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STRATEGIC APPROACHES TO
INSTITUTIONAL
DIVERSITY AND INCLUSION



NATIONAL CONFERENCE
OF ACADEMIC DEANS

This Year:
Collaborative Leadership
Working Together on Common Goals
July 17 - 19, 2019



EMPATHIC LEADERSHIP CONSIDERS THAT...

Everyone has a story.

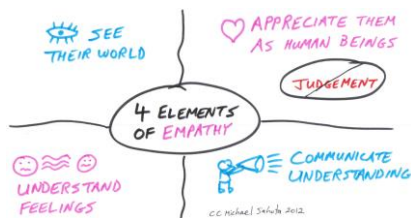
Each person's story interacts with the larger, complex American story.

Understanding the juxtaposition of the individual story to the national history helps campus leaders to design, implement, and shepherd systems, structures, and strategies that afford positive experiences for all.

Strategies include collaborative leadership; giving attention to data and being responsive; academic and social student success; student financial support; recruitment and retention of underrepresented student, faculty, and staff communities; overall advancement of institutional diversity and inclusion.

After all, everyone wants to be visible, valued, and validated.

EMPATHIC LEADERSHIP



While we can't always walk in someone else's shoes,

we can take the time to inquire about how the shoe fits and

if its path is smooth or riddled with pebbles

NATIONAL RESEARCH ON BENEFITS OF D&I

- **IN HIGHER EDUCATION:**
 - Positive effect on student development
 - Positive impact on educational outcomes for all students, regardless of background
 - Brave space for students to cultivate D&I principles, adopt D&I language, and engage D&I practices
- **IN THE MARKET PLACE**
 - Greater organizational decision-making
 - Better employee retention
 - Enhanced public relations
 - Thoughtful social responsibility
 - Increase the bottom line

INTENT IS NOT THE SAME AS IMPACT



**DIVERSITY
FACTORS**

- **Individual Differences**
 - personality, learning styles, age, and life experiences
- **Group/Social Differences**
 - race/ethnicity/color, class, gender, sexual orientation, country of origin, & geography
- **Abilities**
 - intellectual and physical
- **Cultural, Political, Religious/Creed, or Other Affiliations**
- **Intersectionality**

American Association of Colleges & Universities

**INCLUSION
DEFINED**

The active, intentional, and ongoing engagement with diversity... and empathic understanding of the complex ways individuals interact within systems and institutions

American Association of Colleges & Universities

DIVERSITY
&
INCLUSION

DIVERSITY

- Extend the ideological, cultural, and community net far and wide for compositional dissimilarity that reflects the multiplicity of the nation

INCLUSION

- Engage a representative caucus to make meaningful contributions and have a variety of perspectives grappling with campus challenges

INCLUSIVE EXCELLENCE

- Ensure acceptance of the wisdom, creativity, and experiences of a diverse assemblage

STRATEGIC APPROACHES

POLICIES PROCEDURES PRACTICES & STATEMENTS

MISSION. VISION. CORE VALUES.
 AFFIRMATIVE ACTION/ EQUAL OPPORTUNITY STATEMENT

DIVERSITY STATEMENT
 STATEMENT OF BEHAVIORAL EXPECTATIONS
 REPORTING MECHANISM

HARASSMENT PREVENTION
 SEXUAL HARASSMENT POLICY

UNIVERSITY DIVERSITY STRATEGIC PLAN
 COLLEGE & DIVISION PLANS

Equality vs. Equity

equality

EQUALITY=SAMENESS
 GIVING EVERYONE THE SAME THING → It only works if everyone starts from the same place

equity

EQUITY=FAIRNESS
 ACCESS to SAME OPPORTUNITIES → We must first ensure equity before we can enjoy equality

Protected Categories by Law

- Race
- Color
- Religion or Creed
- Age
- Sex
- National origin or ancestry
- Disability



HISTORICALLY UNDERREPRESENTED COMMUNITIES

- **A**frican American
- **L**atinx
- **A**siatic/Pacific Islander
- **N**ative American/American Indian
- **A**laska Native

LGBT+ Gender

FOUR-YEAR
PUBLIC
INSTITUTIONS'
DEGREE
COMPLETION
RATES

DATA

- Asian Students • 75.8 %
- Black Students had the lowest six-year completion rate • 46.0 %
- Hispanic Students • 55.7 %
- White Students • 71.7 %

National
Student
Clearinghouse
Research
Center
2017

KNOW YOUR
DEPARTMENT &
COLLEGE RATES FOR

PARTICIPATION
RETENTION
SAP
GRADUATION

1ST GEN

PROTECTED
GROUPS

MY
STORY
SHOULD
NOT BE A
MYSTERY

WHAT DO YOU KNOW ABOUT THE STUDENTS YOU SERVE?

