



**THE UNIVERSITY OF
NORTH CAROLINA SYSTEM**

Diversity and Inclusion Annual Report to Board of Trustees

Institution: Appalachian State University
Report Cycle: Fiscal Year 2021-2022
Submission Date: 2022

In accordance with the UNC Policy Manual Sections 300.8.5 and 300.8.5[R], "Regulation on Diversity and Inclusion," the constituent institutions of the UNC System are required to present to their Board of Trustees (BOT) an annual report on the institution's diversity and inclusion (D&I) operations and activities.

PART 1: The impact of the institution's diversity and inclusion (D&I) programs and activities with respect to System-wide D&I metrics and institutional D&I goals

Describe institutional D&I goals and provide relevant available data on outcomes. If institutional D&I goals have not yet been developed or implemented, then describe the institution's plan to collect this data and expected date of implementation. The System-wide D&I metrics are in development and not required to be reported for FY 2020-21.

Appalachian State University adopted a bridge strategic plan during the year 2020-21. The 2022-2027 Strategic Plan was approved in June 2022. The plan will have D&I metrics for each institutional goal. App State defines racially underrepresented to include Hispanic/Latino, American Indian/Alaska Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, Foreign National, and two or more races. In March 2021, Dr. Willie Fleming announced his retirement as chief diversity officer, effective June 1. Fleming dedicated decades of his career to advancing the university's D&I initiatives and served as App State's first chief diversity officer leading a standalone office. In May 2021, [Jamie Parson was named interim chief diversity officer](#). She started her new position as interim chief diversity officer on May 10, 2021, and began serving in this position in a permanent capacity in May 2022.

Institutional D&I Goal: Ensure campus is an inclusive and welcoming community

App State strives to promote a welcoming climate for all members of the community, recognizing that students, staff and faculty learn and work better when they feel valued. Additionally, App State continues to support a campus that is inclusive and equitable for all community members through further development of resources, services, policies and programs. Across campus, faculty and staff participated in more than nine workshops, two courses, four book clubs, two Appalachian Learning Communities (AppLCs), and one special event focused on diversity, equity and inclusion (DEI) topics. This includes 83 participants that engaged in the 20-hour online course, *Inclusive Teaching: Supporting All Students in the College Classroom*. Faculty and staff invested a total of 2,447 hours in professional development in the DEI space (CAE Annual Report, 2021-22).

Implement Chosen First Name Initiative: App State students, faculty and staff can elect to use a chosen first name that is different from their legal first name for certain purposes, regardless of whether they have legally changed their name. In summer 2021, a working group devised an action plan to introduce a more widespread use of chosen first names across web platforms, diplomas and AppCards. These changes were implemented for students in fall 2021 and for faculty and staff in fall 2022. A task force was formed to continue to assess and improve the use of chosen names across campus.

- Notable Data/Outcomes
 - 40+ students were able to update their App Card to reflect their chosen first name.
 - Several students were able to have their chosen first name reflected on their diplomas.

Develop hate incident reporting protocol: In fall 2021, the Office of Diversity partnered with App State Police and Free Speech Responsible Officer Jeff Cathey to educate campus leaders about a protocol to support them in responding to alleged incidents of hate crimes. The purpose of this protocol is to help empower campus leaders to map out the correct channel of communication and resources in the event a hate crime is suspected.

Notable Data/Outcomes

- Increased awareness of police protocol, difference between hate crime and hate speech, and campus response related to protected and non-protected speech.

Purchase accessibility software for students, faculty and staff: The Office of Disability Resources, the Center for Academic Excellence (now the Center for Excellence in Teaching and Learning for Student Success) and the Digital Accessibility Working Group worked together to make resources more accessible for the entire App State Community. In 2021, the university purchased SensusAccess, a document conversion tool that allows users to convert text and image-based files into more accessible formats, such as audio, Braille or e-text formats.

- Notable Data/Outcomes
 - The SensusAccess service was used to create 653 conversions between August 2021 and April 2022.

