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# tapestry

UM SYSTEM DIVERSITY, EQUITY & INCLUSION BIENNIAL



**DR. KEVIN MCDONALD ON  
RELATIONSHIP-BUILDING, OUR UNIVERSITY'S  
GROWTH AND KEEPING OUR MOMENTUM**  
**P. 14**

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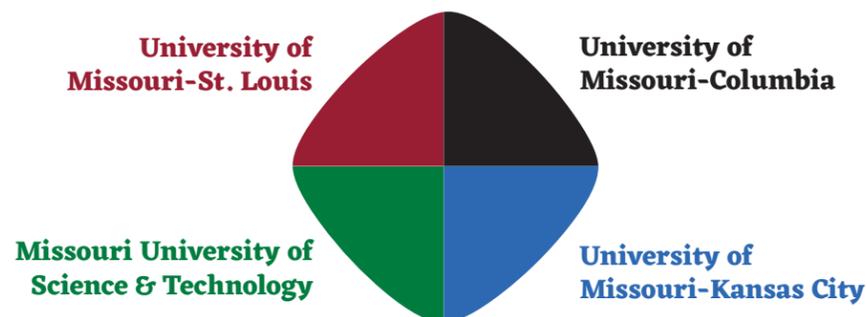
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### Universities Within The System



On Aug. 1, 2019, UM System split the dual role of the Chief Diversity Officer and the MU Vice Chancellor for Inclusion, Diversity & Equity. While a national search is conducted to hire a permanent CDO, two members of the current UM System leadership team will take on the responsibilities of the role.



**Christine Holt**, chief of staff, will serve as interim chief diversity officer. Prior to her role as chief of staff, Holt served as MU associate provost where she managed various projects including strategic planning, accreditation processes, faculty diversity hiring, academic personnel issues, employment discrimination, Title IX, campus safety, space utilization and other special initiatives.



**Marsha Fischer**, associate vice president for human resources and chief human resources officer, will serve as interim chief equal opportunity officer responsible for affirmative action and Title IX and equity matters. Prior to her role in HR, Fischer served as counsel in the UM System General Counsel's office. She joined the UM System in May 2014 and has primarily advised on employment matters, Title IX and equity-related issues and academic affairs.

Holt and Fischer will continue our important work centered on inclusive excellence and will collaborate with their counterparts systemwide to ensure that diversity, equity and inclusion remain some of our highest priorities. Earlier this month, MU Chancellor Cartwright appointed NaTashua R. Davis, executive director of IDE's Access & Leadership Development, as interim vice chancellor for IDE in advance of Mizzou's national search.



## Missouri S&T Appoints Neil Outar as Chief Diversity Officer

STORY BY: SARAH POTTER

PHOTOS BY: TOM WAGNER AND SAM O'KEEFE

**N**eil Outar, interim chief diversity officer (CDO) at Missouri S&T since August 2017, took over as the university's CDO effective July 1, 2019.

"Neil has been very effective as interim chief diversity officer over the past two years, and I'm very pleased to appoint him to the permanent position," says Interim Chancellor Christopher G. Maples. "Neil's commitment to creating a welcoming and inclusive environment for our students, faculty, staff and visitors will serve our university well."

"I am certainly excited about this opportunity," says Outar. "I've gotten to know Rolla over the past few years, and it's a special place with a great sense of community. Anything that I can do to help lower barriers between students, faculty and staff as well as between campus and the surrounding community is important to me."

Outar will be responsible for guiding S&T's chancellor and leadership team on diversity and equity issues. In the role, he serves as Title IX coordinator, chief equity officer and American with Disabilities Act (ADA) compliance coordinator, and ensures the university's compliance with laws and regulations related to civil rights and disabilities.

He hopes to continue fostering Missouri S&T's efforts to graduate students with the ability to understand, communicate and interact with people across cultures.

"I would like to continue working on infusing cultural competency into our curriculum to make better graduates and professionals," says Outar. "I would also like to open the campus more to the Rolla community. The university brings a lot of value to Missouri, and the people who live and work here should know that we have a lot to give and the learning and exchange of ideas flows both ways. We are a better community for it."

Outar joined S&T in 2015 to establish the office of institutional equity, diversity and inclusion, which investigates and adjudicates civil rights concerns on effecting campus. He developed a new recruitment plan for S&T with diversity as a central pillar of the initiative, implemented diversity training as part of the onboarding of new staff and earned S&T a three-year, \$300,000 grant to address further sexual assault prevention efforts.

"Neil has a well-established record in equity, diversity and inclusion," says Dr. Steve Corns, S&T associate professor of engineering management and systems engineering, who co-chaired the search committee. "He has a rare combination of legal expertise and approachability that makes him uniquely qualified for this critical role on campus. I look forward to many more years of his leadership bringing together our campus community."

In 2018, Outar led an effort to secure \$748,000 for diversity and inclusion efforts at Missouri S&T for use in the 2018-19 and 2019-20 academic years from the University of Missouri System's Diversity, Equity and Inclusion Advisory Council for use in the 2018-19 and 2019-20 academic years. S&T will use the funds, supplied by the University of Missouri System's Diversity, Equity and Inclusion Advisory Council, to support peer mentoring for students from underrepresented and first-generation college backgrounds, improve disability services for students and staff, provide programming for the Celebration of Nations event, and promote diverse scholarship among faculty.

Under Outar's leadership, Missouri S&T began Miner Values training workshops during Orientation Week in August 2018. About 1,300 freshmen learned about Missouri S&T values through these workshops, and more than 50 faculty and staff worked with small groups of students on diversity, equity and inclusion topics. The 75-minute workshops events featured a mix of lecture, conversation and interactive activities to establish S&T's value of inclusion in the S&T community, says Outar.

"Overall, the reports we got back indicated that it was a very positive experience for the students," Outar says. "We are planning to offer this workshop again this fall."

Outar earned his bachelor's degree in English from the University of Pennsylvania in 2000 and attended law school at the University of Arkansas at Little Rock to earn his Arkansas law license in 2012.

He is married to Elizabeth Outar, who serves as director of the Crawford County Library District, and they have three sons: Ty, Ethan, and Joseph. 🌈



## Davis Appointed Interim

Dr. NaTashua Davis will serve as interim Vice Chancellor of Inclusion, Diversity & Equity at MU

STORY BY: LIZ MCCUNE

PHOTOS BY: RYAN GAVIN

**U**niversity of Missouri-Columbia Chancellor Alexander N. Cartwright announced that Dr. NaTashua R. Davis, Executive Director of Access & Leadership Development at MU, has been named as interim Vice Chancellor for Inclusion, Diversity & Equity. Davis replaces Dr. Kevin McDonald, who announced earlier this year that he was leaving for a similar position at the University of Virginia. The appointment is effective July 26.

"I am thrilled that NaTashua is ready and eager to serve in such a critical role for MU," Cartwright said. "She brings incredible institutional knowledge and an unmatched appreciation and understanding for our students, faculty and staff that makes her the right person to lead this important division."

In her current role, Davis is responsible for overseeing the development and implementation of programs, initiatives and training designed to engage and impact students from underserved and underrepresented populations throughout the various stages of student

life, from kindergarten through college. She oversees several initiatives, including Men of Color Honor & Ambition (MOCHA) and Women of Color Honor & Ambition (WOCHA), the Emerging Leaders Academy, BackTalk (a program focused on learning through the arts), and the Graduate Scholars of Excellence program.

"I am both honored and excited to contribute to advancing the strategic goals of IDE and the university in this capacity," Davis said. "I'm very humbled by the opportunity to engage in such a unique and expansive space in which the work is truly integral to supporting the core values and mission of the institution. Under Dr. Kevin McDonald's leadership, IDE has made great strides around efforts of diversity, inclusion and equity, leaving us with a solid foundation. I look forward to working with IDE staff, the campus community and beyond to continue to build on the progress."

Additionally, Davis is the director of the MU McNair Scholars Program, a national project funded by the U.S. Department of Education that is designed to prepare and support students entering graduate school and who are the first in their families to attend college or who are from underrepresented populations.

Davis has earned a bachelor's degree in kinesiology and a master's degree in college student personnel from Kansas State University. In April 2012, she earned a doctorate degree in educational leadership and policy analysis from MU.

"NaTashua has the perfect combination of vision, creativity, content knowledge and a collaborative spirit to continue moving the important work of inclusion, diversity and equity forward," McDonald said. "She cares deeply about the student, staff and faculty experience and has made it her life's work to enhance their lives in ways that positively impact success and retention outcomes. She has expanded the reach and impact of a number of IDE

initiatives, and I look forward to the transformative impact that IDE will have under NaTashua's leadership during the months ahead."

The Division of Inclusion, Diversity & Equity includes the offices of Access and Leadership Development, Accessibility and ADA, Civil Rights & Title IX, the Gaines/Oldham Black Culture Center, the LGBTQ Resource Center, Inclusive Engagement, Multicultural Center, Relationship and Sexual Violence Prevention Center, and the Women's Center. The division's work is guided by the Inclusive Excellence Framework that reaffirms MU's commitment to growing and sustaining a diverse and welcoming environment for all faculty, staff, students and visitors.

"NaTashua is surrounded by leaders within the Division of Inclusion, Diversity and Equity who are prepared to work alongside her and carry forward the initiatives that began under Vice Chancellor Kevin McDonald," Cartwright said. "This team has and will continue to do great things for Missouri's flagship institution."

Cartwright said the university will hold a national search for the position beginning this fall. UM System President Mun Choi and Cartwright decided to split the dual role of UM System Chief Diversity Officer and MU Vice Chancellor of IDE. An interim chief diversity officer for the UM System will be named in the near future. 🌈



## Daphne Posadas

- ◆ **ACADEMIC PROGRAMS**  
Business Administration (Management)  
Pre-Law
- ◆ **HOMETOWN**  
Independence, Missouri;  
Originally from New Jersey
- ◆ **ANTICIPATED GRADUATION YEAR**  
2021



# Bloch Student Admires Drive and Diversity

Daphne Posadas seizes opportunities at UMKC

PHOTOS BY: BRANDON PARIGO

**O**ur ongoing story starts with people from around the world, converging here at UMKC. Get to know our people and you'll know what UMKC is all about.

### Why did you choose UMKC?

When I was deciding where to go to college, I originally wanted to go back to New Jersey (where I was born) or New York, because there's tons of diversity, cultural identity and people who are proud of who they are, no matter where they're from. But UMKC offered me a lot of financial opportunity to go to school. I couldn't turn it down! It was a last-minute decision that I'm very thankful I made.

### What do you like about UMKC?

One key thing that I love about UMKC is I feel like I can contribute here. I didn't think one person could make a huge difference, but I got to be an orientation leader and an RA and make a difference in so many freshmen's lives.

