



State of Colorado University of Northern Colorado

STRATEGIC INCLUSION AND DIVERSITY DEVELOPMENT

2006 TO 2011



A strategic process that addresses the valuing of and respect for diversity in its broadest sense, and fosters a community which is inclusive and welcoming while improving organizational communications and interpersonal relations.

Prepared by

KEBAYA COACHING ~ CONSULTING INC.

in partnership with

THE CROCHET CONSULTING GROUP, LLC

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APPROACH

The University of Northern Colorado is interested in educating students to become “citizens of the world.” Having a welcoming and affirming environment, a culture that understands and acts upon its understanding of inclusion is vital to reaching this goal. Our approach is both simple and comprehensive. The various pieces of the project are orchestrated in a way to best create and sustain change and desired end results.

The approach designed by *The Kebaya - CCG Team* is simple: create change through thoughtful, carefully planned and executed interventions that are easy to understand and measure. Our approach also includes ideas for maximizing the talents of the individuals selected to serve on the Diversity Advisory Council. We are recommending a more inclusive structure for the Diversity Advisory Council and will refer to it as a set of Councils that includes all constituents. This restructure of the Diversity Advisory Council allows the President to have access to a broad range of views and ideas based on feedback derived from discreet sub-councils. This approach further broadens the net of people feeling included and involved in the process of creating an inclusive culture.

The University of Northern Colorado’s Center for Enhancement of Teaching and Learning provides a structure to deliver inclusiveness training to faculty and staff. *The Kebaya - CCG Team* will provide a diverse team of inclusion professionals to train the staff and faculty in addition to providing critical support as the participants develop action plans to integrate what they learned into their daily patterns of behavior. We will refer to this as the Inclusion Training and Development Workshops.

We will offer three critical process-oriented deliverables to achieve your inclusion and diversity goals:

1. We will learn your business and culture in order to guide your team’s efforts to establish a successful climate for implementation. We will engage your management, staff and student leaders and offer them the critical leadership strategies that are required for overall success.
2. We will provide effective inclusion training sessions that meet your organization’s immediate and future needs. Each session will be interactive and designed to allow participants to set specific goals and action plans. Follow-up action planning sessions by department or organization are designed to build ownership and to track the organization’s progress.
3. A survey-guided organizational development approach is also offered concurrently. This is a comprehensive yet simple process for tracking the progress of your inclusion and diversity plans. You get empirical data to help every constituent participate in the transition to a more respectful and welcoming university environment.

This effort is grounded in a fundamental philosophy: *we conduct our business by including and valuing all constituents – staff, faculty, students and community members.* We provide your leaders with the coaching to guide this effort and the resultant strategic initiatives. Our overall vision is to enrich your human resources by helping you create a climate receptive to valuing inclusive practices and respecting diversity in its broadest sense - and thus be viewed as the “*University of Choice.*”

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The University of Northern Colorado is an ideal candidate for this type of strategic inclusion and diversity development work given its desire to create a fresh new culture. Through this effort, UNC may become known as an institution dedicated to breaking down the barriers between people, between people and content, and between all of its students and the University's educational community. It's also our opportunity to help UNC "*make a lasting difference — to leave a legacy for future generations of students, educators, alumni and citizens of Colorado.*"

We define Diversity as: "***Accepting, valuing and respecting the benefits of the uniqueness and similarities of all individuals.***" Our plan has one mission: to support University of Northern Colorado's core ideology by creating a university culture which attracts diverse, competent individuals, treats them with dignity, promotes their innovation and renewal, and values each individual's diversity: *a university representative of the world's people.*

ORGANIZATIONAL CLIMATE DEVELOPMENT AND READINESS

The success of any strategic organizational intervention is largely dependent upon having or successfully developing a receptive organizational climate. The failure of most major diversity and inclusion interventions comes not so much from failures in plans as it does from not having the patience to launch each successive stage at the right time. Given the impending organizational changes that are taking place at the University of Northern Colorado we feel that the time is right to integrate this inclusion and diversity initiative into every aspect of UNC's operation. We will use a process that informs and includes all constituents and members that particularly gets their input, buy-in and ownership. Doing this early on in the process not only allows us to measure the receptivity of the organizational climate and its readiness to move forward but to cultivate it. The communication campaign will help foster better understanding, minimize fears and anxieties and help crystallize a common set of university-wide expectations. The orientation meetings for the Advisory Councils will also provide focus group input. This climate development process will be subtle, subliminal and on-going throughout the implementation of this strategic inclusion and diversity intervention.

