Seattle University is dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world.
I am thinking a lot these days about the fragility of our democracy as each passing news cycle seems to reinforce division and separation. As a Jesuit university with a mission centered on cultivating people for others, we have a unique responsibility to provide students an education in context to face our complex world and create one that is more loving, more just and more equitable.

This report begins to tell the story of inclusive excellence at Seattle U, highlighting some of the ways over the last 1 1/2 years that we are working to harness the power of our differences, demanding more of ourselves and one another. We are embracing the courage to be imperfect, to learn and grow together, so we can better address barriers to belonging and strengthen our capacity to deliver on our mission of empowering the next generation of leaders.

To “BE” is the essence of physical and psychological safety to be fully who you are and “LONGING” is about our interdependence, the desire as human beings to be in community with others. Individuals experience the greatest sense of belonging when they simultaneously feel whole and valued. Rhetoric of inclusion rings hollow without creating the atmospheric conditions that give every student the opportunity to thrive. None of us is a blank slate. We are stronger precisely because of the depth and breadth of varied experiences, backgrounds and narratives. As someone who lives at the precarious intersection of race and gender I understand, from the purview of my own lived experiences, the impact of exclusion and the significance of being in learning and workplace environments that foster conditions for each of us to flourish.

After 17 years at SU, I am buoyed by the dedication of our talented faculty and staff and the passion of our students who show up with honesty and hope. I am honored to serve as Seattle University’s inaugural Chief Diversity Officer (CDO) leading in partnership to enhance our inclusion ecosystem and build systems of accountability to make our campus inclusively excellent for all who live, learn and work here.

As CDO, you have my commitment to continue asking hard questions, pushing us toward accountability and keeping the good of our students at the forefront.

Sincerely in solidarity,

Natasha Martin, JD
Vice President for Diversity and Inclusion
Associate Professor of Law

“Consistent with our Jesuit character, the work of inclusive excellence is about engaging heads, hearts and habits to grow and create a qualitatively different experience at SU.”
TASK FORCE CHARGE
Assess the current state of diversity on campus and recommend next steps to move forward with enhancing the university’s core value of diversity. While the first comprehensive effort, the work of 2013 task force builds on the 2008 Engaging Our Diversity Report, and the contributions of various faculty and staff.

THEORETICAL FRAMEWORK
Task force anchored its work in the Making Excellence Inclusive framework developed by the Association of American Colleges & Universities—an evidence-based systems approach for maximum impact. The task force consisted of five subcommittees designed to obtain a comprehensive snapshot of the campus climate.

BLUEPRINT FOR CHANGE
The 60+ page final report, grounded in interdisciplinary research, offers recommendations based on high-impact practices. The report aims to empower both leadership and the campus community to build on SU's strengths and foster a more inclusively excellent university for all.

TASK FORCE RECOMMENDATIONS CONSISTS OF SIX GOALS

1. Realize an organizational infrastructure that embeds inclusive excellence in all aspects of the Seattle University experience.

2. Integrate inclusive excellence across curricular and co-curricular offerings.

3. Build and sustain the capacity of students, staff and faculty to engage, teach and lead through an inclusive excellence lens.

4. Meet the challenges and opportunities of recruiting and graduating a diverse student body.

5. Meet the challenges and opportunities of recruiting and retaining talented faculty and staff.

6. Maximize the university's capacity for social change in the local community.

To view the Task Force Final Report, visit seattleu.edu/diversity/task-force/
Amber Larkin, ’19,

Amber Larkin ’19, graduated with a Master in Transformational Leadership from the School of Theology and Ministry. During the 2018-19 academic year, she served as president of the Graduate Student Council and actively advocated for the visibility and interests of graduate students in critical decision-making spaces on campus. This included the Board of Trustees, the Bias Prevention and Climate Care Working Group, the Graduate Education Council and most extensively, within the Seattle University Strategic Plan.

Amber is the recipient of two prestigious student leadership awards—the university’s Archbishop Raymond G. Hunthausen Award and the Dr. Loretta Jancoski Leadership Award from the School of Theology and Ministry. She pushes herself to be a consistent presence and advocate for students because she feels a deep sense of responsibility and integrity in her work.

Alex Romero, ’19

For Alex Romero, ’19, the work of an immigration lawyer is especially personal. As a son of immigrants, he says he witnessed firsthand injustices and gaps in the immigration legal system.

