

University of Northern Colorado
Strategic Inclusion and Diversity Development Initiative

**Feedback on First Phase Interventions and Strategies
for Next Steps**

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AGENDA

- **Meeting Expectations and Objectives**
- **Overview of Focus Group Results**
- **Strategies Going Forward**
- **Open Discussion**

Meeting Expectations and Objectives

Our Purpose

- To provide honest, objective feedback for Executive Staff's decision-making
- To recommend critical strategies that sustain and garner timely support for this initiative
- Provide a document for your use with others

Meeting Objectives

- To provide the Executive Staff with information that's valued and respected
- To leave Executive Staff with a clear set of actionable next steps

Overview of Focus Group Results

Phase 1 Campus Group Discussions: Background

- 443 people representing all levels within the organization participated in the meetings and focus group sessions.
- The intent of the meetings was threefold:
 1. *To facilitate discussions on campus about the Initiative*
 2. *To obtain information from the faculty, staff and students about how to get them involved and committed*
 3. *To receive feedback about what's important to include in the transition workshops and where to focus the assessment*
- People were engaged and willing to share their thoughts, concerns and beliefs about the Initiative.

Overview of Focus Group Results

Common Themes: **Top Concerns**

- That the campus is already diverse
- Supporting this diversity initiative with guarded optimism
- That this was yet another effort to obtain information that would not be used
- That the campus climate for supporting diversity needed to be more positive

Overview of Focus Group Results

Common Themes: **Top Concerns**

- Needed to hear from Carter hall and President Kay Norton to know that she was serious about changing the campus
- Many questioned if the University was prepared to deal with the emotions around diversity and social justice and if it was a safe environment for these discussions

Overview of Focus Group Results

Common Themes: **Institutional Barriers to Success**

- **A main theme related to costs and budgets:**
 - Determining the existence and prioritization of dollars used to support diversity
 - Lack of dollars for scholarships and financial aid
 - Funds needed for recruiting faculty of color
 - Departments competing for funds

Overview of Focus Group Results

Common Themes: **Institutional Barriers to Success**

- Needing visible consistent support from the administration and their awareness of campus diversity issues
- Concerns about the recruiting and retention of faculty and students
- The need for greater support of the cultural centers
- The need to work with the Greeley community to improve diversity-related behaviors
- A few people expressed that they saw no bias on campus

Overview of Focus Group Results

Common Themes: What Is Not Valued, Recognized and Respected in the University Community

- Many issues related to improving the campus climate to better support the needs of:
 - *Students of color*
 - *Students from the GLBT community*
 - *International students*
 - *Non-traditional students*
 - *Transfer students*
 - *Women students*
 - *Students with special needs*

Overview of Focus Group Results

Common Themes: What Is Not Valued, Recognized and Respected in the University Community

- Gender bias, sexual harassment, age bias, racial name-calling, religious bias, and GLBT people not feeling safe on campus
- Biased treatment based on status, job level, and educational level
- Faculty, staff and students expressed feelings of being ignored or their opinions not valued by the administration.
- Concerns about stress and feeling overworked due to continuous budget cuts were issues that impacted ability to fully serve the students.

Overview of Focus Group Results

Common Themes: How to Include You

- A few departments or organizations already had active diversity initiatives in place.
- A recurring theme suggested that the President and administration needed to take a stronger visible stance to demonstrate their beliefs and support of diversity.
- Expressed most often was the need for the President, faculty, and staff to demonstrate their support and firm commitment, and to model expected behaviors.

Overview of Focus Group Results

Common Themes: **How to Include You**

- The need for education and training to insure all on campus understood expectations and their responsibilities to keep the campus safe and harassment-free
- Trust issues in terms of:
 - *Wanting to see that the administration was serious about this initiative*
 - *That it would not be dropped*
 - *That this time things would be different*

Overview of Focus Group Results

Common Themes: Participation in Session or Workshop

- While most were skeptical due to the barriers and biases mentioned, they expressed hopefulness about participating and setting a common positive direction for all.
- Some were ready to attend now.
- Others commented that it may be difficult to attend two days of training and offered solutions to make it happen:
 - *Having a flexible schedule*
 - *Separating it into modules*
 - *Offering it at different times of the day*
 - *Offering it every day of the week*
 - *Having food*

Overview of Focus Group Results

Common Themes: Participation in Session or Workshop

- Support from the President and key leaders was seen as critical to having people attend.
- Having the President, Provost and the Deans talk about, support and attend the training was important
- Making the content valuable with clear objectives and results was also suggested.

Overview of Focus Group Results

Common Beliefs and Perceptions

- Alliances are developing and can be developed across departments and between faculty and staff.
- All members can participate in determining mutually beneficial outcomes.
- The most critical barrier to inclusion is with UNC administration – they won't go the distance
- Creating a “**safe to say**” and welcoming environment requires financial and visible support from the “top.”