MONITORING, ASSESSMENT, MODIFYING AND CONTINGENCY PLANS

We will design a simple process to conduct the first of several annual surveys to study the organization's reception to diversity and to chart the progress of resulting supportive interventions. Given that almost all of the eligible faculty, staff and student organization populations may participate in the survey, we can survey a sample or do a complete census. The time required to conduct the feedback sessions will not exceed more than one or two hours of a student member or employee's time. The time required to conduct the survey will not exceed 30 minutes. This is reliable data for conjecture about the University of Northern Colorado's organizational climate and receptivity to diversity.

We will utilize the Ethnic Diversity Inventory Evaluation (EDIE) as a research tool to discern the degree of bias that exists in the organization for a healthy, respectful diverse workforce. With it, we are able to measure and assess trends in group behavior and thus modify inclusion and diversity initiatives and establish contingency plans to better achieve diversity goals and strategic business plans. Additionally, built into the EDIE is a morale survey. We are able to measure the morale of groups to differentiate between biases in a high or low morale environment.

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A critical aspect of the Inclusion Training and Development Workshops is to measure any positive changes in the behavior of the participants who go through this program. A standard group or organization self-assessment will be an integral part of the feedback and action planning process. This process guides not only a consistent assessment of outcomes; it also guides the successful collaborative efforts of all UNC constituents towards a common set of goals. We will help members keep this as a simple process and avoid over-complicating matters.

KEBAYA – CCG CONSULTANTS

Unique Qualifications

- Highly experienced and professional team of consultants, trainers and coaches who specialize in the areas of inclusion, diversity and cultural competency
- Seasoned professionals who are familiar with the issues that University of Northern Colorado faces
- High functioning team of diverse professionals

THE KEBAYA - CCG TEAM MEMBERS' BACKGROUND AND BIOGRAPHIES

Carolyn Love, MNM, B.A. – Lead Consultant



Carolyn Love is the founder and president of *Kebaya Coaching ~ Consulting Inc.* a leadership coaching, training and organizational development company. The vision of the company is to create a more civil and just society where people have the opportunity to experience their dreams. This is done by working with leaders committed to creating civic and organizational change.

Prior to starting a business, Ms. Love worked in the nonprofit sector at the Executive Director level for thirteen years. In addition she worked in the private sector for twelve years and the public sector for four years.

As an affiliate faculty member, Ms. Love teaches the Navajo Service Oriented Field Experience and Leadership Coaching. She has also taught Foundations of Leadership at Johnson & Wales University and was a guest lecturer in the Pioneer Leadership Program at Denver University. Ms. Love designed and presented a workshop titled “Leadership and the Third Sector at the Universidad Anáhuac in Mexico City, Mexico.

Ms. Love has a Master of Nonprofit Management from Regis University, a B.A. in Social Work from Indiana State University and is currently a student at Antioch University working on a Ph.D. in Leadership and Change.