When he interned with the Northwest Immigrant Rights Project (NWIRP), Romero says he gained invaluable and considerable legal experience working one-on-one with clients, drafting declarations and filing documents with the court. Romero was also chosen to receive a two-year Equal Justice Works Fellowship with NWIRP that will jump-start his career as an immigration lawyer.

At Seattle U he received several scholarships, including the Boerner Lustbader Bar Success Scholarship, an Academic Resource Center Scholarship and a Dreamers Scholarship that was anonymously funded by a donor in the community.

Isis Covington, ’19

Isis Covington, ’19, graduated summa cum laude with a bachelor’s degree in Psychology and a minor in Sociology. Isis was an active student leader while at SU, serving as resident assistant for two years and volunteering for the Center for Community Engagement. Isis excelled in the classroom and beyond, earning a place on the Dean’s and President’s lists every quarter. She joined several campus initiatives such as the ILeads Committee, where she was a Student Liaison and hosted a workshop centered on the experiences of student leaders of color on campus. Isis is now enrolled in graduate school pursuing a master’s degree in Education Policy from the University of Pennsylvania.
Red Talks: Uncommon Voices on Topics That Matter is a quarterly speaker series that features leading faculty voices across disciplines and on a range of topics under the umbrella of inclusive academic excellence. Led by the Office of Diversity and Inclusion, in partnership with the Office of the Provost, the series aims to elevate thought leaders across campus to discuss issues related to diversity, equity and inclusion.

The series is professionally produced for broader distribution. To view the entire catalogue and for more information, visit www.seattleu.edu/redtalks.

Provost Shane P. Martin, CDO Natasha Martin and student speaker Shayan Chrishti.
The theme for 2018-2019 inaugural series **Women’s Voices at the Intersection** provides a forum for exploring women’s leadership.

**FALL QUARTER ’18**

**Who Makes the Rules? Often, They Are #SoWhiteMale**

School of Law professor Brooke Coleman, co-associate dean of research and faculty development, discussed her research into the demographic composition of a powerful, but little-known, judicial committee that writes the rules for how civil litigation works. Discussion included her most recent essay, #SoWhiteMale. Read the essay in Slate at: slate.com/news-and-politics/2018/10/john-roberts-courts-rules-rigged.html

![Brooke Coleman, JD](image)

**WINTER QUARTER ’19**

**Safety: What it Means Depends on Who You Are**

Associate Professor of Management Holly Slay Ferraro discussed her recent research on how racism may differently influence the experiences, and therefore the meaning, of safety for employees of color in comparison to white employees within the United States and why it matters for creating safer work environments for all. Examples include recent news stories that highlighted the many mundane activities people of color cannot do without fear for their safety.

![Holly Slay Ferraro, PhD](image)

**SPRING QUARTER ’19**

**Everybody’s Shakespeare: Making Inclusive Spaces in Classical Theatre**

The western classical canon can present challenges for theater artists wanting to make work that is relevant for a contemporary American audience. In this talk, Performing Arts & Arts Leadership Department Chair Rosa Joshi explored the need for inclusivity in classical performance specifically in the work of William Shakespeare, the most produced playwright of our time.

![Rosa Joshi, MFA](image)
UNCOMMON STUDENT VOICES ON TOPICS THAT MATTER

A showcase of graduating students offering “express” Red Talks under the 2018-19 theme, *Women’s Voices at the Intersection.*

**SEARCHING FOR BELONGING: Navigating Life as an ‘American-Born Confused desi’**

**SHAYAN CHISHTI**
International Studies with Honors and Spanish

**THE STRUCTURE OF DIVERSITY: Why the Institutional Structure of the Role of the Chief Diversity Officer Matters**

**SAMANTHA DRENNON**
Master of Nonprofit Leadership

**CULTURALLY RESPONSIVE AND ANTI-RACIST EDUCATION**

**ANAB NUR**
Public Affairs

**SEEKING AND IDENTIFYING YOUR NARRATIVE**

**ALEXIS TAYLOR**
Communication and Media
*double specialization in Journalism and Communication Studies*
Inclusive ACADEMIC EXCELLENCE

is about creating the atmospheric conditions for all students to find a sense of belonging and ignite their passion for learning as they experience the transformative power of a Jesuit education.