Adopt Land Acknowledgement Statement and Action Goals: In 2021, Chancellor Everts charged the Land Acknowledgement Working Group, led by then-Interim Chief Diversity Officer Jamie Parson, with developing a statement that acknowledges the Indigenous peoples who are the original inhabitants of the lands on which our campus is located. The group was also charged with recommending ways that the university can commit to the success of Indigenous students, faculty and staff. The statement was reviewed by our Indigenous campus community, vetted by local Indigenous community leaders and approved by Chancellor Everts in spring 2022. The group also established the Indigenous Appalachian Learning Community.

- Notable Data/Outcomes
 - 35 participants attended the land acknowledgement webinar called “Acknowledgment to Action.”
 - 30 people participated in the Indigenous Appalachian Learning Community.

Expand Appalachian Advocates to the entire campus: Appalachian Advocates is a program created to equip, expand and make visible the network of support available to members of underrepresented communities within our App State community and the Greater Boone community. Membership is open to all faculty and staff to advocate for and support underrepresented students. Appalachian Advocates began as an initiative of the Walker College of Business in 2020 and expanded to a campuswide initiative in 2022.

- Notable Data/Outcomes
 - Approximately 100 members joined this program in 2021-22.

Institutional D&I Goal: Continue recruitment efforts for students, staff and faculty

App State focused continued efforts and resources towards effectively recruiting students, staff and faculty. Diversity-related recruitment activities and events for students included the following:

- *September 16, 2021* - Partnered with Colegio y Consejos to host a virtual event providing students and their families with essential resources and information regarding the college admissions process (program was presented bilingually).
- *October 4, 2021* - Hired replacement for the assistant director of admissions for Hispanic/Latinx recruitment.
- *October 21, 2021*- Mountaineer Fusion - a virtual event for students from diverse populations to learn about opportunities at App State.
- *November 8, 2021* - Cafe' en la Montana - an intimate virtual event for Spanish-speaking students and family.

- *February 10, 2022* - Cafe' en la Montana - an intimate virtual event for Spanish-speaking students and family.
- *February 23, 2022* - Get to Know App State's Multicultural Clubs and Organizations - a virtual event where current students from various organizations had the opportunity to speak with admitted students on their experiences on campus.
- *March 18, 2022* - Black Student Preview Day & Dia Appalacahanes - an on-campus event for admitted students from diverse backgrounds to learn about the App State campus experience. NPHC and MGC performed, students and parents engaged in panels, and transportation was provided.
- *March 25, 2022* - App State's Latinx Hispanic Alumni Network partnered with the Office of Alumni Relations to host an event with App State alumni and incoming Hispanic students in the Raleigh area.
- *March 26, 2022* - App State's African American Alumni Network partnered with the Office of Alumni Relations to host an event with Mountaineer alumni and incoming Black students in the Raleigh area.
- AsULead, a pre-enrollment program for rising high school seniors. Eligibility for AsULead is as follows: *"Students must be of a historically underrepresented background. This includes, but is not limited to: students of color, students from low-income families, first-generation students, students from rural areas, and students from other diverse backgrounds."* The past 2022-2023 cohort was the largest to date with 53 participants and a demographic breakdown as follows:
 - 30.1% - Rural
 - 9.4% - Asian
 - 30.1% - Black/AfricanAmerican
 - 39.6% - Hispanic/Latinx
 - 13.2% - Two or more races
 - 7.5% - White
 - 62.2% - Identify as female
 - 32% - Identify as male
 - 5.66% - Identify as non-binary
- AsULead students are required to submit an application, have at least a 3.5 weighted GPA and exhibit leadership in their communities. With successful completion of the summer program and the virtual fall and spring workshops, students are granted guaranteed admission to Appalachian State University. AsULead serves as a college access program that provides students with engaging leadership activities, sessions on the college process, financial aid, mental health resources, and a fun engaging time on campus and throughout the town of Boone. This selective program is assisted by (six) AsULead mentors who are leaders on campus, and members of the Diversity Initiatives Team in Admissions (senior associate director for diversity initiatives, assistant director of Hispanic/Latinx recruitment, assistant director of Black/African American recruitment, and assistant director of admissions for special populations).
- Notable Data/Outcomes
 - *Welcomed the most diverse enrollment to date*
In fall 2021, App State [welcomed 20,641 students](#) — the most diverse enrollment in university history. Underrepresented students compose 19.1% of the total first-year population and 18.2% of the total App State population. Students from rural populations account for 34.3% of degree-seeking undergraduate students from North Carolina, and 32% of the undergraduate population are first-generation college students. First-year to

