THE UNIVERSITY OF ALABAMA®

WHERE LEGENDS ARE MADE

DIVISION OF DIVERSITY, EQUITY AND INCLUSION
October 30, 2019

BEGIN WITH THE END IN MIND

"Graduates who have cultural competencies which allow them to live and work with <u>effectively</u> in an increasingly diverse and global society. "
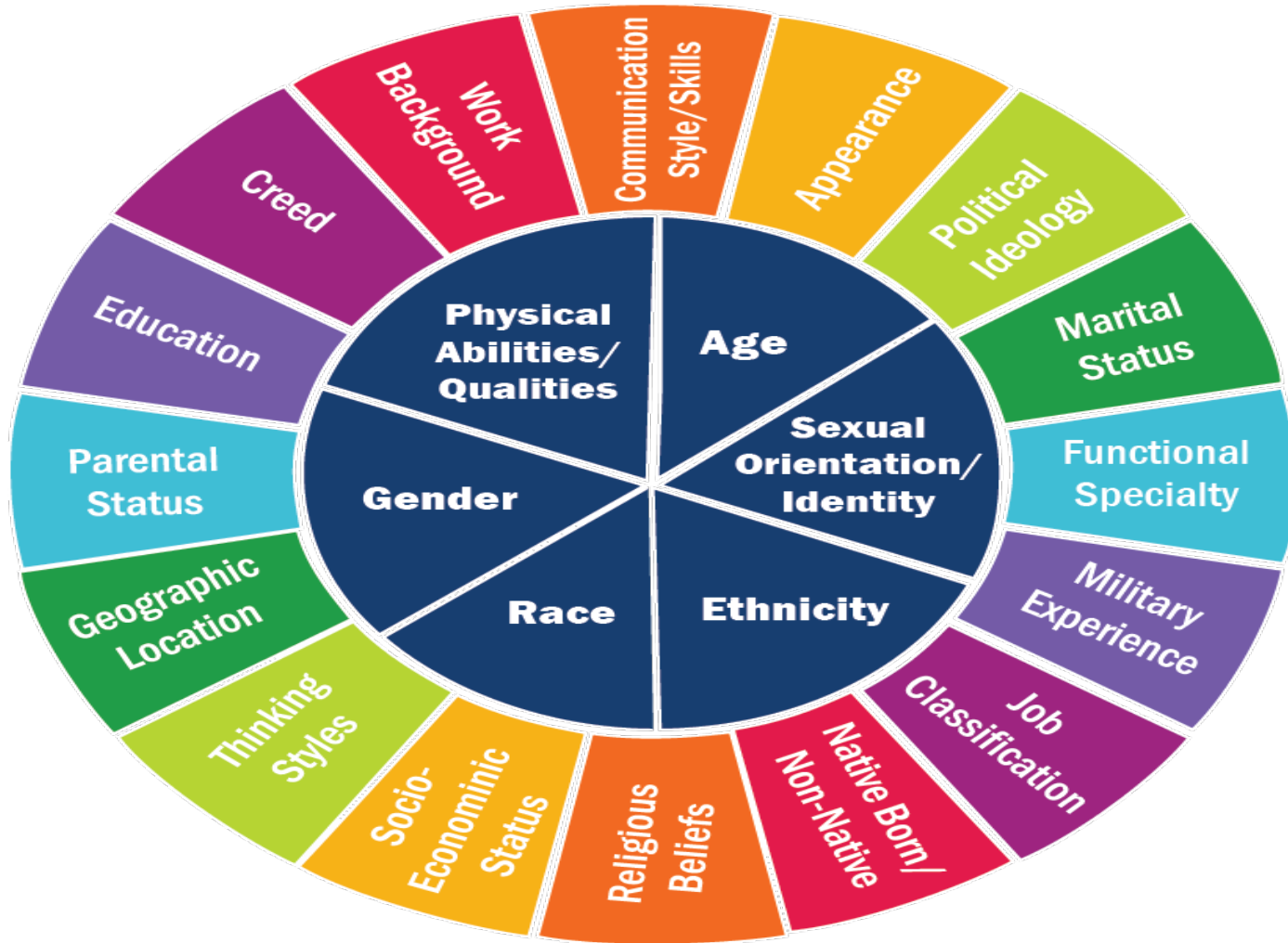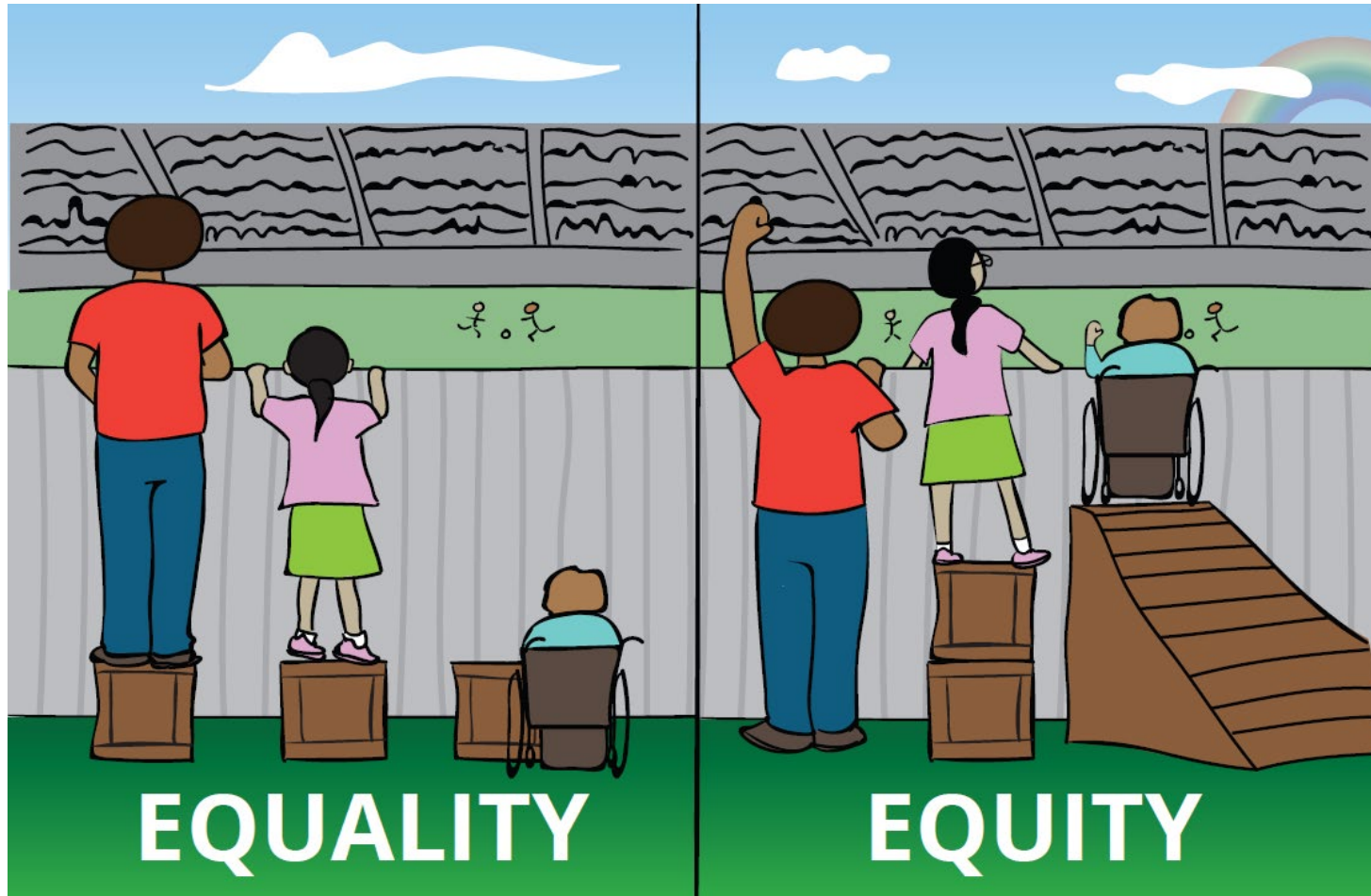
DEI OPERATIONAL GOALS