Another thing I love about UMKC is the diversity. It's great to see people from all different cultures and stories. I realized I haven't met everyone in the entire world, and I want to. UMKC allows each student to start becoming the adult they want to be — one who is full of confidence, creativity and compassion.

### How did you choose your field of study?

In Honduras, my grandmother was a humble businesswoman. Instead of carrying a briefcase to work every day, she carried a basket full of hand-sewn cloths and clothing to sell. Instead of calling customers in a cubicle, she walked door-to-door talking to neighbors and engaging with them over a cup of coffee.

My father saw how hard she worked to make do for her children as a single mother, and it taught him from a very young age that money isn't everything, but it sure does help. Since migrating to the U.S., my parents have broken their backs to keep my siblings and I financially stable. After working for others for 15 years, my father finally owns his own company (also without a degree, like my grandmother). They've inspired me to follow in their footsteps and try to be even more successful than they were, but this time, with a college degree.

### What are the benefits of the program?

The UMKC Bloch School has the AACSB business school accreditation, given to less than 5 percent of business schools nationwide. Bloch students truly learn from the best. A business school in the heart of a city has its advantages, too, because a city is always surrounded by business. Kansas City businesses are always on the lookout for the next best innovators and experts in their field, which is why Bloch has so many internship opportunities that lead to a more than 90-percent employment rate after graduation.

### What are the challenges of the program?

Lots of people go to college to study business, which means more competition. We have to compete with one another, not only for the same jobs, but also to find new and better ways to stand out in a big crowd where everyone is just as good as you.

### How has your college program inspired you?

Bloch has inspired me to become an innovator — someone who looks for how to make the world a better place through business. Henry W. Bloch created a multi-million-dollar company that helps thousands around the nation. Then he came back to his Kansas City roots and donated \$32 million to expand the UMKC business school. He inspires me to become someone who makes a difference and gives back, so others can not only do the same, but better.

### What do you admire most at UMKC?

I admire UMKC's need for success. It's not just a school that teaches students and takes their money. It's a school that genuinely cares and wants you to succeed. You see it in the classrooms, in the library, in the Student Union. Everyone is in it to succeed and strive to be more.

### What are your lifelong goals?

In my career, I want to impact everyone, not just focus on minorities or majorities but how I can bring those together — how I can use my culture and languages to further influence people.

I once said I wanted to be an immigration lawyer to help those who don't tend to have the best of luck with lawyers. Maybe I'll get a law degree. Or maybe I'll get my master's in international business. I say "maybe," because I'm honestly trying to learn how not to plan out my life. I have goals but I know it's okay if they don't happen. I'm a perfectionist. I'm someone who needs everything to be on a list for it to happen. But I'm learning to live with imperfections. I'm trying to learn how to improvise and live in the moment. 🍀



Adjunct instructor Rob Wilson (left) and students in his “Beyond the Buildings” course respond to an audience question after showing their four-minute films May 2 at the Missouri History Museum. Photo by Sara Bell.

## Beyond the Buildings

Honors College Course Enlists Voices of Civil Rights Leaders, Encourages Community Engagement

STORY AND PHOTO BY: SARA BELL

**K**atie Showers was well versed in stories from the Civil Rights Era. She knew about the marches, other protests and the national reaction to Martin Luther King Jr.’s assassination. The University of Missouri–St. Louis student grew up hearing firsthand accounts.

But searching for her former teacher, Ida Odom, and sitting face to face with the activist reminded Showers about the importance of listening to and logging the voices of history.

“I think talking with her hit home that not only are these stories important, it’s also important that she gets to tell her story and that other people hear it,” Showers said. “She’s not Rosa Parks. She’s not Dr. King. She doesn’t have that name, but she’s just as important.”

It’s a lesson that will remain with Showers thanks to a project in a Pierre Laclède Honors College course.

“Beyond the Buildings,” taught by adjunct instructor Rob Wilson, challenged students to interview St. Louis civil rights figures and then produce four-minute historical documentaries from the conversations. The class, which is in its fourth offering, is one of Wilson’s service-learning courses designed to create opportunities for community engagement and extend learning beyond the boundaries of textbooks and classrooms.

“I find too many times that students don’t realize what they are learning in college,” Wilson said. “When you take them out of the classroom and they are engaged in the community, you can see them get excited by the importance of their work. This will be a class that they will remember.”

During each offering, Wilson selects a theme for the semester focused on the history of St. Louis. The class learns through books and discussions, but students also take bus tours of the city, meet with community members, visit local museums and create capstone documentaries.

Each of the 11 students was responsible for directing a short film focused on an individual activist during the spring semester. A few of those featured are Percy Green II – the demonstrator known for climbing the Gateway Arch to fight for fair minority employment – and Bernie Hayes, a legendary St. Louis journalist.

With the exception of Odom, who Showers suggested, Wilson recruited the interviewees and connected them to students. The topics discussed ranged from calls for social justice in the 1950s to current movements in the St. Louis region.

“We have a tendency to look at things from our own representation and how we grew up,” Wilson said. “I think it’s important that we see things through the eyes of others. None of us have been in the Civil Rights Movement. We have not walked the front lines. We can read about it all we want, but when you listen to the stories it’s riveting and becomes more real.”

To further their community engagement, students presented the 11 documentaries May 2 at the Missouri History Museum.

“These students went from being very nervous at the beginning of the semester to confident in the end and proud,” Wilson said. “They are so excited that this is what they have created, so much more so than if they had just done a research paper. It means something to them.”

Christina Richardson, a liberal studies student minoring in art history, was interested in enrolling because of the film elements of the class. She had little experience in interviewing or producing but gained confidence through the help of GoodVoice, an organization that aims to amplify the voices of St. Louis youth through design, social learning and digital storytelling.

Wilson enlisted the experts at GoodVoice to teach the technical aspects of the course and additionally partnered with the Missouri Historical Society and the Landmarks Association of St. Louis.

“If anybody has the ability to take a class like this, they should,” Richardson said. “It’s a learning experience like no other. You just learn so much from classes like this. There has been a disconnect between some of the people in our communities. This class makes you more comfortable talking to people and asking simple questions so that you can get to know others in your community. You learn to better appreciate people.”

Ultimately, Wilson hopes that having students listen directly to stories of civil rights leaders will extend their understanding and encourage continued community engagement. Showers believes the course has done just that.

“This class taught me not just the art of connecting but listening,” she said. “It’s so important when someone is talking to let them finish, see where it’s going and get the story. We could make four-minute documentaries literally about anyone. A lot of people don’t think that everything they have to say is important or that they didn’t make enough of a contribution. The truth of the matter is that they have.”



## DeJ'on Slaughter

- ◆ MAJOR  
Civil Engineering
- ◆ CURRENT JOB  
Development Associate
- ◆ GRADUATION YEAR  
2013

## Life-Changing Connections

Alum DeJ'on Slaughter Shares the Impact of Relationships and Volunteer Service

**UMKC grads are everywhere and they graduate with much more than a diploma. They leave UMKC with the practical knowledge, real-world experience and skills that help them land jobs they love.**

### What did you most appreciate about UMKC?

There are many reasons, but the most compelling would have to be the friendships and bonds with my fellow classmates, professors and faculty. I am proud to say that I am still very connected with many of these people. I also appreciated the ability to transform my relationships with professors and staff into mentoring opportunities, which has helped me to grow professionally throughout my career. The challenge, learning opportunities and support didn’t end when I received my diploma.

### Favorite thing to do while you were a college student?

By far, my favorite time on campus was spent as chapter president of the National Society of Black Engineers. We spent countless hours serving our community. We introduced local K-12 minority students to life-changing career opportunities in engineering. In a majority of minority communities, engineering is a foreign concept with little to no mentors to look up to. Our team worked diligently to impact as many students as possible to ultimately change the narrative in our community.

### If you had an internship during college, how did it help prepare you for your first job?

My internship experience was a “game-changer” in my life. The exposure to the professional environment forced me to grow both personally and professionally.

### Best career advice you’ve received?

Learn from your mistakes and always embrace adversity.

### What advice do you have for students entering your field/profession?

Don’t be afraid to think entrepreneurially. Introduce new ideas and always find ways to improve your professional pathway. You’ll get noticed and your personal stock will rise as a leader in this industry.



## Leading the Way

STORY AND PHOTOS BY: RYAN GAVIN

**The 2019 Emerging Leaders Conference exposed and encouraged student leaders from across Missouri to become more engaged with the legislative process.**



The three-day experience — co-sponsored by the University of Missouri-Columbia and the Missouri Legislative Black Caucus — gave students the opportunity to participate in a range of activities focused on exploring and debating community issues, the legislative decision-making process, leadership and teamwork. Participants also toured and learned about the unique benefits of Mizzou's campus, and they learned about how to access college in general.



To encourage growth and making college a part of their future plans, students also explored the college-planning process. A range of current MU students and recent graduates shared information about their college experiences and resources available for their academic and personal success.



Jill Davis, a doctoral student in aerospace engineering at Missouri S&T, has received an Amelia Earhart Fellowship from the Zonta International Foundation.



## Missouri S&T Grad Student Awarded Amelia Earhart Fellowship

STORY BY: RUDY STAREK

This Fellowship to “The Amelia Earhart Fellowship provides women with the opportunity to continue their work in doctoral aerospace programs and includes a \$10,000 award. In an effort to ensure that women have access to all resources and are represented in equal decision-making positions with men, Zonta International offers this the fellowship to 30 applicants every year. Davis’s research focuses on the development of novel small satellite navigation techniques to enable deep space and cislunar (near the moon) formation and swarm missions. As humanity begins to explore space beyond the Earth’s orbit, there is a need for advanced manned-mission support systems.