Fostering a stronger campus climate and culture of inclusion means offering space for student voices and leadership. The Office of Diversity and Inclusion partners with students to elevate their voices, experiences and ideas.

• REAL TALK with the CDO. Monthly sessions for students to talk openly with the Chief Diversity Officer.
• SGSU and GSC (partnership with student government whose legislative agenda prioritizes diversity and inclusion).
• Sponsored student dialogue session “20 years of Trans Adulting” with Davey Shlasko

THE UNNAMED PROJECT

Former SGSU President Pa Ousman Jobe, ’18, along with Shika Kalevor, ’18, Anab Nur, ’19 and Matinn Miller, ’18, created The Unnamed Project, which is a 17-minute documentary that explores the shared experiences of historically marginalized groups at Seattle U.
MISSION DAY 2019

THEME >> DIVERSITY, EQUITY AND INCLUSION
AT THE HEART OF JESUIT EDUCATION

KEYNOTE ADDRESS BY DR. MICHAEL ERIC DYSON
Thursday, April 11, 2019

Mission Day 2019 featured a keynote address by Dr. Michael Eric Dyson, “Diversity, Equity and Inclusion at the Heart of Jesuit Education.” The program also featured an opening prayer in song by graduating senior Emi Wheeless and a panel of faculty, staff and student leaders who offered responses to Dr. Dyson’s address. CDO Martin partnered with several on campus to reimagine mission day bringing together for the first time faculty, staff and students for the morning program.

The Mission Day program and theme reflected the integrated fashion that our mission and values inform our strategic priority of inclusive excellence. At Seattle University, we see no dichotomy between academic excellence, on the one hand, and diversity, equity and inclusion on the other; Diversity is core to our Jesuit identity and values.

Michael Eric Dyson, PhD, is a Georgetown University sociology professor, a New York Times contributing opinion writer, contributing editor of The New Republic and frequent commentator on CNN and MSNBC. A national voice on issues of racial justice, Dyson is a prolific scholar and best-selling author of several books including Tears We Cannot Stop: A Sermon to White America, and What Truth Sounds Like: Robert F. Kennedy, James Baldwin, and Our Unfinished Conversation About Race in America.

HIGHLIGHTS

* Nearly 1,000 attendees and largest Mission Day program on record
* Luncheon followed keynote address attended by nearly 280 faculty and staff who engaged with Dyson’s address and shared their experiences (hosted by the Center for Jesuit Education)
* President Sundborg invited Board of Trustees to attend Mission Day as a follow up to giving each a copy of Dyson’s book Tears We Cannot Stop: A Sermon to White America
The tradition of Student Mission Day began in 2017, initiated by a diverse group of students that presented the idea as an opportunity to reflect on the university’s Jesuit mission in community with one another and to ask important questions about how SU carries out its mission of educating the whole person and fostering leaders for a just society. The students garnered interest and support via broad outreach to student clubs, Student Government of Seattle University (SGSU) and the administration. “We wanted to provide an opportunity for all students to have agency and voice in exploring what it means to live out Seattle University’s Mission. We wanted to pull together our resources to uplift students who needed it most and we wanted to give the time and space to recognize the many different ways we could work together and create a renewed sense of belonging and understanding on our campus,” says Gabriel Narvaez, ’18, (sociology), Alfie Scholar and Hunthausen Award recipient who co-founded Student Mission Day.

- 2019 Theme “Diversity, Equity and Inclusion at the Heart of Jesuit Education”
- 2018 Theme “Seeking Common Ground: Sustainable Solutions to Student Inclusion”
- 2017 Theme “Moral Responsibility in an Intersectional World”
Inclusive Leadership Development for Cabinet

MODELING LEARNING AND ACCOUNTABILITY FROM THE TOP

President Stephen Sundborg, S.J. and the executive team partnered with Natasha Martin to pursue their growth around matters that bear on inclusivity and equity. Martin led Cabinet’s year-long focus on understanding the dynamics of difference and building greater capacity to advance inclusive excellence as leaders. These efforts are aligned with the recommendations of the Task Force on Diversity and Inclusive Excellence.