second-year retention rates exceed the national average. Under Chancellor Everts' leadership, App State has increased its total underrepresented student population by 66% since 2014; and, in the same time period, it has more than doubled its first-year underrepresented enrollment — a 108% increase.

Modify evaluation process for university scholarships: The award process for academic excellence scholarships was modified to more fairly evaluate all students, which increased the diversity of underrepresented, rural and low-income students awarded scholarships.

- Notable Data/Outcomes
 - The Appalachian Scholarship Application Portal (ASAP) allows the university to see which students qualify for specific scholarships based on the donor criteria, regardless of whether or not they have applied. University Scholarships regularly goes through all scholarships with fewer than 5 matched applicants and sends targeted email communications from ASAP encouraging students who have not yet applied to do so.

Hire Admissions staff specializing in diverse student recruitment

In 2021–22, the Office of Admissions hired an assistant director of Hispanic/Latinx recruitment; redesigned the position of assistant director of admissions for special populations so that it focuses on rural and first-generation populations; and created an assistant director position for Black/African American student recruitment. The office also expanded tour offerings and activities for Black, first-generation and Spanish-speaking students.

- Assistant Director of Admissions for Hispanic/Latinx recruitment began October 2021.
- Assistant Director of Admissions for Black/African American recruitment began April 2022.
- Assistant Director of Admissions for Special Populations began June 2022.

Institutional D&I Goal: Support retention of students, staff and faculty

App State continues to focus efforts and resources towards effective retention of student, staff and faculty and works to develop strategies to address equity gaps in retention and other success measures for diverse students, staff and faculty populations. First-year to second-year racially underrepresented student retention for 2020-21 was 82.7%. Year-over-year retention of racially underrepresented tenure track faculty was almost 99%, and we retained 100% of the fall 2020-21 cohort.

Form new affinity groups for faculty and staff: Affinity groups provide networking opportunities for faculty and staff, and their benefits include attracting, recruiting and retaining employees; promoting diversity, cultural awareness and an inclusive work environment; and increasing employee job satisfaction, morale and productivity. The Queer & Trans Staff and Faculty group was established in summer 2021, as well as the Asian and Pacific Islander Caucus, established via the UNC System. EmpowHER: A Faculty Women of Color Learning Community was formed in spring 2022. In fall 2021, an Affinity Group Council was created to support those people leading these groups.

- Notable Data/Outcomes
 - Builds community within specific populations as well as across multiple populations
 - Sent 10+ women to the Faculty Women of Color in the Academy Conference in Arlington, Virginia with institutional support from multiple divisions
 - Supports professional development of faculty and staff

Establish the Black Male Excellence Initiative: University Housing and Intercultural Student Affairs created the Black Male Excellence Initiative Learning Community — a four-year program that engages Black male students in an intentional pipeline for success through collaborations with App State faculty, staff and departments. The program is designed to help these students foster a sense of belonging, develop leadership skills and increase their academic success.

- Notable Data/Outcomes
 - The Black Male Excellence Initiative (BMEI) welcomed 15 scholars in the inaugural cohort to engage in social, educational and professional development programming throughout the year. Study hall/tutoring was offered to the scholars every Tuesday and Thursday to support the men academically. A portion of the group attended Clemson University's Men of Color National Summit in Greenville, SC, to hear dynamic keynote speakers, engage in various empowerment workshops, and continue group cohesion. By partnering with campus and external resources, the men gained valuable mental health awareness and developed strategies to improve their overall wellbeing. The group partnered with the Office of Alternative Service Experiences for a service project in Greensboro, NC, along with a visit to the International Civil Rights Museum. The men of BMEI benefitted from various teamwork initiatives, learning about professional branding, and engagement with political analyst and CNN contributor Bakari Sellers.

