountability. Plans for a Presidential committee on accountability are beginning where individual units will have the opportunity to share with a group of Northwestern administrators about the diversity, equity, and inclusion work going on in their units and pitch ideas for funding for the future. This process will help inform university-wide strategic thinking around inclusion, diversity, equity, and accountability.

**34) Indicate the degree to which you agree or disagree with the following statements regarding the activation of your diversity plan.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our chief diversity officer provides point leadership in the college-wide implementation process	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our college-wide diversity committee ensures that many different people are involved in shaping the institutional DEI plan	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leadership ensures that diversity is prioritized in their respective schools, colleges, units,	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



and departments					
Student opinions play a role in leading diversity-related change efforts at our college	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
College diversity efforts are data-driven and evidence-based	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate financial resources exist to drive college diversity efforts	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Comments:**

Our Vice President and Associate Provost of Diversity and Inclusion plays a critical role on campus-wide committees, taskforces, and workgroups. She also empowers members of the OIDI team to serve on campus-wide groups where appropriate. While we do not currently have a traditional strategic plan at Northwestern, our Chief Diversity Officer and her team are in the early phases of developing a university wide strategic plan for diversity.

With the growth of the OIDI team over the last year, shifts in leadership, and an increase in requests for support coming to the OIDI team, we anticipate that we will continue to need financial support for both human resources and programmatic support. OIDI has already received support for additional hires for education and training in the coming year. The Vice President & Associate Provost for Institutional Diversity and Inclusion is an active part of the budgeting process for the office and advocates for appropriate levels of funding to support the work that she and her team do for Northwestern University.

**35) Which of the following diversity-focused financial strategies exist at your institution?**

	<b>Yes</b>	<b>No</b>
We have an annual diversity fundraising campaign	<input checked="" type="radio"/>	<input type="radio"/>
We apply for federal diversity grants (NSF, NIH, Dept. of Education, etc.)	<input checked="" type="radio"/>	<input type="radio"/>
We have a dedicated development or grant writing officer focused on DEI	<input checked="" type="radio"/>	<input type="radio"/>
We have a qualified DEI endowment fund	<input type="radio"/>	<input checked="" type="radio"/>
We have a fundraising campaign focused on diverse alumni	<input type="radio"/>	<input checked="" type="radio"/>
We have financial resources set aside for internal diversity	<input checked="" type="radio"/>	<input type="radio"/>

and inclusion awards for faculty		
We have financial resources set aside for internal diversity and inclusion awards for staff	<input checked="" type="radio"/>	<input type="radio"/>

**Comments:**

The information below is not meant to be exhaustive but instead serves as examples of the types of diversity-related financial strategies that exist at Northwestern.

In 2022, the Office for Research launched its Diversity, Equity, and Inclusion strategic plan and introduced the inaugural DEI council. The strategic plan outlines additional support for applying for federal diversity grants. They also started up staff DEI advocate awards. The Institutional Research Board (IRB) works in connection with the Office for Research. IRB has an initiative called *Fostering Accessibility and Inclusivity in Research (FAIR)* which is committed to education and promotion of diversity issues in research.

Human Resources has the Jean E. Shedd University Citizenship Award which is given to a faculty or staff member who demonstrates leadership in addition to demonstrating a commitment to diversity and inclusion in words and actions.

Each year the Provost awards the Daniel I. Linzer Award for Faculty Excellence in Diversity and Equity. The award celebrates exemplary individuals or groups who work collaboratively to build a more diverse, inclusive and equitable climate at Northwestern University.

There are opportunities for fundraising donor gifts to support the work of the Office of Institutional Diversity and Inclusion (OIDI), and the work of the units nested within institutional diversity—The Women’s Center and Native American and Indigenous Affairs. That continues to be a direction of interest for OIDI in the coming year.

**SECTION 10 – ADDITIONAL INFORMATION**

**51) How did you hear about the *INSIGHT Into Diversity* HEED Award?**

Past *INSIGHT Into Diversity* HEED award recipient

- Colleague
- INSIGHT Into Diversity e-newsletter
- INSIGHT Into Diversity magazine
- INSIGHT Into Diversity website
- We administered Viewfinder Campus Climate Surveys
- Social Media
- Other: \_\_\_\_\_

**52) Please tell us why you applied for the 2023 *INSIGHT Into Diversity* HEED Award. Enter N/A if you have no information to share.**

This is the third year in a row that Northwestern has taken the opportunity to apply for the HEED Award. As our institution continues to move through leadership transitions and staff growth, we remain committed to inclusion, diversity, equity, and accountability. It is particularly poignant that this comes at a time when DEI in higher education has been under attack, nationally, in states like Florida, Texas, Ohio, and Arkansas. Applying for the HEED award this year provided yet another opportunity to reflect on the institution-wide work that happens at Northwestern in support of diversity, equity, and inclusion and, of course, it holds us to a still higher standard of accountability and on-going, demonstrated impact.

**53) Please provide any feedback regarding the 2023 *INSIGHT Into Diversity* HEED Award or this application. Enter N/A if you have no information to share. We appreciate your comments!**

N/A

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**54) I am a representative of my institution and hereby certify to the best of my ability that the information submitted in this application is accurate.**

Name: Hilary Zimmerman

Title: Director of Diversity Initiatives, Evaluation, and Assessment

Email address: hilary.zimmerman@northwestern.edu

**55) Please provide contact information for your chief diversity officer or the person we should contact if your institution is selected as a 2023 *INSIGHT Into Diversity* HEED Award recipient. This is the email address we will send an email confirmation that your application has been submitted and received.**

Name (include credentials): Dr. Robin R. Means Coleman

Title: Vice President & Associate Provost for Diversity and Inclusion, Ida B. Wells and Ferdinand Barnett Profession of Communication Studies

Email address: rrmc@northwestern.edu

Preferred phone number (office or cell): 412-719-5406

**56) Please provide contact information for your director of marketing.**

Name: Jon Yates

Email address: jon.yates@northwestern.edu

Preferred phone number (office or cell): 847-491-4892

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### **Review and Print/Save Your HEED Award Application**

**57) If you have reviewed and saved/printed your application, check the box below. Click "Next" to return to the sections page where you can make any changes or submit your completed application.**

I have saved/printed my HEED Award application

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### **Submit Your Completed Application**

**58) If you are ready to submit your application, check the box below and click the "Submit" button.\***

[ ] Our HEED Award application is complete.

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**Quiz score**

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