- Recruit, retain and graduate more diverse students

- Recruit, retain and promote more diverse faculty and staff

- Build a more inclusive and welcoming campus environment

- Develop a more culturally competent campus community

UA COMMUNITY MEMBERS' DIMENSIONS OF DIVERSITY

EQUITY

EQUALITY

EQUITY

INCLUSION

- INTENTIONAL
- ACTIVE
- ON-GOING ENGAGEMENT WITH DIVERSITY
  - Increases awareness
  - Increases content knowledge
  - Increases critical thinking around complex issues
  - Develops empathic understanding of the complex ways people interact within systems

Inclusive Communities don't just happen – they must be built!

Inclusive Excellence

Call to Higher Education

Through the vision and practice of inclusive excellence, AAC&U calls for higher education to address diversity, inclusion, and equity as critical to the wellbeing of democratic culture.
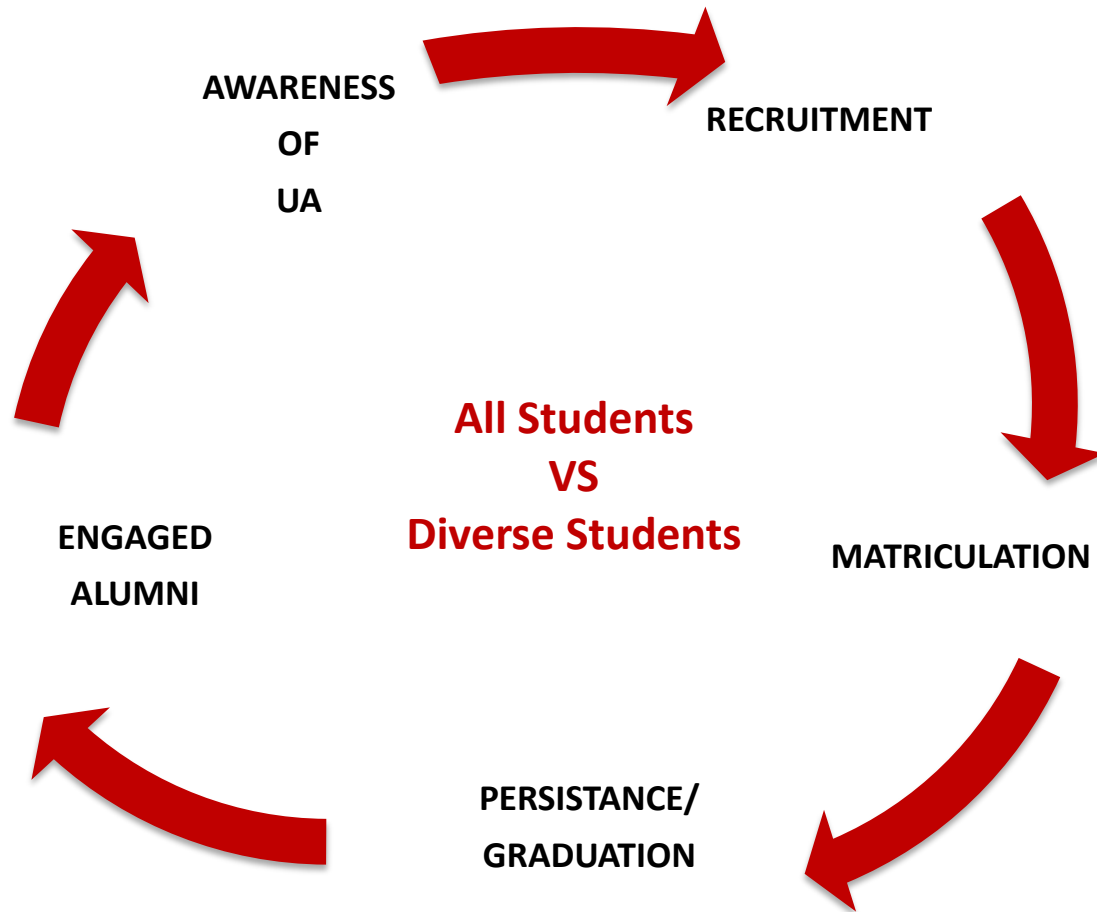
AACU

AACU'S INCLUSIVE EXCELLENCE / METRIC

- American Association of Colleges and Universities argues an institutional excellence in interwoven / inextricably linked to institutional inclusiveness. **Low inclusiveness / low excellence**