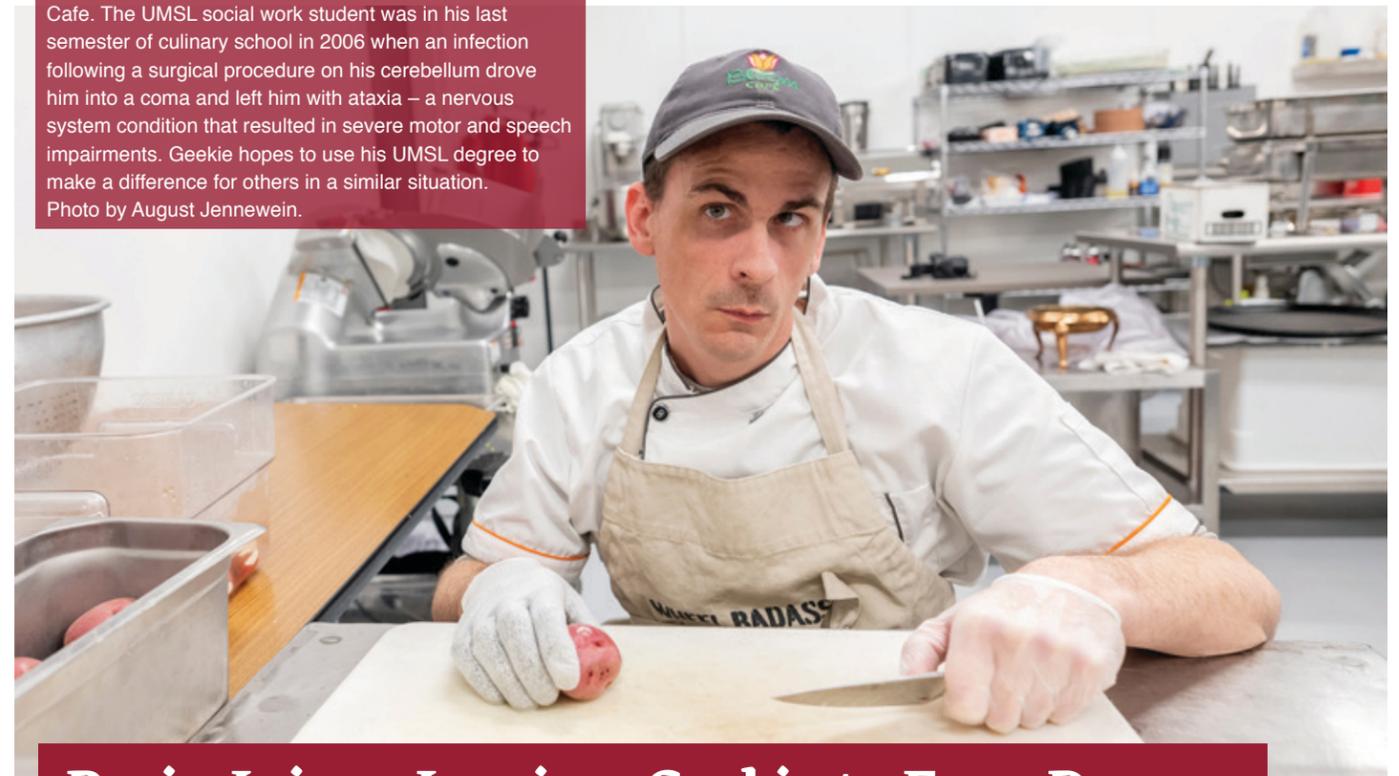
“I am so grateful to have received this amazing fellowship,” says Davis. “I look forward to continuing my small satellite research with Dr. Pernicka in the lab.”

Davis plans to develop vision-based sensor suites that enable relative position and orientation estimation between cooperative members of a spacecraft swarm. She will explore the use of advanced cooperation mechanisms, such as LEDs or QR codes attached to the spacecraft, to increase the accuracy of the sensor suites.

Davis will work in Missouri S&T’s Space Systems Engineering Laboratory to expand the increasing small satellite mission capabilities to one day help propel humans deeper into space. She is advised by Dr. Hank Pernicka, professor of aerospace engineering at S&T.

The Amelia Earhart Fellowship was established in 1938 in honor of famed pilot and Zontian, Amelia Earhart. Since the program began, Zonta has awarded 1,573 Amelia Earhart Fellowships to 1,144 women representing 73 countries. Fellows have gone on to become astronauts, aerospace engineers, astronomers, professors, geologists, business owners and heads of companies. ◆

Kevin Geekie works as a prep cook at Paraquads Bloom Cafe. The UMSL social work student was in his last semester of culinary school in 2006 when an infection following a surgical procedure on his cerebellum drove him into a coma and left him with ataxia – a nervous system condition that resulted in severe motor and speech impairments. Geekie hopes to use his UMSL degree to make a difference for others in a similar situation. Photo by August Jennewein.



## Brain Injury Inspires Geekie to Earn Degree, Assist Others

STORY BY: DAVID MORRISON

PHOTO BY: AUGUST JENNEWAIN

It was supposed to be a simple procedure.

Back in 2006, when Kevin Geekie was 26 years old, he went into the hospital to get a benign tumor removed from his cerebellum, at the back of his brain. Expected recovery time: two weeks.

“I was in there for six months,” Geekie says. “I started taking a nosedive. I was doing fine. Then, all of a sudden, I did really bad.”

Geekie developed an infection that drove him into a coma. Through the ordeal, he developed ataxia, a nervous system condition that resulted in severe motor and speech impairments and left him using a wheelchair.

It took Geekie some time to get used to his new life. Once he did, though, he knew he wanted to make a difference for others in a similar situation.

“I’ve been through it. I live with brain injury,” Geekie says. “Now I’m talking to you: not sleeping in bed, being depressed. Just get out and do it. You’ve got to do it.”

Geekie is pursuing his bachelor’s degree in social work at the University of Missouri–St. Louis and expects to graduate in May 2020. He started taking one class at a time in 2013 but became motivated to do more around the time his mother passed away two years later.

“It’s been challenging, slow,” Geekie says. “Because of my disability, I can only take two or three classes at a time, so what takes people two years takes me four or five, maybe. It’s really good to be near graduation. It’s like seeing the light at the end of the tunnel.”

For a project in his Human Service Organizations class last fall, Geekie and his group developed a \$10,000 grant proposal to Ameren Missouri to fund a counseling program for people with brain injuries. The course instructor, Associate Professor of Social Work Baorong Guo, says the project is no mere exercise. She expects students to do the research, collect the paperwork, make contacts and submit an actual proposal for consideration.

“He’s a very devoted student, very dedicated to his learning,” Guo says. “He has benefited from the services provided by social service organizations and, in the future, he really wants to give back to the community using his skills and expertise.”

After earning his degree, Geekie hopes to work with the Brain Injury Foundation of St. Louis, helping people with brain injuries find employment.

Outside of school, Geekie keeps himself busy by playing wheelchair rugby and working as a prep cook at Paraquads Bloom Café, a breakfast and lunch restaurant that employs people with disabilities. He was in his final semester of culinary school before his fateful hospital stay.

“I tell Paraquads every day that I’m really grateful for this job,” Geekie says. “Chopping onions and making sandwiches, I can do much more than that, but it doesn’t matter. I’m preparing food and helping people.” ◆



## A Final Interview with Dr. Kevin McDonald

Before he leaves his departure for the University of Virginia, Dr. McDonald sat down with journalist and professor Ron Stodghill

STORY BY: RON STODGHILL

PHOTOS BY: RYAN GAVIN

For the past three years, Dr. Kevin McDonald has served as the UM System Chief Diversity, Equity and Inclusion Officer and MU Vice Chancellor of Inclusion, Diversity & Equity. McDonald's tenure began amidst the student racial protests in 2015, and in this newly created role, he sought to transform the university's culture across the board, from increasing diversity among faculty staff and students to forging stronger ties with local leaders and organizations throughout Columbia.

In April, McDonald accepted a position as Vice President of Diversity, Equity and Inclusion at the University of Virginia. During his final days prior to his departure, McDonald sat down in his Jesse Hall office and spoke with journalist and University of Missouri-Columbia associate professor Ron Stodghill about both his achievements — and some unfinished business future goals — around diversity and inclusion. *(The hourlong interview, which took place in early May, has been edited for brevity, clarity and accuracy.)*

### Can you talk about your arrival and the challenges you met, and how you worked to address them?

When I came here, I found a community that was skeptical of anyone who would have been in this role and anyone who would have been attached to administration. There was a lot of skepticism regarding the intentionality, authenticity and engagement levels of anyone in administration. And even though this position was born out of the

protests, I wasn't protected from that skepticism. The students were very clear that success in their eyes was going to be attached to engagement, visibility and transparency in ways that were pervasive.

The students were clear that the events that led to the protest themselves didn't just pop up, that they were built up over time, the lack of engagement over time. Initially, to them I was just a body, a person in this role, but they said there was a window of opportunity, and in order to take advantage of it I was going to have to engage with the constituencies that were there. There were many faculty and staff who also said 'we are looking for a partner, someone who'll roll up their sleeves and work with us to make Mizzou better.'

### What are the sensitivities in trying to build those relationships?

I think avoiding one-offs: where you show up for what you think is just one event and just kind of show your face, shake some hands, and they don't see you anymore. Another is meeting with students where they are most comfortable. It could be my office, or it could be a local burger joint. To build that level of credibility, you have to go to where the people want to engage with you. And I do think there were also parts of the population who felt that the institution was OK where it was. Or that the institution maybe didn't need to engage as much.

So I had a number of sentiments that I was wading through. Some middle of the road, some left and some right. I needed to leverage all of those to build a level of confidence that there were some holes that needed to be plugged, but that the ship wasn't sinking. They wanted to be reflective of the past in a way that informed the present and the future, but didn't define it.



### One of your signature initiatives was the so-called ACE report, a study by the American Council on Education. Can you talk about how that came to be, and what was gained from it?

During the last administration when President Barack Obama was in the White House, one of our lobbyists invited me to a meeting on diversity and inclusion in post-secondary education. Representatives from the American Council on Education were there, and in one of their workshops they mentioned that there was a dearth of research on diversity and leadership. This got me to thinking, and when I saw those same representatives at a reception, I said 'Right now the narrative at Mizzou is negative. It would be wonderful if we had an opportunity to control the narrative. What would say about a case study on Mizzou post the protests on how we're making strides forward, how we are engaged in leadership decisions around diversity?'

They were lukewarm in the beginning, and then they thought about it and bounced it around within the confines of their organization and came back and said, look, we think there is something to this and we'd like to explore it further, and to give it additional credibility, we want to identify two national scholars to oversee the project.

Among the study's key recommendations were encouraging leaders to enhance their understanding of the historical legacy of racism and racism on campus and the community; demonstrating a long-term commitment to issues of diversity and inclusion; acknowledging the collective trauma stemming from the protests; and leaders engaging in "active listening" rather than trying to "solve" the problem.

### What happens to the programs and initiatives you've launched? Can you relieve concerns among students and faculty of color over a potential loss of momentum? Also, what would you recommend to your successor in taking the helm?

If there's anything to be learned from the field of diversity, equity and inclusion from my perspective, it is that the most successful chief diversity officers are relationship-driven. You have to roll up your sleeves, which can be exhaustive and time consuming. But you have to take the time to get to know people on an individual basis to build your own credibility with them. You can't just show up for a signature event here and there.