Increase accessibility of Study Abroad

The Education Abroad team in the Office of International Education and Development took several steps aligned with best practices for advancing diversity, equity and inclusion. In an effort to increase the number of applications for study abroad scholarships, the team removed the requirement to submit a letter of recommendation. In addition, it is creating new programming to better suit a diverse and underrepresented selection of students, including collaborations with TRIO Student Support Services and the Diversity Scholars Program.

- Notable Data/Outcomes
 - App State experienced a 149% increase in the number of study abroad scholarship applications submitted.

PART 2: The number of positions and FTEs with D&I responsibilities, indicating the percentage of each associated with D&I responsibilities

*Indicate the staffing provided to support the institution’s D&I program. This includes positions that have designated D&I-related work duties, whether centrally administered or located in various schools, colleges, or divisions. **This report is not intended to capture portions of positions less than half-time (0.50 FTE) unless the part-time position is fully dedicated to D&I functions.** It is recognized that many faculty and staff throughout the institution may spend some degree of effort on or contribute to institutional D&I activities, even though these activities do not represent the primary focus of their position; however, these should not be included in this report. Service- or compliance-related activities should not be included (eg, ADA accommodations compliance would not be included, but programming and outreach about or for disabilities communities would be included).*

Position Title	School/Division	Percent of Work Time Assigned to D&I Activities	Brief Description of D&I Related Activities
Chief Diversity Officer	Office of Diversity	100%	Responsible for advising the chancellor on strategic diversity matters, and facilitating campus-wide policies and initiatives related to diversity and inclusion.
Administrative Assistant (Temporary, part-time)	Office of Diversity	100%	Provides administrative support to the Office of Diversity including event planning, calendar management, answering phones and responding to emails.
Director of Intercultural Student Affairs	Intercultural Affairs/Student Affairs	100%	Provides mentoring, advocacy, community and identity affirmation for marginalized and underrepresented students. The office also offers opportunities such as the Diversity Lecture Series, Equity in Action conference, MLK Celebration and other events so that all Appalachian students can develop an appreciation for diversity and different perspectives, enhance their self-awareness, increase their multicultural knowledge and strengthen their intercultural competency.
Assistant Director	Intercultural Affairs/Student Affairs	100%	
Assistant Director	Intercultural Student Affairs/Student Affairs	100%	
Program Coordinator	Intercultural Student Affairs/Student Affairs	100%	
Administrative Assistant	Intercultural Student Affairs/Student Affairs	100%	
Director of Student Veteran Resource Center	Office of theDean of Students/Student Affairs	100%	Provides programming, services, and resources to assist military affiliated students in their educational journey
Psychologist/ Coordinator of Multicultural Services	Counseling & Psy Services/Student Affairs	100%	Provides programming, services, training resources, and collaboration opportunities to the campus community that focus on the needs of traditionally underrepresented students.
Sr. Associate Director for Diversity Initiatives	Enrollment Mgmt/ Admissions	70%	Provides strategic direction and support for both Graduate and Undergraduate diversity recruitment initiatives.