Overview of Focus Group Results

Common Beliefs and Perceptions

- The faculty and staff want to be equally involved.
- We need a common process for changing the culture.
- We need and can attend workshops.
- We are powerless to make this change by ourselves.
- We have the skills but not enough resources nor support.
- We can't afford **not** to do this.
- The President, Administration, Provost and the Deans must lead this effort.

Overview of Focus Group Results

Opposing Viewpoints

- **“They” do not** want “us” to be empowered or involved.
- We can’t afford to do this.
- “They” will never let this happen.
- We don’t see the support for this.
- It has to be done now.

Overview of Focus Group Results

How People Became Engaged

- Through dialogue
- A view of the complete process
- Understanding how they can be involved
- Asking for their input and sharing feedback on their consensus
- A promise of next steps

Overview of Focus Group Results

How Real Are the Identified Barriers

- Perception is often reality.
- Past practices repeated render the same results.
- Leadership has to change the decision making process to practice and model inclusion.
- Communication process has to reflect inclusive practices.

Overview of Focus Group Results

The 5 Most Detrimental Biases

1. It's the “usual suspects” mentality
2. Exclusion of key groups from mainstream of UNC community
 - *Not a full-fledged member*
 - *Valued on unequal terms*
3. Maintenance of institutional bias systems that can be changed
4. Transparent leadership
5. Lack of accountability for unwelcoming and disrespectful behaviors

Strategies Going Forward

The Organizational Readiness and Dialogue Intervention

- The process
- The impact
- The outcomes

Sustaining the Communications Matrix

- Strategic success factors
- Pitfalls

Strategies Going Forward

The Organizational Readiness and Dialogue Intervention

■ The process

- *The launch is already underway*
- *Strategic interventions are promised*
- *Communications were planned to increase*
 - Cross-group dialogues
 - DAC, group activity, the survey and workshops

■ The impact

- *More than 80% of the population are aware*
- *More than half are ready for the next steps*
- *Communications are more critical given changes in plans*

Strategies Going Forward

The Organizational Readiness and Dialogue Intervention

- **The best outcomes to seek**

- *More visible support and assurance from leadership*
- *Implement changes on “low hanging fruit”*
- *Support for cross-group inclusion activities*
- *Stepped-up communications on cross-group inclusive activity*

- **The outcomes to avoid**

- *Doing something to appease “usual suspects”*
- *Directing “programs” at people*
- *Not openly addressing the trust issues – before next steps*

Strategies Going Forward

Sustaining the Communications Matrix

■ Strategic success factors

- *More visible support from leadership*
- *President, Administration, Provost and Deans actively model inclusive behaviors and support cross-group inclusion activities*
- *Communicate a clear plan and timeframe for initiatives and stick to it*

■ Pitfalls to avoid

- *Too many deviations from communication plan*
- *Inadequate resources to support the high volume of communication activity for the next 12-18 months*

Strategies Going Forward

What's **Going Well** that Should Continue

- People are sincerely committed to transitioning to a more welcoming and inclusive UNC community.
- The student, staff and faculty resources for implementation are on campus.
- The student, staff and faculty members know what they have to do to make the change.

Strategies Going Forward

What's **Not Going Well** that Should Continue

- UNC leaders are not united on this initiative.
- Commitments for funding initiative interventions are not strategic nor secure.
- Faculty and staff are not being heard nor included in developing the outcomes on decisions that affect them.
- UNC leaders need an objective check on their own biased behaviors.

Strategies Going Forward

What **Should Happen** that's **Not Happening At All**

- Accountability for biased actions and disrespectful behaviors
- Tangible and intangible incentives for modeling the respectful and inclusive behaviors
- A process to address distrustful communications
 - *Eliminate barriers to continuing dialogue*
 - *Build bridges to cross functional relationships*
 - *Create safe and welcoming environments*

Strategies Going Forward

The **Most Critical Do's and Don'ts**

■ **Do:**

- Honor the plan to transition the UNC community to a more welcoming and inclusive environment
- Learn how to practice inclusive decision making and how to use the strategic inclusive behaviors
- Make a commitment to take the time to over-communicate initiative goals, activities and support
- Demonstrate visible and unified support for the strategic initiatives – even in the face of adversity

Strategies Going Forward

The **Most Critical Do's and Don'ts**

■ **Don't:**

- Stop your strategic approach to the Inclusion and Diversity Development Initiative
- Allow personal agendas to undermine your goals – build alliances to recognize and discourage attacks
- Continue to impose “get well” programs and processes on the UNC community – use the strategic inclusive behaviors

Open Discussion

■ Questions for us:

- Have we clearly met your identified objectives?
- What other questions can we address?

■ Questions for you:

- What decisions will be the most difficult for you?
- Are you clear about where to start?
- Other issues