I do think we have leaders within this division who know how to do that, who have the relationships and relationship-building skills and can step in, particularly within this interim period, and continue to serve this community. I also think we have created cross-functional partners who believe in where we've gone as a division and as an institutional community and don't want to see us regress. They are also pledging their support to be supportive pillars. So I think we are at a really good space. And in order not to lose that, we have to make sure that we are not just enticed by pedigree and past institutional placement but also by people who are, to their core, committed to people and to being servant leaders.

I think this is a community that wants to support leaders like that. They have been very welcoming to my family. I have a daughter who is going to remain at Mizzou — she's very clear about that. I have a son in Rolla. So our family has shown a level of commitment to the area. I think it speaks to how special Tiger nation is. So I think it's ripe and ready, both in terms of internal support and community support, for the next leader.



### What are the most important building blocks you think you're leaving behind for your successor?

I think we have a strategic framework to work from. I think Inya (Inya Baiye, Assistant Vice Chancellor for Inclusive Excellence and Strategic Initiatives) has come in and provided additional strong leadership in that regard and even tightened things up so we have a path to follow. The key is making sure that every unit is committed to figuring out where they fit into our plan and how diversity and inclusion needs to move forward in their unit.

We need increased attention and focus on faculty retention and student success, for sure. Part of that is listening to them and getting an idea of what their lived experience is like. Do they feel supported in their department? What's their incentive to stay? There was a study by Harvard professor Dr. Cathy A. Trower that said there are three things that impact faculty of color's ability to gain tenure: culture, climate and collegiality. And so I would ask, are there positive reflections of that on our campuses?

I also feel really good about the supportive pillars and ideas around student success. I appreciate NaTashua Davis (Executive Director of Access and Leadership Development) and Donell Young (Director for the Center of Academic Success and Excellence) and the efforts they've been putting into really developing strategies and additional vision around that. One of the things we have also been working hard on is building our enrollment across the board, and making sure students are successful once they get here.

We've offered financial support to several key programs throughout the community, including planning grants — two years in seed money — to support organizations that might have wanted to do the work but didn't have the capacity. United Way had access to that, and the Inclusive Impact Institute (a local nonprofit that provides training and education, consulting, and leadership development aimed at increasing diversity and inclusion in the community) had access to that. It was just to say, 'We believe enough in what you're doing, we want to offer some supportive funding. Just some seed money to get it started' and in ways that we didn't control. We wanted to fertilize their efforts to see where it would grow. Another leader may come in and say it was really successful and may want to provide in some way, shape or form, some additional funding. All in all, I think I learned a lot and grew a lot here. I think I operate at the intersection of my passion and my purpose and I think and I hope that that is one of the reasons the University of Virginia believes I can serve in this capacity there. 🍀

International students Tamar Makharashvili, Ketul Patel, MinGi Seo and Sai Hemanth Kankanala look at a map of countries representing students at Missouri S&T. Photo by Tom Wagner.



## A Conversation with International Students

STORY BY: SARAH POTTER

PHOTOS BY: TOM WAGNER AND SHESHAN JAYAWARDANA

**T**hey leave their families and home countries and travel long hours to arrive in the small town of Rolla, Missouri, to attend Missouri S&T. Once here, international students face challenges unfamiliar to most native-born U.S. citizens: language barriers, housing, making new connections, and adjusting to different food, weather and customs.

But with support from their fellow international students, their new community and Missouri S&T, many of them overcome each of these challenges, build new networks of friends and succeed academically.

### Arriving in Rolla

Tamar Makharashvili arrived in Rolla in early January 2014 to a cold, snowy – and mostly empty – campus. The start of the spring semester was still days away. The first thing she did when she arrived was to visit her comfort zone: a research laboratory, specifically the Electromagnetic Compatibility (EMC) Laboratory at S&T.

“I went straight to my lab, and that was where I felt comfortable and like I belonged there,” says Makharashvili. “Campus was too huge – too many buildings, too many names. It was a little hard to navigate through the campus. Having the lab really helped me.”

Over the last five years, she has earned her master’s degree from S&T and will graduate with a doctorate in electrical engineering this year.

Coming from the country of Georgia on the Black Sea, Makharashvili liked the more compact campus in Rolla compared to Tbilisi State University, in Georgia’s capital of Tbilisi, where buildings are spread across the city.

On the other end of the spectrum, MinGi Seo came from one of the largest cities in the world – Seoul, South Korea. The small town of Rolla was a culture shock.

“For me, coming from a big city, I wasn’t used to living in a small campus town,” says Seo. “But I like the environment of a lot of students around. I kind of like it in a way that this is a place to study and earn your degree.”

Seo came to S&T in 2017 to earn both her master’s degree and doctorate in explosives engineering. She is one of just a handful of students on campus from South Korea.

### Students Welcome Students

International students headed to S&T frequently first interact online with other international students already settled in Rolla.

“One thing that really helps in the transition is the current international students. They are such a valuable resource for the new students,” says Jodi Hasekamp, program manager of international recruitment at S&T. “They all provide so much support to the new students.”



Sai Hemanth Kankanala talks with Jodi Hasekamp at the Southwestern Bell Cultural Center. Photo by Tom Wagner.

About 10 percent of Missouri S&T students come to Rolla from around 60 different countries. Hasekamp says the students help their incoming peers by sharing information about housing and academic advising, and when new students arrive, they show them around and take them shopping for whatever they might need.

Hasekamp says Missouri S&T’s international affairs department organizes a large international student picnic in the fall and orientation sessions at the beginning of each semester to officially welcome students and help connect them with services such as banking and cell phone service.

New students also connect with international clubs such as the India Association, the Chinese Students Scholar Association, the Saudi Association and the International Students Club (ISC).

“We have close to 200 students and faculty from India, including Ph.D., doctoral and master’s students,” says Sai Hemanth Kankanala, president of the India Association and a master’s student in electrical engineering.



Ketul Patel plays ping pong with Tamar Makharashvili at the Southwestern Bell Cultural Center. Photo by Tom Wagner.



MinGi Seo and Tamar Makharashvili both said joining the International Students Club (ISC) helped them in their transition to life at Missouri S&T. Photo by Tom Wagner.

“In the fall, we get about 40 new Indian students and around 10 in the spring. We can guide them through the difficulties they are facing both academically and living in Rolla.”

Kankanala says the India Association also provides rides for new students from the airport in St. Louis to Rolla and offers temporary housing for students.

Seo says she joined the International Students Club as a way to meet new people at the university outside of her department.

“I had a great year last year,” she says. “It was the best thing to do because it was my first year. I got to know people through one community. With international students here, apart from Chinese and Indian students, there are only one or two people here from their home country.”

Last year, the ISC started a buddy program to help new international students settle in at the university.

“We pair them up with some of our officers, with someone who speaks a similar language,” says Ketul Patel, a senior in information technology and president of ISC. “We help ease their transition within the community, find an apartment rental or a phone plan. We were in their place at one point, so we try and help them.”

Patel and his family came to the U.S. from India in 2009, and he became a citizen in 2014. He still remembers his own transition.

“There was a culture shock in 2009 when I moved here,” says Patel. “I joined ISC last year, and it really changed my S&T experience. I met so many wonderful people from different cultures and they have become part of my life.”

### They Come to Learn

International student organizations help welcome newcomers, but academic excellence is why many international students choose to study so far away from home.

“For a lot of students, studying in the U.S., has probably been a lifelong dream for them and their parents,” says Hasekamp. “It’s something they’ve been working toward and something their family has been saving for their entire life. They definitely take this opportunity very seriously and want to make the most of it.”

In Georgia, Makharashvili wasn’t encouraged to go into engineering. “Girls are told that engineering needs a man’s brain,” she says.

But she couldn’t understand why science wasn’t for girls. Her curiosity about computers as a child led her to study the machines’ components. That, in turn, led her to study electrical engineering in college. She says that the EMC Lab at S&T is internationally known in her field of study.

“The Electromagnetic Compatibility Lab is famous in my field,” says Makharashvili. “I contacted my S&T professors, talked about research and ended up in Rolla after earning my bachelor’s degree.”

She’s already accepted an offer in California to work at Google as a design engineer. She will work on printed circuit boards to evaluate their performance, make modifications and improve the product.

Missouri S&T’s reputation as a good return on investment often leads students to the university.

“They are very aware of what will happen when they leave school here and the doors that open when they get an S&T degree,” says Richie Myers, educational program coordinator for international affairs at S&T. “They are very determined because they’ve worked so hard.”

Seo earned a bachelor’s degree in Canada and worked in the mining industry in Australia, Indonesia and South Korea for more than a decade before she decided to go back to school. She was familiar with Missouri S&T because of the explosives engineering program.

“I couldn’t find any other English-speaking programs in the world that offered a doctorate in explosives,” she says. S&T’s experimental mine, conveniently located just five minutes from campus, was another appealing feature for Seo.

### International Events on Campus

Missouri S&T hosts a number of community events that international students organize themselves, including ISC’s International Students Day in the Havener Center. Students display cultural artifacts and clothing from their home countries and participate in cultural performances, a fashion show, dinner and dancing.

“Our goal is to build a bridge between local students and international students so they can share their cultural values,” says Patel.

*Continued on next page*

Diwali Night is another popular event on campus and in the surrounding community. Hosted by the India Association, Diwali is one of India's most vibrant festivals – known as the festival of lights.

“International Student Day and Diwali Night activities are really student driven,” says Hasekamp. “They go out and do fundraising in the community. They cook the food themselves and put on the entertainment. It's a really big endeavor that they do themselves.”

Students in the Chinese Students and Scholars Association organize a Chinese New Year celebration for the campus and the public every year. The event features a cultural show in Leach Theatre followed by an authentic Chinese dinner.



Missouri S&T holds an annual Chinese Spring Festival celebration with performances at Leach Theatre. Photo by Sheshan Jayawardana.



Richie Myers listens to MinGi Seo play the piano at the Southwestern Bell Cultural Center. Photo by Tom Wagner.

The largest international event of the year is Celebration of Nations, which is held annually on the last Saturday in September, and 2019 will mark the event's 10th year. Thousands of community members watch the parade through downtown Rolla with participants representing more than 80 countries. International flags, floats, camels, Chinese dragons, the Marching Miners and many community groups participate in the event.

Myers helps organize the event for the campus.

“We're estimating that we've had about 4,000 people attend the last couple of years,” says Myers. “We couldn't be working with a better group of people coming together with the city – they're so into it and really supportive. It's really fun to have them with us.”

### Americans Benefit Too

International students enjoy the events and opportunities available at Missouri S&T. The Americans on campus and in the community benefit from the international students' presence, too.

“We encourage Americans to join the ISC,” Seo says. “They get exposed to 50-plus countries' cultures just by joining in one club. There were quite a lot of Americans coming in and whenever we do potluck, they bring mac and cheese, and we love it.”