FULL-TIME FACULTY & STAFF

- PROFESSORS
- ASSOCIATE PROFESSORS
- ASSISTANT PROFESSORS
- INSTRUCTORS/LECTURERS
- ASSISTING PROFESSORS
- VISITING PROFESSORS
- ADJUNCT PROFESSORS

- EXECUTIVE COUNCIL
- ASSOCIATE PROVOST
- ASSOCIATE VICE PROVOST
- ASSOCIATE VICE PRESIDENT
- DEAN
- CHAIR
- DIRECTOR/MANAGER
- SUPERVISOR/TEAM LEADER
- FRONT LINE



COMPOSITIONAL/PROPORTIONAL DIVERSITY & INCLUSION

Race/Ethnicity	Undergraduate	Graduate	Full-Time Faculty	Full-Time Staff
Am. Ind. / AK Nat.				
Asian				
Black				
Latino				
Nat. HI / Pac. Isl.				
White				
2+ Races				
International				

STRATEGIC APPROACHES TO INSTITUTIONAL DIVERSITY & INCLUSION



STUDY THE IMPACT OF CAMPUS CLIMATE

UNDERGRADUATE STUDENTS
 GRADUATE STUDENTS (MASTERS)
 GRADUATE STUDENTS (DOCTORAL)
 STAFF
 FACULTY
 ADMINISTRATORS
 ALUMNI
 COMMUNITY
 INCLUDE PROTECTED GROUPS

COLLABORATIVE LEADERSHIP

WITHIN COLLEGE
 WITHIN DIVISION
 ACROSS COLLEGES
 ACROSS DIVISIONS
 EXECUTIVE COUNCIL
 DIVERSE ALUMNI GROUPS
 COMMUNITY
 DIVERSITY COUNCIL...
 DIVERSITY OFFICE...

DIVERSITY COUNCIL



- STRATEGIC INITIATIVES
- ACCESSIBILITY
- ADULT LEARNERS/NON-TRAD
- AGE
- DIVERSITY & INCLUSION FUNDING
- GENDER/GENDER IDENTITY
- IMMIGRANT EXPERIENCES
- LGBT+
- RACE/COLOR/ETHNICITY
- RELIGIOUS ACCEPTANCE
- VETERANS

CAMPUS-WIDE D&I FOCUS

- FACULTY/STAFF AFFINITY-RESOURCE GROUPS
- CAMPUS CLIMATE SURVEY
- CENTER FOR EXCELLENCE PARTNERSHIP
- D&I CONVERSATION SERIES
- D&I ASSESSMENT
- D&I WEBSITE
- D&I INTERNAL AWARD
- D&I GRANT PROGRAM
- GENDER NEUTRAL RESTROOMS
- INTERNAL AND EXTERNAL PARTNERSHIPS
- LACTATION SUITES
- LEADERSHIP LENS SERIES
- MENTORING FOR HISTORICALLY UNDERREPRESENTED FACULTY
- MINORITY VENDOR PARTNERSHIPS
- NAVIGATING DIVERSITY IN SEARCH COMMITTEES
- PROFESSIONAL DEVELOPMENT FOR HISTORICALLY UNDERREPRESENTED FACULTY
- RECRUITMENT OF UNDERREPRESENTED FACULTY
- WAYS TO CONNECT HISTORICALLY UNDERREPRESENTED FACULTY & STAFF

STUDENT D&I FOCUS

- ACADEMIC
- ACADEMIC ACHIEVEMENT CELEBRATIONS
- ADVISING
- ALUMNI CONNECTIONS
- CAREER SERVICES
- CULTURAL INTEGRATION & CELEBRATIONS
- EARLY ARRIVAL PROGRAM
- EMERGENCY GRANTS
- GRADUATE STUDENT FELLOWSHIPS
- GRADUATION CELEBRATIONS
- LGBT+
- TUTORING
- MENTORSHIP
- PEER MENTORSHIP
- PIPELINE
- PROTECTED GROUPS
- RECRUITMENT PARTNERSHIP EVENTS
- RETENTION/COMPLETION-FOCUSED GRANTS & PROGRAMMING
- SCHOLARSHIPS
- STUDENT ORGANIZATION COLLABORATIONS
- SUMMER ACADEMIES

D&I TRAINING & DEVELOPMENT

- ANNUAL D&I FOCUS
- LGBTQ+ SAFE ZONE TRAINING
- PROTECTED GROUPS
- TARGETED PROFESSIONAL DEVELOPMENT
- TITLE IX
- HARASSMENT PREVENTION
- EXECUTIVE COUNCIL
- ACADEMIC LEADERS
- OPERATIONAL LEADERS
- FACULTY
- STAFF
- PART-TIME / TEMPORARY ASSISTANCE
- STUDENT WORKERS
- GRADUATE ASSISTANTS

OTHER ADVANCEMENTS TOWARD INSTITUTIONAL D&I

- CONTINUOUS REVIEW OF GAPS AND BARRIERS
- COURSES
- CURRICULUM/INSTRUCTION
- D&I AMBASSADORS
- EXPERIENTIAL LEARNING CREDIT
- HOLISTIC AND TEST-OPTIONAL ADMISSION

EXERCISE

- POLICIES
- EQUITY RATHER THAN EQUALITY
- DATA RESONSIVENESS
- DEPARTMENT / COLLEGE DATA
- FACULTY/STAFF DATA
- PROPORTIONAL D&I
- CAMPUS CLIMATE

- COLLABORATIVE LEADERSHIP
- CAMPUS WIDE D&I
- STUDENT D&I
- D&I TRAINING & DEVELOPMENT
- OTHER ADVANCEMENTS

DIVERSITY

&

INCLUSION

*If I ensure D&I,
what happens to me?*

OR

*If I do not ensure D&I,
what will happen to "others"?*

CLOSING THOUGHTS

& QUESTIONS