Assistant Director, Hispanic/Latinx Recruitment	Enrollment Mgmt/ Admissions	65%	Full-time admissions counselor dedicated to focusing on supporting the recruitment of students who identify as Hispanic/Latinx. This included strategy development, program implementation, and travel. There is a preference for bi-lingual (Spanish/English) speaker.
Assistant Director of Special Programs	Enrollment Mgmt/ Admissions	65%	Full-time admissions counselor dedicated to supporting First-Generation, Low-Income, and Rural student recruitment including travel, strategy, and program implementation.
Assistant Director, Black/African-American Student Recruitment	Enrollment Mgmt/ Admissions	65%	Full-time admissions counselor dedicated to focusing on increasing students who identify as Black or African-American. Including strategy development, program implementation, and recruitment travel.
Director, International Student and Scholar Services and Outreach	Office of International Education and Development/Academic Affairs	100%	Provides mentoring, advising, advocacy, and community for international students and scholars. The office also offers opportunities such as Cultural Ambassadors, International Education Week, Global Perspectives Panel, and International Meet & Greet for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their intercultural knowledge and strengthen their intercultural competency.
Assistant Director, International Student and Scholar Services and Outreach	Office of International Education and Development/Academic Affairs	100%	Provides mentoring, advising, advocacy, and community for international students and scholars. The office also offers opportunities such as Cultural Ambassadors, International Education Week, Global Perspectives Panel, and International Meet & Greet for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their intercultural knowledge and strengthen their intercultural competency.
Assistant Director, International Student and Scholar Services and Outreach	Office of International Education and Development/Academic Affairs	100%	Provides mentoring, advising, advocacy, and community for international students and scholars. The office also offers opportunities such as Cultural Ambassadors, International Education Week, Global Perspectives Panel, and

			International Meet & Greet for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their intercultural knowledge and strengthen their intercultural competency.
Director of Education Abroad	Office of International Education and Development/Academic Affairs	50%	Provides mentoring, advising, advocacy, and community for education abroad participants. Provides opportunities for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their intercultural knowledge and strengthen their intercultural competency.
Assistant Director of Education Abroad	Office of International Education and Development/Academic Affairs	25%	Provides mentoring, advising, advocacy, and community for education abroad participants. Provides opportunities for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their intercultural knowledge and strengthen their intercultural competency.
Assistant Director of Education Abroad	Office of International Education and Development/Academic Affairs	25%	Provides mentoring, advising, advocacy, and community for education abroad participants. Provides opportunities for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their intercultural knowledge and strengthen their intercultural competency.
Education Abroad Advisor	Office of International Education and Development/Academic Affairs	25%	Provides mentoring, advising, advocacy, and community for education abroad participants. Provides opportunities for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their intercultural knowledge and strengthen their intercultural competency.
Program Budget Specialist	Office of International Education and Development/Academic Affairs	25%	Provides mentoring, advising, advocacy, and community for education abroad participants. Provides opportunities for students to develop an appreciation for diversity and different global perspectives, enhance their self-awareness, increase their

			intercultural knowledge and strengthen their intercultural competency.
Director of ACCESS Program	University College	100%	Provides mentoring, advising, advocacy and community for ACCESS program participants. ACCESS is a program to allow very low income students to graduate debt free.
Assistant Director of Access Program	University College	100%	Provides mentoring, advising, advocacy and community for ACCESS program participants. ACCESS is a program to allow very low income students to graduate debt free.
Director of TRIO Student Support Services Program	University College	100%	Provides mentoring, advising, advocacy and community for SSS program participants. TRIO Student Support Services is a DOE funded program that provides comprehensive support to first generation and/or low-income students.
Assistant Director of TRIO Student Support Services Program	University College	100%	Provides mentoring, advising, advocacy and community for SSS program participants. TRIO Student Support Services is a DOE funded program that provides comprehensive support to first generation and/or low-income students.
Advisor/Lecturer for TRIO Student Support Services Program	University College	100%	Provides mentoring, advising, advocacy, community, and instruction in freshman level courses for SSS program participants. TRIO Student Support Services is a DOE funded program that provides comprehensive support to first generation and/or low-income students.

PART 3: An accounting of institutional budget expended on D&I operations and activities, broken out by personnel and non-personnel costs and by funding source

This section must include all staff included in Part 2 above. Personnel costs should reflect only the portion of the position's time associated with D&I activities over the fiscal year. Distinguish expenses by funding source.