Hasekamp says all students benefit from the exposure to a variety of cultures on campus.

“It just enriches the campus a lot for everyone here to have a more global education,” says Hasekamp. “When you think of the work environment now, you aren't just going to be working with people exactly like you, so it's important to know how to have those types of relationships with other people from all over the world. We can learn a lot from them.”

Myers brings international college students to surrounding K-12 schools to meet children who sometimes have never had a chance to meet someone from another country.

“It's amazing to see what happens – acceptance and awareness opens little minds,” says Myers.

He says it also helps international students to practice their English. They have an opportunity to talk with third-graders who aren't so concerned about their English skills, he says.

“My international students are nervous going in, and then they want to know when they can do it again,” says Myers. “It helps them get up the courage to raise their hands in class. They are sensitive about their communication skills.”

### Adapt and Excel

International students improve their language skills, study hard and learn how to interact with new cultures. At the same time, they are forging new connections.

“Not only are they living in a totally new place, speaking a different language, they are learning how to interact with their peers and professors,” says Hasekamp. “It's amazing how well that they can adapt to their new life here and be so successful.”



Sai, Tamar, MinGi and Ketul have adapted to life as international students at Missouri S&T. Photo by Tom Wagner.

“I felt like we were a family because whenever we have any holidays, they are the people you hang out together with, make food and celebrate,” says Seo. “Even for birthdays. We try not to miss anyone's birthday. I know what it feels like being by yourself, and no one really knows it's your birthday except your family back home.”

Seo even visits her new international friends in their home countries when she travels back to South Korea.

“Everyone is not the same,” says Seo. “But in the end, everyone is just trying to live a normal life.”



## UMSL Taps Marie Mora to Assist in Inclusion and Faculty Engagement

STORY BY: SARA BELL

GRAPHIC BY: WENDY ALLISON, PHOTO COURTESY OF MARIE MORA

The University of Missouri–St. Louis has selected Marie Mora, who has most recently been associate vice provost for faculty diversity at the University of Texas Rio Grande Valley, to become the associate provost for academic affairs. Mora will assume the role July 1.

“I am so pleased that Dr. Mora will be joining our team to help meet our strategic goals and advance our mission,” said Kristin Sobolik, UMSL's provost and executive vice chancellor for academic affairs. “She is a dynamic leader with an extensive background in faculty development, inclusion initiatives and large-scale institutional grants that support leadership development and faculty collaboration.”

In her role, Mora will serve as the point person in the provost's office for strategic planning, assessment and accreditation as well as programs and curriculum. She will also be a key partner in ongoing diversity and equity initiatives, faculty engagement, development and academic personnel matters.

“This is an exciting time to be at UMSL with its new strategic plan and goals as well as its dynamic and inspiring mission statement: We transform lives,” Mora said. “I am also excited about the broad range of strategic and operational responsibilities the position encompasses and look forward to working with Provost Kristin Sobolik and the rest of her team in academic affairs to transform lives.”

At UTRGV, she oversees a variety of innovative programs, including the Women's Faculty Network, ADVANCE Associate to Full Professor Program, ADVANCE Women's Leadership Workshop, Faculty Travel Support Program and Faculty Excellence Awards. Mora also serves as a professor of economics and is director of the American Economic Association Mentoring Program, which is funded by the National Science Foundation.

She's been an active researcher during her career, earning \$3 million in external funding as a principal investigator or co-PI. She's also penned two books on Hispanic socioeconomic outcomes, was named one of the “75 Top Economics Influencers to Follow” by FocusEconomics and served as past president and founding member of the American Society of Hispanic Economists.

Mora earned a bachelor's and a master's degrees in economics from the University of New Mexico and a doctorate from Texas A&M University.

Prior to her appointment at UTRGV, Mora served as vice provost fellow for faculty affairs at the University of Texas–Pan American, MBA program director at UTPA and as an assistant, then associate professor of economics at New Mexico State University.

“I look forward to working with Marie to advance our collaborative efforts across campus and increase developmental programming and outreach,” Sobolik said. “She will be an excellent partner and resource for our academic community.”

# Communication Courses Help Students Move Beyond Cultural Stereotypes, Including Those of Immigrant Groups



Communication and Media Associate Professor Lara Zwarun spoons rice onto a plate during an international potluck in her “Dangerous Messages” course. This semester the course has examined the way immigrant groups are presented in media. Photo by August Jennewein.

STORY BY: STEVE VALENTIK

PHOTOS BY: AUGUST JENNEWAIN AND STEVE VALENTIK

A box of kolaches, a plate of pierogies, cannolis, candy from a piñata, a big bowl of Puerto Rican rice and some McDonald’s French fries were spread out among other dishes on desks around a second-floor classroom in Clark Hall on a Tuesday earlier this semester.

One University of Missouri–St. Louis student wore a fur Russian hat, another a Liverpool Football Club sweatshirt, still another a brightly colored African shirt.

Before they and their classmates in Communication and Media Associate Professor Lara Zwarun’s “Dangerous Messages” course got up to begin filling their plates and then digging in, they sat back in their seats to listen to a presentation from classmates Daniel Tallin and Redmond Reilly. It provided some background on the Bosnian immigrants who fled their homeland as refugees in the early 1990s and settled in large numbers and flourished in St. Louis.

The potluck lunch was just one way that Zwarun has tried to help raise her students’ understanding of the myriad cultural and ethnic groups that have been arriving as immigrants and melting together in the United States for generations and, continuing to this day.

Presentations like Tallin and Reilly’s were another.

The class also took in an exhibit at the Sheldon Art Galleries showcasing work of local artists who are either immigrants or born of immigrant parents.

Those experiences helped them think more deeply about the way immigrants and immigration issues are covered in media.

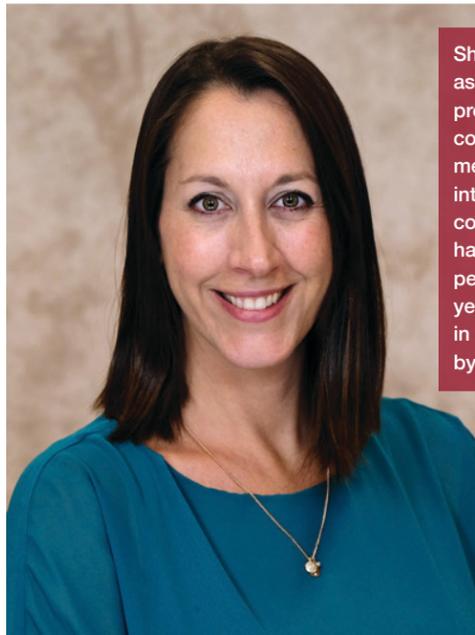
“I know from teaching my students – not just this class but all my students – they don’t really know that much about what’s going on,” Zwarun said. “I don’t mean this to sound overly critical because I’m guilty of it too. They’re really not that informed in world affairs, and they don’t see the reward in knowing that information. It requires work to follow, and it can be depressing.”

“Dangerous Messages” helps students realize their views can be shaped even when they aren’t actively seeking out information. The course explores how forms of media and communication are used to promote as well as inhibit social and individual well-being by critically

examining the types of messages that are conveyed in the media they consume – including how different groups appear in advertising or entertainment programming. Students also learn those appearances aren’t always factual or accurate.

Zwarun isn’t the only communication professor who’s been trying to increase cultural awareness and understanding through courses this semester, and the Department

of Communication and Media presents an ideal forum for considering these issues.



Shannon Ahrndt, an associate teaching professor of communication and media, saw the impact intercultural communication can have on an individual’s perceptions during 10 years spent teaching in South Korea. Photo by August Jennewein.

Shannon Ahrndt, an associate teaching professor, teaches the upper-level course “Intercultural Communication,” which looks at culture as a variable in interpersonal and collective communicative situations.

Her course doesn’t only examine culture as it’s connected to ethnicity or national heritage: It also explores identifiers such as religious affiliation and the way labels affect how people are treated or perceived. One group of students, for example, researched, visited and interviewed members of the Church of Scientology for a class presentation examining the perception and treatment of its members.

But since last spring, Ahrndt has partnered with Denise Mussman, a teaching professor of English for Academic Purposes in the Department of Language and Cultural Studies. They’ve paired American students enrolled in Ahrndt’s course with international students from Mussman’s, and they met five times throughout the course of the semester.

“I think that the best way to actually break down barriers of ‘us vs. them’ – international barriers – is through actually doing things together and exposure,” Ahrndt said.

Most of the international students come from Taiwan, China and Vietnam, though there also were students from India, South Africa, South Korea and Uzbekistan.

“It’s great because a lot of them don’t have American friends or they don’t speak much English with American people, and it’s just such a great opportunity for them to practice English and make a local acquaintance,” Mussman said. “It’s strange how isolated they are sometimes with people from their country.”



Students Redmond Reilly (standing at top) and Daniel Tallin (seated at top) deliver a presentation on the Bosnians who fled their homeland and immigrated to the United States – including many to St. Louis – amid violence in the early 1990s. Photo by August Jennewein.

The students first met for a conversation in class that served as an opportunity to get to know each other. Their second interaction was an in-class game day, where they taught each other games from their home countries. Their third meeting took place off campus at an ethnic restaurant serving cuisine from the international student’s home country or at an international supermarket.

Ahrndt’s students and their partners had a potluck of their own in April, and earlier this month they met again in class to discuss how issues of dating, marriage and family differ in their countries.

She knows how much influence these one-to-one interactions can have because she experienced it firsthand while teaching for 10 years at Seoul National University and Kyung Hee University in South Korea and two more years in Vietnam.

“I was the ‘other,’” she said. “I was this professor, and it was the only time my Korean students had ever talked to someone from the U.S. or someone from outside their own country, and I saw how important that was in terms of breaking barriers. I saw how it transformed their ideas of what it meant to be from a Western culture because they grew up hearing about and seeing our media and having these preconceptions.”

Ahrndt wound up creating interactions similar to what she does now in her classes in Korea. With fewer foreign students there to involve, she set up videoconferences with students at the University of Michigan and the University of British Columbia. She then brought the idea with her to UMSL, where she’s been able to connect American and international students in person.

Zwarun has taught the “Dangerous Messages” course for several years. In the past, her students have dived into and discussed media coverage of events such as the 2014 shooting of Michael Brown in Ferguson and issues such as how Ukrainians are working to combat propaganda spread via social media – an area of research interest for Zwarun.

She had the idea to focus this semester’s class on the topic of immigration sometime after a lunch with a former student and colleague, during which they discussed similar harrowing experiences from their family histories about relatives escaping Eastern Europe and coming to the United States after World War II. That conversation took place amid

the backdrop of relentless news coverage of migrants arriving at the U.S. southern border.