The year was devoted to listening, learning and sharpening intercultural skills through engaging various articles, books, films and interaction to foster dialog and self-examination. Over the course of the 2018-19 year, CDO Martin facilitated regular sessions with a range of prominent scholars, equity professionals, researchers and other thought leaders. At the end of the academic year, the Cabinet reflected on its learning and growth, the impact on how it leads and next steps for its ongoing work to advance structural and cultural change for the university.

CABINET ENGAGEMENT HIGHLIGHTS

- Took the Harvard Implicit Association Test (IAT) and discussed their experience of the test.
- Attended many of the Educating for Justice in Complex Times monthly dialogue sessions, Red Talks and other related programs across campus.
- Father Steve delivered the talk “Commitments for White America” at the Annual Martin Luther King, Jr. Prayer Breakfast based on his self-study of Dr. Dyson’s Tears We Cannot Stop, which CDO Martin encouraged him to explore in preparation. The President published an op-ed in the Seattle Times based on the talk titled “White Privilege Diminishes our Humanity.”

- Read and discussed excerpts from various texts and articles and/or received the following books for further self-study:
Various workshops the Cabinet engaged in include

◆ **Conscious Leadership for Inclusive Excellence**
  with CDO Natasha Martin (June 2018)

◆ **Seeing the Racial Waters** with Robin DiAngelo, PhD
  Author of *White Fragility* (October 2018)

◆ **Welcoming Trans Students and Colleagues**
  with Davey Shlasko (November 2018)

◆ **The Social Construction of Race and its Impact on Student Success**
  with Professor Devon Carbado, JD (March 2019)

The consequence of the single story is that it robs people of dignity.
It makes our recognition of our equal humanity difficult and it emphasizes that we are different rather than how similar.

CHIMAMANDA ADICHIE

Summer 2018:
CDO Natasha Martin introduced to the Cabinet the idea of a shared leadership commitment to live and lead inclusively. A document outlining collective aims was finalized, executed and published in fall 2018. President Sundborg and the Cabinet committed to advance diversity, equity and inclusion as leaders of Seattle University, to invest in growth and to renew the commitment annually.

To view the Cabinet Commitment document, visit: seattleu.edu/diversity/inclusive-excellence-at-seattle-university/
Eternal Light

Commemorating the Life and Legacy of Dr. Martin Luther King, Jr.

April 2018 marked the 50th anniversary of the death of Dr. Martin Luther King, Jr. In partnership with the Office of Multicultural Affairs and Campus Ministry, Vice President/CDO Martin hosted a remembrance vigil that included candle lighting, tolling of the chapel bells and readings from the works of Dr. King by students, faculty, staff and President Sundborg.
Natasha Martin developed and conducted a Monthly Dialogue Series—Educating for Justice in Complex Times: Prioritizing Humanity and Inclusion on Campus (EFJ). The first EFJ was held in September 2017 in the wake of the incident in Charlottesville, Virginia to offer space for faculty and staff to process what this broader context meant for our campus community as we prepared to welcome new and returning students. The session had an overflow crowd of over 120 faculty and staff. Sensing a desire and need for regular opportunities to dialogue, CDO Martin committed to offering space once a month for the 2017-2018 school year. Due to steady engagement, the EFJ sessions continued throughout the 2018-19 academic year.

Colleagues come together in the spirit of growing together to have difficult conversations about topics that impact our campus climate, to reflect on our mission, and to share ideas for solutions. The CDO partners with faculty, staff and on occasion students to co-create space for professional and personal growth.

EDUCATING FOR JUSTICE SESSIONS 2018-2019

October 2018
Creating Inclusivity on Campus: Understanding Micro-Inequities and Disrupting Barriers to Belonging Collaboration with Center for Faculty Development, David Green, PhD and Professor Colette Taylor, EdD, College of Education.

November 2018
Welcoming Trans Students with Davey Shlasko. Collaboration with faculty and staff who offered brief reflections on LGBTQ+ inclusion on campus for students, staff and faculty.

January 2019
Voices From Our Community: A Student’s Transition from Foster Care to College and Beyond Collaboration with new student club, Fostering Bridges, Colleen Montoya, director of Fostering Scholars program and Professor Alfred G. Pérez, PhD.

February 2019
“Ain’t I a Woman?”: Honoring Women’s Voices in the Journey Toward Justice Collaboration with various female faculty of color who gave reflections on female influencers in history to celebrate Black History and Women’s History months.