George Crochet, SPHR, MAS



George Crochet, SPHR, launched *THE CROCHET CONSULTING GROUP (CCG)* in August of 1994 with a conscious focus on solving people problems for fast growth businesses. *CCG* is primarily an organizational development consulting firm and is especially effective in advising fast growth businesses on how to develop its people and the organization strategically. We help businesses plan, design and develop custom solutions to improve how they function, interact, communicate, diversify and grow as an organization. Solutions typically involve preventive measures in organizational planning or in executive team building, and diversity initiatives. *CCG* offers a full suite of custom designed workshops in our **INCLUSION TRAINING ACADEMY™**. The **INCLUSION**

KEBAYA COACHING ~ CONSULTING INC. in partnership with THE CROCHET CONSULTING GROUP, LLC
kebaya@msn.com (303) 438-0953 or george@theCCG.com (303) 530-2730

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TRAINING ACADEMY™ has a network of more than 30 seasoned consultants. We've established a track record for being responsive, flexible and results driven. **We are also known as being genuinely fun to work with.**

Mr. Crochet has over 30 years of experience in all areas of Human Resources (HR), including Organizational Development (OD). Since the mid-1970's, he worked as an HR and OD professional in large industrial corporations, where he helped organizations successfully manage the transition of mergers, acquisitions, downsizing, or rapid growth. His corporate tour of duty covered work in 40 states and 8 international countries. In 1988, George transferred to Boulder, Colorado, with a major international computer company as Director of Human Resources. He liked Colorado so much that he decided to remain for the rest of his career. George Crochet is known for his commitment to diversity and inclusion and is recognized as a civic and professional leader throughout Colorado. He has more than 30 years experience in developing and implementing effective diversity management training and development programs.

- He co-founded several professional minority organizations
- Served on the Governor's Minority Business Advisory Council
- Is a volunteer diversity consultant to community organizations, and coaches other coaches in youth sports
- Merger manager for Burroughs – Sperry merger
- Developed and implemented business leadership systems - won 2 Pinnacle Awards
- Business manager and producer of national diversity conferences
- Co-founded the Minority Business Leadership Council

Claire L. Brown, Ph.D.



Dr. Brown has 25 years corporate experience including 16 years directing diversity and equal opportunity/affirmative action organizations in Fortune 50 companies. Services included discrimination case investigations and methodologies, EO/diversity policies, strategies, course curriculum, and training. She also spent 5 years as a Fortune 50 corporate Ombudsperson utilizing organizational development skills to implement change management, conflict resolution, mentoring and career development programs. Dr. Brown earned her Ph.D. with a focus on the impact of men and women using aggressive communication in the workplace.

Dr. Brown co-edited a book, **Conflict and Diversity**, (Hampton Press), authored several articles such as *Male/Female Mentoring: Turning Potential Risks into*

Rewards in IEEE Transactions on Professional Communication and in Cultural Diversity at Work, is a guest lecturer and presenter at numerous conferences and universities across the US and in Puerto Rico and organized and coordinated national diversity and equal opportunity conferences and ongoing diversity initiatives for Fortune 50 companies.

Juanita Cox-Burton, MBA



Ms. Cox-Burton is President of the consulting firm, Institute for Diverse Leadership (I.D.L.). She possesses over twenty years of corporate experience. Her expertise includes Management and Executive Education, Marketing, Operations, Diversity, Leadership Succession and Training, Customer Service, and Organizational Development. Her education includes a BBA & MBA from University of Denver.

A frequent speaker on the topic of diversity in the workplace, Ms. Cox-Burton has been sought for comment on these issues by The Wall Street Journal, Human Resources Professional Magazine, AMA's periodical, H.R. Magazine, Colorado Business Magazine, and The Bureau of National Affairs special edition on promoting women

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and minorities. Juanita has served on the Board of Directors for The YWCA, The Society for Advancement of Management, and the University of Colorado. She presently serves as a board member of the Colorado Black Chamber of Commerce and Denver Work Force Development Board. Ms. Cox-Burton also appeared in a nationwide television show produced by Susan Kinney entitled, *“What Do Women Really Want, Anyway?”*

Juanita’s consulting firm specializes in assisting corporations in managing diversity, developing leaders, and enhancing employee skills. Juanita has facilitated diversity sessions since 1981. She holds several awards for her community efforts and is a recent recipient of The Mountain Award for her efforts in Business. The African American Leadership Institute of Metropolitan College sponsors the award.