“I had this idea to make the class about immigration because so many of the topics that we would cover in the class anyway could be applied to issues of immigration,” Zwarun said. “We talk about stereotyping. We talk about how people are mentally lazy these days. They’re so inundated with information, and they really don’t like to sift through dense information, especially if it requires reading information. That makes them very vulnerable to stories that are framed or kind of succinctly summed up in an image or an attitude, including the idea of the caravan or ‘bad hombres’ or the debate about the wall.”

Like Ahrndt, Zwarun wants her students to challenge preconceptions and be more intentional about the things they think.

That includes reservations they might have about being able to relate to people from different backgrounds or cultures.

Shelley Pittman, a junior psychology major and communication minor in Ahrndt’s class, had been nervous before meeting with Indian student Palak Sondhi and later dining together at House of India.

“I’m more of an introverted person, and I worried, ‘What if she doesn’t get along with me or I don’t get along with her or we just have nothing in common?’” Pittman said. “It was a really great surprise when it was just so easy for us to talk about things and play games and get to know each other.”

Vietnamese student Thinh Dam, center, discusses issues of family and marriage with other students, including Justin Krause (top left), as part of Shannon Ahrndt’s “Intercultural Communication” course. Krause and Dam were paired together in a class project to facilitate dialogue between American and international students and had lunch together at Mai Lee and took in a Cardinals game. Photo by Steve Walentik.



Senior liberal studies major Justin Krause and senior economics major Thinh Dam, a native of Vietnam, had such an enjoyable discussion over lunch at Mai Lee that they decided to continue it the next day at Busch Stadium. Krause served as a tour guide for Dam’s first professional baseball game, one of the highlights of Dam’s time studying in St. Louis.

“It was so much fun,” Krause said. “I got to tell him all the stuff I did, shared stories, hung out. Thinh was so excited to go to the game. He wanted to see everything.”

For students in Zwarun’s class, the focus has been more on being aware of the implicit messages in the media they consume.

“I definitely read more into the messages being stated and why they’re being stated as well,” said Tallin, a senior communication major. “We’ve talked about framing and how it’s done to set the narrative for you.”

They’ve also learned to seek out additional sources of information.

“I don’t think I was ever the person who was like, ‘I don’t know anything that’s going on,’” junior communication major Mariah Lindsey said. “I always tried to make myself aware – whether it was entertainment or politics – of at least the current events. But I think I will probably search out more sources for even more worldwide news.”



(Left) Keynote speaker Brittany Ferrell, Black Lives Matter activist and founder of Millennial Activists United, let the audience know that “you don’t have to have it all figured out.”

## Women of Color Connection Day Empowers Young Women Across Kansas City

Annual event promotes education, equity and professional development

STORY BY: KELSEY HAYNES

PHOTOS BY: JOHN CARMODY

Over the past eight years, hundreds of teenage girls from high schools across the greater Kansas City area have come to UMKC for the annual Women of Color Leadership Conference High School/Collegiate Connection Day hosted by the Division of Diversity and Inclusion. This half-day mini conference encourages connection, empowerment and, most of all, access to higher education.

**“ Never in my life have I ever felt more EMPOWERED by the person I am and my background. I’ve never been more PROUD of the person I am and have never felt I mattered as much as I have today. ”**  
– Isabella

An extension of the larger Women of Color Leadership Conference, which takes place every June, the connection day gives high school girls an opportunity to learn from professional and collegiate women of color across UMKC and the greater Kansas City community. Workshop presenters discuss topics related to self-esteem, personal branding, embracing your identity and more. Here’s a look back at the impact made at this year’s conference.

**“ It’s okay not to be okay, taking in all of the wisdom from keynote speaker Brittany Ferrell at the Women of Color Leadership Conference. What a truly amazing talk. ”**  
– Trinity

(Below) Kansas City schools who brought young women to the conference included Olathe Schools, University Academy, F. L. Schiagle High School, Grandview School District and many more. Several teachers and counselors attended as chaperones.



**“ I loved today’s Women of Color Leadership Conference! So uplifting and powerful to see a roomfull of beautiful and successful black and brown women of all areasspreading awareness and self-love and change. ”**  
– Mari



UMKC students served as emcees and workshop presenters, speaking with high school students about navigating society in light of the #MeToo movement, the importance of personal branding, and the disadvantages of colorism.

**“ The Women of Color Conference is always the highlight of my year. These young folks are beautiful, strong and making it happen! Chancellor’s Chief of Staff Kimiko Black Gilmore kicked us off with fire! ”**  
– Diane



## Deep Lens Technology Helps Address Bias In Classroom Settings

Faculty Team Uses Technology to Help Instructors Visualize How Classroom Behavior Affects Student Success

STORY BY: KELSEY HAYNES

A team of faculty from the University of Missouri-Kansas City School of Computing and Engineering, Department of Communication Studies and Office of the Provost and Executive Vice Chancellor have embarked on a mission to leverage artificial intelligence and facial recognition technology to create inclusive environments in classroom settings.

Computer Science Professor Yugyung (Yugi) Lee, Associate Professor of Communication Studies Ye Wang and Associate Research Professor Alexis Petri are working to develop a technology system that will help instructors learn how classroom behaviors translate to student success.

The team of faculty has applied for funding to complete two projects using this technology.

**1 Using artificial intelligence to help STEM educators teach challenging subject matter and to monitor growth mindset.**

“It’s common for teachers to try and relate to students when teaching subjects like math and science by saying things like ‘it’s OK, I wasn’t good at math either,’ but that actually hinders students’ growth,” says Petri.

**2 Launch a strategic initiative for UMKC professors to receive real time feedback on implicit bias.**

Using camera equipment to build facial recognition and gesture-recognition technology, the team will be able to monitor classroom settings and further understand the general sentiment of both students and the instructor in real time based on body language, speech and facial expressions.

“We built a Deep Learning model and taught it to detect faces with 8 different emotions (happiness, sadness, fear, anger, surprise, disgust, and neutral). We found that if you have 100 images, 80 of them were accurately labeled with one of these eight emotions by the model while

20 images are not properly labeled. These images may be from your own social network or different people,” said Lee who is working with computer science students to teach the technology to detect these things with 100 percent accuracy.

Then, with Wang’s help, the team will be able to teach the technology to analyze the sentiment of every student in a classroom as it relates to content presentation and type without having to identify who the student is.

“We want to recognize that as artificial intelligence learns, we are passing on our bias. Everything implicit to us gets passed on to AI. If we can teach AI to analyze human behavior more reliably than humans, it allows instructors to have a more confidential and genuine assessment,” said Petri.

Petri said if this project gets funded, Provost and Executive Vice Chancellor Barbara Bichelmeier will conduct workshops on growth mindset.

Wang and Lee are working to establish a baseline with the help of the UMKC Theatre Department. Theatre students will get acting experience by role playing various classroom scenarios in a controlled setting to get exaggerated responses. Using camera footage from the classroom, Wang will create an animated report for instructors to visualize how speech and presentation correlate with students’ response.

To get an accurate report, students will be able to complete diversity information before entering the classroom and receive a QR code that will help the technology pay attention to the class’ racial makeup. For the students’ protection, the diversity information they complete will only include racial makeup and gender identity.

This research will be useful for artificial intelligence research since the project will generate meaningful data for advanced research in artificial intelligence/deep learning. It also gives opportunities to three industries – computer science, and technology and social sciences – the ability to understand one another better as there are not often a lot of research collaborations like this.

“Artificial intelligence isn’t about fixing the problem we have with implicit bias, but addressing it. This technology can help us overcome our biases by helping instructors see what’s actually happening in the classroom,” said Lee.

Lee has already begun working with computer science students on testing and improving facial-recognition technology with the resources available in the School of Computing and Engineering. They are still waiting to hear the results from the three funding proposals they submitted to move forward with building the cloud application to analyze and translate what’s happening in the classroom.

“This is a chance for humanities students to gain research experience, and work in labs when they don’t usually get to do so regularly. Collaboration between humanities and sciences is the future of research,” said Wang.

Several community organizations are already interested in testing the technology when it is complete.

“In elementary education, it is important to support teachers as they set high standards for students and help students meet those standards. Developing math and science interests and capabilities early is important to broadening and increasing STEM majors in college. When teachers who struggle with math unintentionally give students the message that it is OK not to be good at math, it may have a lasting effect on what students pursue later,” Dr. Angelique Nedved, Director of School Quality, School Smart Kansas City. 🍎



Dr. Sharon Fries-Britt delivers the morning keynote address to conference attendees.

## MOCHA/WOCHA 2019 Conference

Support for the leaders of tomorrow  
PHOTOS BY: RYAN GAVIN

The 2018-19 academic year concluded with the Men and Women of Color, Honor and Ambition Conference on Friday, May 3, at the Hampton Inn in Columbia, Mo. High school and college students from across the state attended the second-annual event.

**MOCHA and WOCHA exist to provide personal, academic, cultural, social, professional and leadership development to high school and undergraduate men and women in an effort to positively impact academic success, increase retention and develop successful leaders of tomorrow, today.**

Keynote speakers for the event included Melisza Campos' Accelerate Your Greatness, Dr. Sharon Fries-Britt's Building Success from the Inside Out, and Dr. Steve Perry's Don't Talk About It, Be About It. They were joined by presenters: multimedia mogul Bren Herrera, Mizzou basketball coach Cuonzo Martin, Urban League President and CEO Michael McMillan, College of Education Professor Dr. Ashley Woodson and UM System Chief Diversity, Equity and Inclusion Officer and MU Vice Chancellor for Inclusion, Diversity & Equity Kevin McDonald.



Multimedia mogul Bren Herrera discusses plans and goals with the students in the room.



Presenters led breakout sessions where students could select topics of interest to them.



Melisza Campos — Carnegie Master, Dale Carnegie Training and Marketing, Wegmans Food Markets — discusses the role of the "Stress Cycle" in students' lives.



Mizzou Men's Basketball Coach Cuonzo Martin shares his story about overcoming non-Hodgkin lymphoma with students.



Dr. NaTashua Davis — former Executive Director of Access and Leadership Development and new interim Vice Chancellor of Diversity, Equity & Inclusion at Mizzou — delivers the conference's closing remarks.



Dr. Steve Perry delivers the closing keynote: Don't Talk About It, Be About It. Widely respected by grassroots community members and internationally renowned leaders, Dr. Perry's charismatic and compelling voice is an inspiration.