March 2019
Enhancing Inclusion For Undocumented Students Collaboration with Professor Natalie Cisneros, PhD, Dale Watanabe, director of the International Student Center and Scarlet, a student-led peer support group for undocumented students.

May 2019
SU Forward: Inclusive Excellence as Holistic Enterprise Collaboration with Provost Shane P. Martin, PhD and VP of Student Development Alvin Sturdivant, EdD.

To view the sessions from 2017-2018, visit: seattleu.edu/diversity/past-events/
INCLUSIVE EXCELLENCE
STRATEGIC INITIATIVES ACROSS CAMPUS

BIAS PREVENTION AND CAMPUS CLIMATE CARE WORKING GROUP

Convened and facilitated by CDO Martin, this working group is a collaboration of a cross-section of campus stakeholders to explore bias prevention from a broad lens of diversity and inclusion. The working group has a two-fold charge: 1.) Develop a draft policy and process design for a more coordinated and centralized response and problem-solving mechanism to bias-related incidents. It must balance dual values of fostering open expression and inclusion and 2.) Make recommendations for restorative measures, as well as avenues for campus climate care including preventive actions, broader education and policy recommendations.

JUST-IN-TIME PROGRAMMING

Collaboration with numerous campus partners to offer just-in-time programming to support students, faculty and staff impacted by internal and external disruptions in a range of cultural contexts. Partners include the Office of Multicultural Affairs, Center for Community Engagement, International Student Center, Campus Ministry and the Student Government of Seattle University (SGSU). An example of just-in-time programming included information sessions related to DACA and the travel ban.

SU ADVANCE

Led by co-principal investigators and Professors Jodi O’Brien, PhD, and Jean Jacoby, PhD, Seattle University received a 5-year NSF ADVANCE Institutional Transformation grant, “What Counts as Success? Recognizing and Rewarding Women Faculty’s Differential Contribution in a Comprehensive Liberal Arts University” in September 2016. The grant was awarded on the basis of work proposed in STEM fields and offers a model that will be beneficial for other disciplines across the university.

OTHER NOTABLE PARTNERSHIPS

>>> Co-hosted with the Center for Community Engagement (CCE) the Faculty-Staff Immersion, “Disrupting the School to Prison Pipeline,” which included visits to local schools, service providers, nonprofits and legal offices engaged in groundbreaking problem solving.

>>> Co-sponsored a year-long lecture series with the Institute for Catholic Thought and Culture (ICTC).

>>> Co-sponsored a faculty workshop with College of Education “Our Nation’s Professoriate, Diversity & Racism: The Five Truths We Don’t Want to Confront” with Dr. Marybeth Gasman, PhD (UPenn).

>>> Moral Mondays, #BlackLivesMatter Movement at SU, with the Office of Multicultural Affairs.

LGBTQ TASK FORCE

The task force was created in accordance with the Spring 2017 letter from President Sundborg, focusing on the changes and action steps that can move the campus forward in support of LGBTQ students and the broader LGBTQ community.

DIVERSITY IN FACULTY HIRING

This pilot series began to lay the foundation for a comprehensive strategy for recruiting, hiring and retaining diverse faculty. This work will continue under the leadership of Provost Shane P. Martin and CDO Martin in partnership with deans and faculty.

THE STAFF COUNCIL

A new governance body focused on the experiences and workplace conditions for staff at all levels. Led by the Human Resources Division in partnership with a steering committee.

UCORE TEACHING CIRCLE CRITICAL RACE PEDAGOGY AND PRAXIS

Pilot project co-sponsored by the Office of the Provost, University Core and the Office of Diversity and Inclusion. Faculty cohort pursued culturally responsive education and the need for substantive equality. In a two-year pilot program cohort explore inclusive pedagogy, rigorously engage the topic of race, share practices and receive coaching. Some highlights include a working session with Professor Zeus Leonardo of the University California, Berkeley, and a year end interactive installation designed to create a generative space for reflection and collaboration with the broader campus community.

The Teaching Circle is led and co-facilitated by Political Science Professor Angelique Davis, JD and Professor Rose Ernst, PhD, former chair of the department.
“Two separate raindrops on the window pushed by the wind, merged into one for a moment and then divided again, each carrying with it a part of the other. We never touch people so lightly that we do not leave a trace.”