Prior to becoming an entrepreneur, Juanita was Director of Leadership Succession and Accelerated Development programs for her former employer, U S WEST. She developed and directed the nation’s first successful fast track program for women of color which earned U S WEST the Catalyst Award in New York.

Susana Escalante, MA, ABD



Susana Escalante has over 20 years experience in the fields of Human Resources and Diversity. She has worked as Senior HR Manager for the City of Boulder, Hewlett-Packard and StorageTek with a focus on inclusion management.

She is currently Corporate Diversity Manager for Seagate. Seagate is the premier manufacturer of storage solutions, is a worldwide company, and has approximately 40,000 employees worldwide. Susana has extensive experience helping organizations design and implement their inclusion/diversity programs and strategies. She currently works with 7 employee Diversity Action Councils that she helped to create and manage. In addition, she works with 2 executive level Diversity Councils.

She works with the top levels of a company to design a winning strategy for inclusion, respect and equity. She has over 10 years experience working with teams, ensuring high team performance. She has been a consultant to various municipalities (City of Denver, Denver Water), Federal Government Programs (NIST, US Forest Service), non-profits and corporations (IBM, Lucent, and Hughes).

Susana has received many awards for her work including the Boulder County Multicultural Award (1997) for her work in business, the Adelante Mujer Award (1998) and the Diversity Centurian Award (1999).

Deborah Flick, Ph. D.



Dr. Deborah Flick is an internationally recognized expert in diversity and dialogue and the author of the award-winning book *From Debate to Dialogue: Using the Understanding Process to Transform Our Conversations*. She has over two decades of experience providing consultation and developing and delivering training programs. Her areas of specialization include:

She has designed and conducted organizational diversity and gender assessments for Fortune 50 Corporations, law firms, and financial institutions. The results of these assessments have been used to make interventions and necessary changes. Additionally, Dr. Flick serves as an expert consultant in sexual harassment and sex-discrimination cases. Dr. Flick was also a communication and multi-cultural programming consultant to Seeking

Common Ground, an international non-profit that conducts intensive residential conflict management and peace-making programs for youth from the Middle East, South Africa, among other conflict-ridden parts of the world.

As part of her work Dr. Flick has made original contributions to the field. She developed the Understanding Process Approach to Intentional Dialogue, Diversity Journey Maps, and the Rationale-Based Approach to

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Building Inclusive, Respectful Workplaces. Several corporations have licensing agreements with Dr. Flick to incorporate her work into their leadership, diversity and team development initiatives.

During her 14-year tenure on the faculty of the University of Colorado, Boulder, Dr. Flick taught courses on Workplace Diversity and on the legal, social and psychological aspects of sexual harassment. She initiated several innovative programs including the Women Studies Internship Program and the Gender Theatre Dialogue Project. At the invitation of the Chancellor's Teaching Excellence Program, Dr. Flick wrote a pamphlet entitled Developing and Teaching an Inclusive Curriculum. In 1977 Dr. Flick founded and directed Denver SafeHouse for Battered Women, which is still a thriving, non-profit organization.

Joe A. Gonzales, B.A.



Mr. Gonzales is a mediator, trainer and facilitator. He designs and facilitates strategic planning processes that define collaborative solutions. He has worked extensively with communities and organizations experiencing the difficulties of reorganization and change.

He is a Senior Staff Associate with CDR Associates in Boulder, Colorado; a Senior Consultant with Generon Consultants, Boston; a trainer and facilitator with the CU at Denver's Center for Public/Private Sector Cooperation; a Senior Consultant with Enterprise Foundation, the Rural Community Assistance Corporation, Mercy Housing Inc., Colorado Trust; Senior Trainer with Anderson-Davis, Inc., and the NeighborWorks America Corporation. He has a B.A. in Social Psychology from the University of California at Santa Cruz; was trained as a trainer in Facilitation and Group Dynamics by

David Sibbett & Associates; Training for Trainers by NeighborWorks America; Advanced Mediation, Facilitation and International Cross-Cultural Negotiation skills by CDR Associates; Cultural Diversity Training for Trainers by J. Howard & Associates; and, Sexual/Workplace Harassment and EEO Policies by Anderson-Davis, Inc.