UMSL's LGBTQ+ Coordinator Harry Hawkins (back left) received a Lead OUT Loud Award at the 2019 Midwest LGBTQIA Rights Conference. He was joined during the awards presentation at the Washington University in St. Louis School of Law by (from left) Professor Karen Tokarz; Senior Lecturer Amy Eisen Cislo; Chief Strategy Officer and Legal Director at Lambda Legal Sharon McGowan; law student and OUTLaw Co-President Lennox Mark; Professor Susan Frelich Appleton; and Dean Nancy Staudt. (Photo courtesy of Washington University in St. Louis School of Law.)

## Hawkins Honored

UMSL LGBTQ+ Coordinator Recognized at Midwest LGBTQIA Rights Conference

STORY BY: SARA BELL

**“ I was completely blown away by the attendees. I’m glad to hear that people come from all over the Midwest to attend and that they love when it is on our campus. I think this fits right into our mission of ‘We Transform Lives.’ ”**

**H**arry Hawkins, the LGBTQ+ coordinator at the University of Missouri–St. Louis, received a Lead OUT Loud Award at the 2019 Midwest LGBTQIA Rights Conference.

The annual event, which was hosted by the Washington University in St. Louis School of Law, honored Hawkins for his contributions as chair of the Transgender Spectrum Conference hosted in November on UMSL’s campus.

“All through my life, I’ve said, ‘How can I help my community? And if my community ever needed anything I would answer the call,’” Hawkins said. “When I was asked to chair the conference last year, I said, ‘Tell me what I need to do, and we’ll make this happen.’ I’m very humbled and very honored to receive this award.”

The 2018 Transgender Spectrum Conference broke previous attendance records with a crowd of nearly 400. It was also a homecoming as UMSL hosted the first two conferences in 2014 and 2015. The goal of the annual program is to provide an opportunity for the broad community to gather and enhance the visibility of the transgender community in St. Louis and throughout the Midwest.

“I was completely blown away by the attendees,” Hawkins said. “I’m glad to hear that people come from all over the Midwest to attend and that they love when it is on our campus. I think this fits right into our mission of ‘We Transform Lives.’”

Tamica Lige receives staff award from Chancellor Mauli Agrawal.



## Campus Leader Tamica Lige Working for Change and Inclusion

Staff Award Recipient in Multiculturalism Encourages Others to be Uncomfortable in Order to be Able to Grow

STORY BY: PATRICIA O’DELL

PHOTOS BY: BRANDON PARIGO

**T**he staff of the School of Pharmacy initiated Tamica Lige’s nomination for the Excellence in Multiculturalism, Globalism, Diversity and Inclusion Staff Award, but her support and influence across the UMKC campuses are broad.

“I am passionate about diversity and inclusion because I am passionate about people,” Lige says. “It might sound cliché, but to me life is about the relationships and the connections we form with others. Diversity lends richness to our lived experience and helps us see the world through varied perspectives.”

Lige, who is the site coordinator in the School of Pharmacy, is an advocate for building relationships through collaboration and partnership across disciplines and organizations to develop stronger networks for underrepresented minority students and foster student success.

One supporter mentioned Lige’s ability to lead by example.

“She has a way with people that allows her to turn ‘ouch’ moments into teaching moments.”

Lige says she sees the value in an awkward encounter.

“We all have to get used to being uncomfortable and know that we will be better for it,” she says. “When we allow ourselves to be vulnerable, we give ourselves the opportunity to grow and learn. Diversity training is not the end all be all for change, but it is a good place to start. It positions people with the knowledge and tools to meaningfully and productively engage in difficult conversations, and liberates mindsets.”

Lige believes that as an institution of higher education, UMKC has a responsibility to prepare students to exist in, navigate through and contribute to a diverse world.

“In order to affect attitudes and behavioral change, we must lead with empathy and create a space where everyone can be authentically themselves,” she says.

Lige was overwhelmed when she discovered her co-workers had nominated her for the staff award.

“When I found out that I had been nominated and selected, I actually cried,” Lige says. “Social justice work, while difficult at times, satisfies my soul.”

Lige hopes that her work will continue to foster broader understanding. While she notices that there is a core group of committed people focused on diversity, equality and inclusion at the university, she hopes their influence will spread.

“I would challenge students, faculty, staff and administrators to use the buddy system and bring at least one friend with you when you attend a diversity training or event on campus,” she says. “We each have to hold ourselves accountable for change.”

In addition, she encourages members of the community to step outside of their usual routines and interactions and get to know people who are different from them.

“Break out of your comfort zone and move through your environment in a way you never have before,” Lige says. “When people feel valued, respected, included and able to be their true selves, morale goes up, productivity increases and creativity soars. Diversity is everything.”

Lige knows that changes don’t just happen, but are the result of working with purpose.

“When you have genuine interactions with people different than you, amazing things start to happen.”

“Someone recently told me, ‘Your greatness does not come from what you have, but instead from what you give.’ I hope that what I give makes a difference. I am only a small pebble but even the smallest pebbles make ripples in the water.”



## Sweet Reward

Teanna Bass reinvents her makeup salon and wins \$21,000 in startup funds

STORY BY: ERIK POTTER

PHOTOS BY: SHANE EPPING AND JOHN POTOCHNIC

Teanna Bass stood in a line with 38 other people, walking backward toward Traditions Plaza. She hadn't been to a Mizzou '39 reveal ceremony before, so she had no idea what to expect when she turned around.

"You hear the screams from the crowd, and you can only imagine," Bass says. "It sounds like a lot of people, but it might not be a lot."

Every February, the Mizzou Alumni Association pays homage to MU's 1839 founding by recognizing 39 seniors for their accomplishments in academics, leadership and service. Mizzou '39 recipients are kept secret until the reveal ceremony.

"I didn't realize how big it was until I got revealed," Bass says. "When you turn around, you see the whole people, and it's like, 'Whoa, support! The love is real.'"

The love was real, but it came amid a cascade of experiences that felt unreal for Bass.

### Sweet Tea

Several months before, Bass had entered her senior year with an enviable opportunity. Through the Missouri Student Unions Entrepreneurial Program, she had moved the makeup salon she'd been running from her apartment into the MU Student Center and with its 12,000 daily visitors.

To go with it, she had also started her own makeup line, a longtime dream come true. For years, Bass had been frustrated trying to find makeup that had the features college students wanted — something that wouldn't clog pores and wasn't tested on animals — at a price they could afford.

Working with a manufacturer in Toronto, she launched Sweet Tea Cosmetics, which she sold in-store and online.

Also, her space in the Student Center was big enough that she turned it into a full-service salon, renting out booths to a nail technician, barber and hair stylist.

Growing up, Bass had known many people — many friends — who'd had hopes and dreams that didn't come true. She had learned to never expect life to bend to her wishes. "I was expecting I'd fail," she says. "So I was ready with plan B, C, D, E — all the way to Z."

Despite her expectations — or maybe because of them — she didn't fail. The makeup application business did well. Her salon partners did well. And the cosmetic line did well. She shipped product all across the country.

As soon as it was humming, she faced a looming question. Her lease only lasted until the end of the school year. Then she would graduate. Then she would leave. Then she would do — what?

### Entrepreneurial Quest

She actually deleted the email the first time she saw it.

The University of Missouri System was holding a four-campus university pitch competition for the best startup business idea. Called Entrepreneurial Quest, the

program put selected entrepreneurs through an eight-week startup accelerator where they got mentorship and technical and legal advice. Then they pitched their ideas in a campus competition. The top three would earn cash prizes and advance to the system-level competition where the top three systemwide finalists would win more cash.



At first, Bass scoffed at the idea. There was no way she could beat those odds, she thought. "But then I went back and said, 'You know, that's pretty interesting.'"

She prepared her application in the fall and was accepted. Then she prepared her business pitch with the help of Greg Bier, an associate teaching professor in the Trulaske College of Business and director of the Entrepreneurship Alliance, a program in the business school that trains student entrepreneurs.

Instead of pitching the entire Sweet Tea business, Bass took Bier's advice to "scale down so you can scale up." She focused just on her makeup line. In a pivot from her original sales model, she decided to pitch it as an online subscription business.

Through her research, she found that the market for subscription boxes is already massive — billions of dollars — and growing. The beauty segment of the industry is second only to food, but none of the big players cater to ethnic, minority customers.

Bass saw an opportunity for Sweet Tea.



In March, she pitched her idea at the campus competition. She took second place, which came with a \$10,000 check. Bass is a textile and apparel management major in the College of Human Environmental Science, and her department and college kicked in an additional \$6,000 of prize money.

A few weeks later, she competed at the system level and took third overall, winning another \$5,000.

"Coming from where I come from, we didn't have a lot of financial resources, so touching a \$10,000 check and it snowballing into \$21,000 was just crazy," Bass said shortly after the competition ended. "I think it will all hit me like a train wreck once graduation actually happens."

### Giving Back

Bass will use her prize money to go back to St. Louis and lease an office where she can run Sweet Tea full time. She'll live with her mom to cut down on expenses.

She'll bring another valuable resource with her from Mizzou besides money: sisterhood.

During her last semester at MU, Bass joined Delta Sigma Theta Sorority Inc. The international organization has 1,000 student and alumnae chapters worldwide, including one in St. Louis. Each is devoted to community service and mutual support.

"I love the sorority, I love what it stands for, I love what it has given me," Bass says. "Even before I actually became a part of it, they supported my ideas for Sweet Tea."

Bass hopes to incorporate the sorority's service priorities not just in her volunteer work but also in Sweet Tea. "It's a full-circle kind of thing," she says.

She's already off to a good start.

One of the areas the sorority focuses on is education — something close to Bass' heart. This spring, she visited Hazelwood East High School, her alma mater, to donate \$500 for a college scholarship for a graduating senior.

She hadn't been back to the school since she'd graduated. Walking in, seeing the metal detectors, police officers and fights in the hallways, she thought, "It's gotten worse."

But the longer she stayed, the more the strangeness gave way to familiarity.

"I thought back on my high school days, and it was just like that," Bass says. "I'd almost forgotten."

She remembered what it was like to be 14 and to feel small next to the odds against her graduating in four years, going to college and graduating there in four years. At each step, many of her friends fell behind. Bass doesn't see herself as better than them, just lucky. Blessed. That attitude has kept her grounded.

"It's humbling," Bass says. "You can't be too excited [about your success] because you don't know when you're going to be next." Before she started at Mizzou, Bass received a last-minute scholarship that met a critical financial need for her. It helped her get started and take root.

As she stood on Traditions Plaza that chilly February night, she reflected on her journey.

"I remember thinking back, being a sophomore or freshmen with no kind of GPA, not knowing how to navigate college, really just nervous and scared how my college career would go," she says. "I felt really good at that moment."

She took that memory back with her to Hazelwood East.