Type of Expense	State Funds	Non-State Funds	Total Expenditures
<u>Office of Diversity</u>			
Personnel Expenditures ¹	\$226,038	\$0	\$226,038
Non-Personnel Expenditures	\$103,616	\$2,827	\$131,886
<u>Academic Affairs-Admissions</u>			
Personnel Expenditures	\$180,374	\$0	\$180,374
Non-Personnel Expenditures	\$31,936	\$0	\$31,936
<u>Academic Affairs-OIED</u>			
Personnel Expenditures	\$142,593	\$0	\$142,593
Non-Personnel Expenditures	\$26,238	\$5,846	\$32,084
<u>Academic Affairs-First Gen, Rural & Low Income Student Success</u>			
Personnel Expenditures	\$155,915	\$210,836	\$366,751
Non-Personnel Expenditures	\$0	\$64,388	\$64,388
<u>Student Affairs</u>			
Personnel Expenditures	\$126,692	\$555,027	\$681,719
Non-Personnel Expenditures	\$7,562	\$198,642	\$206,204
Total Expenditures	\$1,000,964	\$1,037,566	\$2,038,530

¹ Personnel expenditures include employee benefits

PART 4: A list of signature D&I programs that serve a critical role in helping the constituent institution accomplish its learning and D&I objectives, along with their purpose and any data on outcomes, including relevant participant feedback

This list is not intended to be exhaustive but should reflect the most significant D&I programming. If feedback or related data on outcomes is not available, indicate how this data may be captured in the future.

Host Heroes Day and Military Mountaineer Homecoming events: The Military Affairs Committee, Student Veteran Resource Center and Office of Alumni Affairs hosted events for Heroes Day and the Military Mountaineer Homecoming Nov. 12–13, 2021, to show support for and provide networking opportunities to military-affiliated students, staff, faculty and alumni.

- Notable Data/Outcomes
 - Student Veteran Services (SVS) affirmed the strong impact that the Anne Cannon Trust (ACT) Grant had on its operations. Receiving the ACT Grant gave SVS leverage for soliciting additional funds for operations through its Continuing the Mission Fund. SVS' efforts for 2021, including the ACT Grant, yielded over \$47,000 in contributions, which is considerably more than the office has amassed in the past.
 - Veterans Week was packed with programming, including Marine Corps Flight Simulators, Career Development Sessions, the Veterans Day Ceremony, the Heroes Day Tailgate, and the first-ever Military Mountaineer Homecoming Event. The Military Mountaineer Homecoming brought together current and former student veterans and many of our donors, advocates and friends for an evening of fellowship, networking and community building. The event also featured a silent auction, yielding over \$3,800 in donations and contributions.

Host several Holding Spaces Forums: In the 2021–22 academic year, the Office of Diversity supported three sets of Holding Spaces Forums for conversations about national or international events or issues that impact underrepresented populations. The goals of these forums were: 1) to create a safe space for challenging, supportive discussions and 2) to provide resources to those in the community who need them.

- Notable Data/Outcomes
 - Gave spaces to engage in dialogue about events and issues impacting the campus community.

Host Chancellor's Inclusive Excellence Awards: Established by Chancellor Everts in 2020, the Chancellor's Inclusive Excellence Award Banquet features a luncheon celebrating diversity, equity and inclusion on campus and recognizing six award recipients from the campus and local community. The 2022 luncheon featured the [inspirational words of Monique Johnson](#), co-founder of Made to Soar LLC. This year's awardees: Dr. Jamie Levine, Inclusive Excellence for Faculty; Yolanda Adams, Inclusive Excellence in the Community; Chandler Smith, Inclusive Excellence for Undergraduate Students; Eris Jenkins, Inclusive Excellence for Graduate Students; Lamont Sellers, Inclusive Excellence for Staff; and University Housing, Inclusive Excellence for a Department.

- Notable Data/Outcomes
 - 200+ people attended the awards luncheon.
 - Increased visibility of those individuals and groups doing DEI work for campus.

Affinity Group Socials: Chancellor Everts hosted two networking events for all of the affinity groups to talk about issues impacting their respective communities, as well as celebrate the opportunities afforded by the existence of affinity groups.

- Notable Data/Outcomes
 - Increased awareness of the value of affinity groups to the institution.