PEGGY TABOR MILLIN
Author and Speaker

Campus events that exemplify Seattle University’s inclusivity and efforts to honor difference:
(Clockwise from top left): Men’s Basketball takes a stand for justice, Vi Hilbert Hall dedication, the annual Lavender Graduation and the Tree of Life vigil at the Chapel of St. Ignatius reflection pool.
Community of Learners

COMMON TEXT PROGRAM

The Academic Affairs Division along with Student Development facilitate a common text program for first-time in college students. A common text is selected and delivered over the summer. Students are invited to a discussion over lunch at the beginning of the fall quarter to explore themes and experiences from the reading.

The common text for 2019-2020 is *So You Want to Talk about Race*. The hope is that Ijeoma Oluo’s book provides foundational knowledge to all entering students and the community at large. The Office of Diversity and Inclusion will partner to foster university-wide dialogue around race, racism and its material impacts including co-sponsoring a fall event at the university with the Seattle-based author.

INCLUSIVE EXCELLENCE SUMMER READING LIST 2019

The Office of Diversity and Inclusion has published the Inclusive Excellence Summer Reading List for the past two years to offer another avenue to advance understanding across differences. Curated with an intersectional lens, the lists comprise various genres.

1. *So You Want to Talk about Race* by Ijeoma Oluo (Common Text 2019-20 academic year)
2. *Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do* by Jennifer Eberhardt, PhD
3. *There There* by Tommy Orange
5. *Head Off and Split: Poems* by Nikky Finney (winner, National Book Award for Poetry)
9. *Dear America: Notes of an Undocumented Citizen* by Jose Antonio Vargas
10. *No-No Boy* by John Okada
14. *We Want to Do More Than Survive: Abolitionist Teaching and the Pursuit of Educational Freedom* by Bettina Love
15. *Citizens but Not Americans: Race and Belonging among Latino Millennials* by Nilda Flores-González
16. *The Color of Compromise: The Truth about the American Church’s Complicity in Racism* by Jemar Tisby
17. *Murder on Shades Mountain: The Legal Lynching of Willie Peterson and the Struggle for Justice in Jim Crow Birmingham* by Melanie S. Morrison
19. *Washington Black* by Esi Edugyan
20. *What if I Say the Wrong Thing?: 25 Habits for Culturally Effective People* by Verna A. Myers
Seattle University is in the nascent stages of pursuing an integrative strategic change agenda around diversity, equity and inclusion. CDO Martin is committed to leading through partnership and collaboration because inclusive excellence is everyone’s responsibility. Thank you to this engaged campus community of faculty, staff, students and leadership at all levels, alumni, friends and community partners.

**SPECIAL APPRECIATION FOR THESE PARTNERSHIPS**

President Stephen Sundborg, S.J.  
Provost Shane P. Martin  
Executive Vice President Tim Leary  
Vice President Alvin Sturdivant  
Seattle University Board of Trustees  
Seattle University Cabinet  
Academic Assembly  
under the leadership of Professor Frank Shih  
Bias Prevention and Campus Climate Care Working Group  
Campus Ministry  
Campus Public Safety  
Center for Career Engagement  
Center for Community Engagement  
Center for Faculty Development  
Center for Jesuit Education  
Faculty and Staff Colleagues  
Institute for Catholic Thought and Culture  
International Student Center  
Marketing Communications  
Office of Institutional Equity  
Office of Multicultural Affairs  
Strategic Planning Steering Committee  
led by Vice President Bob Dullea and Professor Jen Marrone  
Students and Student Leadership:  
Student Government of Seattle University (SGSU),  
Graduate Student Council, Alfie Scholars, various student clubs including Scarlet, African Student Association,  
International Student Association, Muslim Student Association, Triangle Club and Gender Justice Center.

“Inclusive excellence is the way we live out our commitment to academic excellence at a Jesuit university. As the Chief Academic Officer of Seattle University, I am pleased to partner with Vice President of Diversity and Inclusion Natasha Martin on a number of important initiatives that are strengthening our academic community. We share a vision for SU that is grounded in rigor and inclusion—one that will allow us to soar to further heights and make a profound impact on our society.”

SHANE P. MARTIN, PHD / PROVOST