"This scholarship is one thing I can do," she says. "I at least want to give one student a chance to make it out so they can think about coming back to make it better, too." 🌈



## UM System President Choi Awarded Leadership in Education Award

President Mun Y. Choi was selected for the 2019 Chang-Lin Tien Leadership in Education Award and an accompanying \$10,000 grant for a Chang-Lin Tien Scholarship for UM students

STORY BY: KATLYNN ADKINS

PHOTOS BY: NAME

President Mun Choi has had a year full of achievements. From establishing \$260 million in investments to support the Missouri Compacts for Excellence to launching the NextGen Precision Health Initiative and the groundbreaking of its anchoring research facility at the University of Missouri-Columbia, his guidance isn't just affecting our University community — it's affecting the state of Missouri and the world. We're not the only ones who are taking notice.

Recently, President Choi was awarded the Asian Pacific Fund's 2019 Chang-Lin Tien Leadership in Education Award in recognition of his academic accomplishments and his success in bringing greater unity and public trust to higher education in Missouri. The Tien Award honors the first AAPI (Asian American and Pacific Islander) head of a major US research university, Dr. Chang-Lin Tien, who became Chancellor of the University of California-Berkeley in 1990. The award helps address issues of AAPI representation in higher education leadership.

As part of the award, Dr. Choi received a \$10,000 grant to establish a Chang-Lin Tien Scholarship Fund for students within the UM System. Even in a moment of recognition, Dr. Choi is creating educational opportunities for students across Missouri. The transformational power of education is why he chooses to work in academia — and it's also what opened up a myriad of opportunities for him after he immigrated to the United States from South Korea.

Choi arrived in Ohio with his parents and three younger sisters in 1973. His parents had set out in search of better education for their children, as well as an improved livelihood for the family.

"They established high expectations to succeed and to appreciate the opportunities of this incredible and diverse country," Choi recalls. "Their tireless labor, on our behalf, has always been an inspiration to me."

Choi channeled the dedication of his parents into his own school work, and found support from teachers throughout his educational experience.

"Beginning with lessons from Mrs. O'Banion at Leggett Elementary School in Akron, OH, to courses with Dr. Selcuk Guceri, the former dean at Drexel University, I have been fortunate to learn from many compassionate and talented teachers and mentors who helped guide my personal and professional development," Choi says. "[Through these educators] I came to understand the limitless power of education, generosity and inclusion."

Choi has translated these lessons into his own efforts at the University of Missouri System. Under his leadership, the UM System has secured more than \$80 million in funding for the UM System Promise and Opportunity Scholarships that provides scholarships for Pell recipient students (students with family income of less than \$50K). Those funds will support 2,000 students who will have an opportunity for a better education and an improved livelihood for their families.

"Throughout my academic career, my goal has been to practice the lessons that I learned from my own teachers and mentors: to provide encouragement, access and opportunities — and to take special care to consider how we can support underrepresented students who might not normally have the opportunity to use higher education as a stepping stone to greater achievement." 🍀



## Final Recognition

STORY BY: KATIE ADKINS

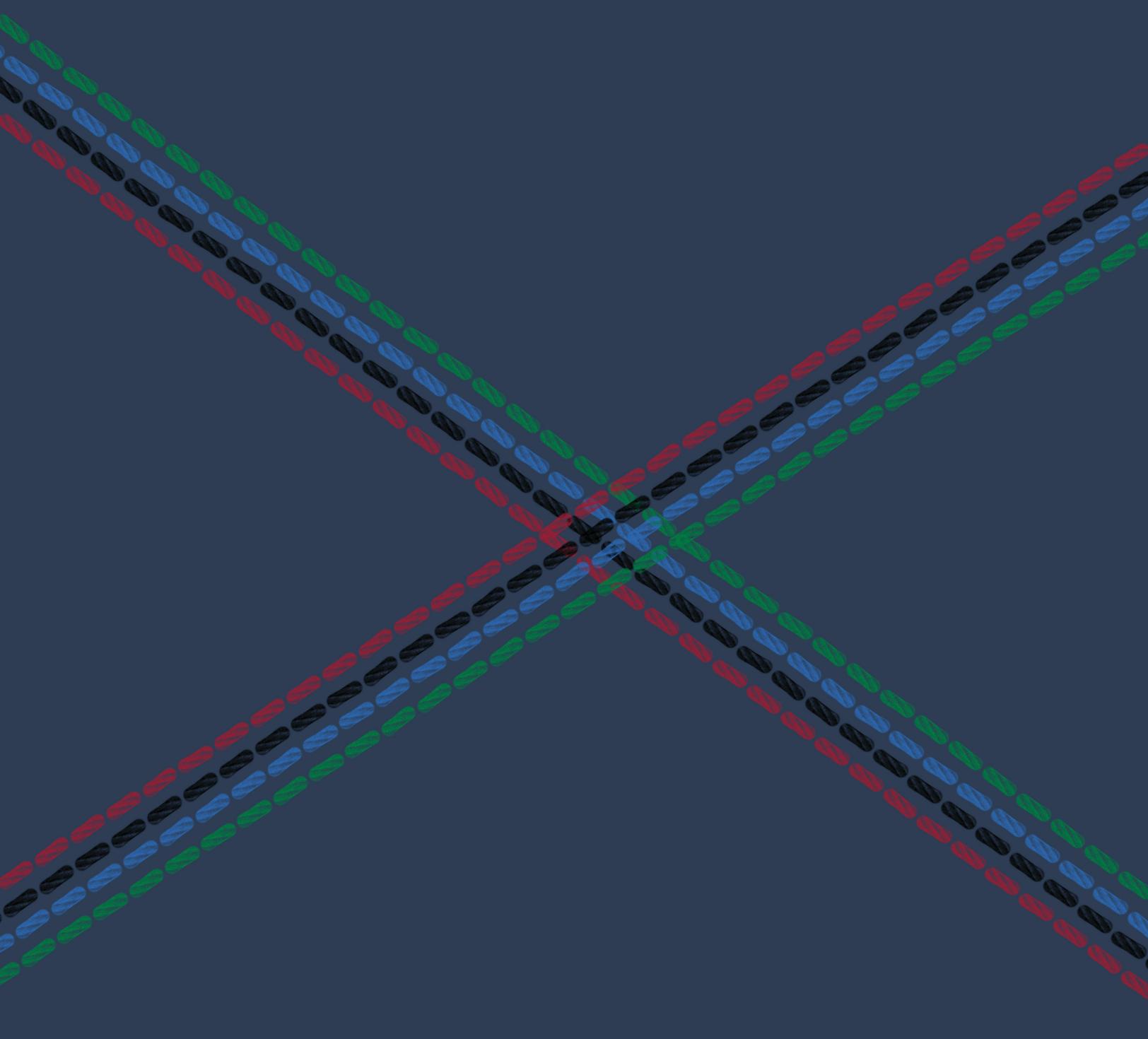
PHOTOS BY: RYAN GAVIN

Kevin McDonald, UM System Chief Diversity, Equity and Inclusion Officer and MU Vice Chancellor of Inclusion, Diversity & Equity, was honored by the Board of Curators on Thursday, June 20, 2019. A resolution endorsed by UM System President Mun Choi and recommended by Chair Jon Sundvold was passed unanimously.

The following is the text from that resolution:

- ◆ **WHEREAS**, Kevin G. McDonald, J.D., Ed.D., has served with distinction as the first UM System Chief Diversity, Equity and Inclusion Officer, from June 1, 2016 and dually as MU Vice Chancellor for Inclusion, Diversity & Equity, from July 1, 2017, until July 26, 2019; and
- ◆ **WHEREAS**, prior to joining the University of Missouri, he explored and implemented proactive diversity measures for nearly 15 years at Johns Hopkins University, Virginia Tech, and Rochester Institute of Technology; and
- ◆ **WHEREAS**, he laid the foundation of the Inclusive Excellence Framework across the UM System and all four institutions, as a means to move the university towards achieving their diversity and inclusion goals. He created and directed initiatives designed for leadership development, student success, and improving multicultural competencies for campus and System constituency; and
- ◆ **WHEREAS**, Kevin shared his expertise and leadership skills with many national organizations; College Board; Dale Carnegie; the City of Columbia; Boone County; state agencies; and colleges and universities across the United States; and
- ◆ **WHEREAS**, he created, refined, and implemented a leadership development and mentoring initiative aimed at improving access and academic outcomes for underrepresented high school students. The initiative is currently a partnership with public school districts in Columbia, Kansas City, and Jefferson City, Missouri; and

- ◆ **WHEREAS**, his leadership inspired dozens of businesses and organizations in the local community, county and throughout the state to adopt the Inclusive Excellence Framework; and
- ◆ **WHEREAS**, he is a dedicated leader who advocates for honesty, transparency, and collaboration, and seeks opportunities to bring others together for innovative projects that serve members of our university community; and
- ◆ **WHEREAS**, despite his many accomplishments and accolades, Kevin remains humble and gracious, and always seeks the opportunity to recognize the roles, talents and contribution of others. In all he does, Kevin is sure to stay thoughtful, consistent, forthright, transparent and principled—all with a smile; and
- ◆ **WHEREAS**, President Mun Choi states: "We are grateful for Dr. McDonald's dedication to our faculty, students and staff in the pursuit of inclusive excellence. Dr. McDonald helped establish a framework and structure that we will continue to build upon as inclusion remains among our highest priorities."; and
- ◆ **WHEREAS**, Chancellor Alex Cartwright states: "The impact Dr. McDonald has had on Missouri's flagship campus truly sets a tone for what it means to pursue inclusive excellence and grow together. We pledge to continue to carry out this important work for the benefit of our campus community."; and
- ◆ **WHEREAS**, Kevin is a passionate, inspiring, and generous advocate, mentor, and champion to countless students, faculty, and staff; and in everything he does, he inspires and empowers everyone to manifest their full potential; and
- ◆ **WHEREAS**, to him, the entire University Family repeats Kevin's favorite phrase, "Thanks a Million!";
- ◆ **NOW, THEREFORE, BE IT RESOLVED**, that the Board of Curators, on behalf of the students, faculty, staff and alumni of the University of Missouri, and on behalf of the citizens of the State of Missouri, does hereby adopt this resolution in appreciation of the dedicated and devoted service of Kevin G. McDonald; and
- ◆ **BE IT FURTHER RESOLVED**, that the Secretary of the Board of Curators cause this resolution to be spread upon the minutes of this meeting and a duly inscribed copy thereof be furnished to Kevin G. McDonald, J.D., Ed.D. 🍀



**Tapestry is published by the UM System Office of Diversity, Equity and Inclusion**  
For more information, please visit [umsystem.edu/ums/dei](https://umsystem.edu/ums/dei)