He provides ongoing technical support to a wide range of public and private sector clients; these services range from specifically developed training's; strategic planning processes to develop group alignment; and, general mediation for organizational or community conflicts. He has provided training in consensus building strategies, mediation skills and conflict intervention strategies for over 20 years.

Keith Louis Langeneckert, MS



Mr. Langeneckert is founder and principal of **G&L Consultants**, a diversity and management-consulting firm. He has over twelve years of professional experience as a computer software engineer, including eight years as a supervisor of research and development, and two years experience as a university teaching assistant in computer science. He has extensive training in the areas of equal opportunity, affirmative action and diversity.

G&L Consultants provides management and diversity consulting to corporate, academic, government and community clients. They design and facilitate diversity workshops on Valuing Diversity, Managing Diversity, Sexual Harassment, Diversity Communications, Sexual Orientation Diversity, Conflict Resolution, and Gender Diversity. They have given interviews and presentations on diversity and management topics at conferences and universities, and on television and radio.

While at AT&T Bell Laboratories, Mr. Langeneckert was a Supervisor of Technical Staff responsible for software quality. He spent eight years supervising diverse technical professionals responsible for highly customized communications systems for clients such as the U.S. State Department, the White House and the U.S. House of Representatives.

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Other related experience includes: volunteer trainer for the City of Boulder's Valuing Diversity: Education on Homophobia and Heterosexism Project; Advisory Board member of Hewlett-Packard's Gay and Lesbian Employee Network; 1994-1998; Director of the Young Gay Men's Support Group at the Gay and Lesbian Community Center of Colorado; 1989-1993 and co-founder of LEAGUE (Lesbian, Bisexual and Gay United Employees), an employee support group at AT&T.

Kevin May, MNM, B.S.



Kevin D. May, MNM is the founder and president of **Ascend Human & Organizational Development Co.** Ascend focuses on uncovering the authentic leadership ability and natural giftedness that often lie dormant in people, groups, boards and organizations. Kevin is also an affiliate professor at Regis University in the Masters of Nonprofit Management program where he teaches leadership and spiritual development through courses titled “*Leading From Within, and Leadership Coaching.*”

Kevin also leads weekend retreats which are designed to help leaders rediscover and engage their Life’s Mission. Ascend Human and Organizational Development Co. provides training in the areas of Organizational Development, Leadership Training, Interpersonal Skills, Communication, and Inclusiveness/Diversity. Kevin has a

Bachelor of Science in Business Administration from the University of Colorado’s Leeds School of Business where he also earned a full athletic scholarship playing football for the Golden Buffalo football team. Kevin also holds a master’s degree in Nonprofit Management from Regis University, where he was a Colorado Trust Fellow.

Zenat Shariff Belkin, MA



Ms. Belkin is founder and principal of **The Shariff Belkin Group**, a diversity and management consulting firm. Multilingual with a graduate degree in intercultural communication, Zenat Shariff Belkin is a trainer and facilitator in the areas of:

- Intercultural communication
- Diversity team coaching
- Cultural diversity
- Organizational change

She brings international, national and local experiences from corporate suite to shop floor and a unique and flexible set of skills to her work. She teaches management in the Master of Science Program at Regis University, Denver Colorado and at the

School of Business at the University of Colorado at Denver. She is recognized for her ability to "cut to the core" of organizational change issues and to support major shifts in how organizations address "people issues".

Ms. Belkin has over 20 years of professional experience leading and collaborating in the area of organizational change and diversity. Her work includes trainings and facilitation of groups in government, business, non-profits and educational institutions, interfacing with all levels of the organization. Ms. Belkin also brings passion and a sense of commitment to this work, a key ingredient to successful and sustainable diversity initiatives.