- Guiding principle for access, student success, and high-quality learning *(All aspects of the institution)*
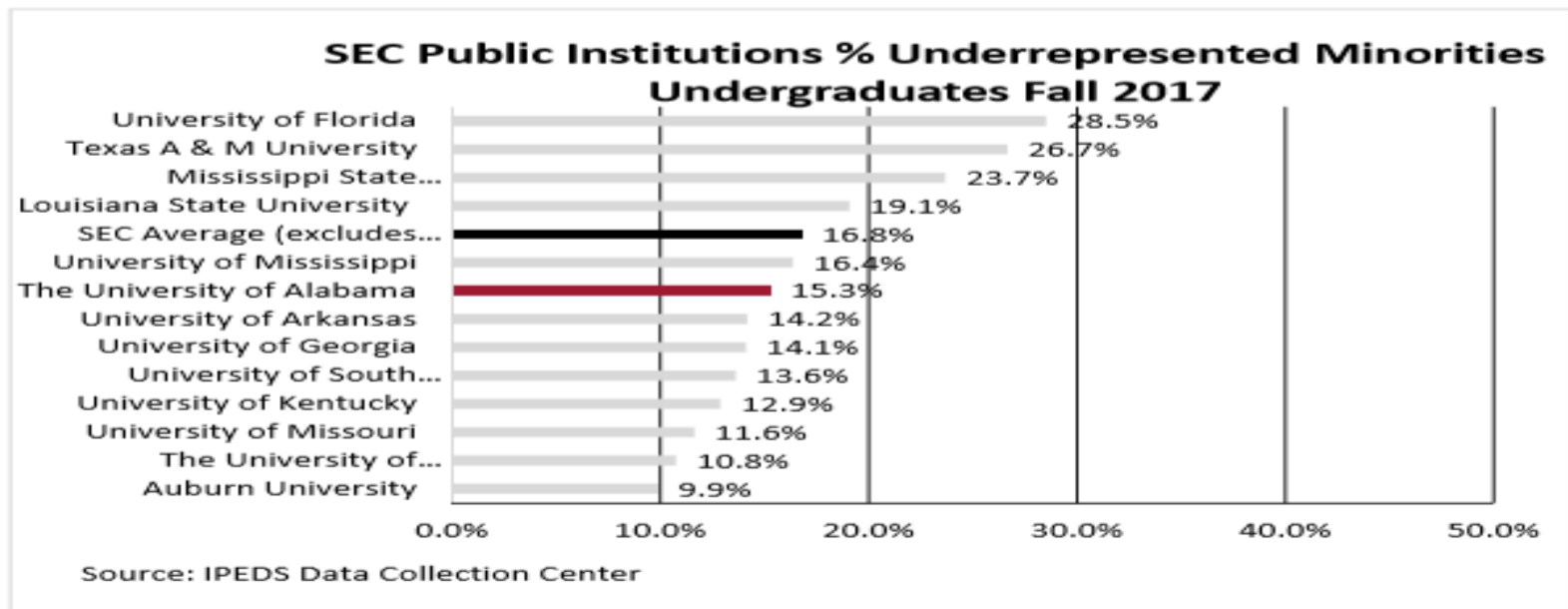
Inclusive Excellence Goal - achieve excellence in learning, teaching, student development, institutional functioning, and engagement in local and global communities

AWARENESS
OF
UA

RECRUITMENT

All Students
VS
Diverse Students

MATRICULATION

ENGAGED
ALUMNI

PERSISTANCE/
GRADUATION

Inclusive Excellence – Data Driven

- Requires that we ==uncover inequities in student success==, identify effective educational practices, and build such practices organically for sustained institutional change

SEC Public Institutions % Underrepresented Minorities Undergraduates Fall 2017

Institution	Percentage
University of Florida	28.5%
Texas A & M University	26.7%
Mississippi State...	23.7%
Louisiana State University	19.1%
SEC Average (excludes...	16.8%
University of Mississippi	16.4%
The University of Alabama	15.3%
University of Arkansas	14.2%
University of Georgia	14.1%
University of South...	13.6%
University of Kentucky	12.9%
University of Missouri	11.6%
The University of...	10.8%
Auburn University	9.9%

Source: IPEDS Data Collection Center

Inclusive Excellence: Who is at the table / room / making decisions?

- **Success** is dependent on how well an institution values, engages and includes the rich diversity of students, staff, faculty, administrators, and alumni constituents
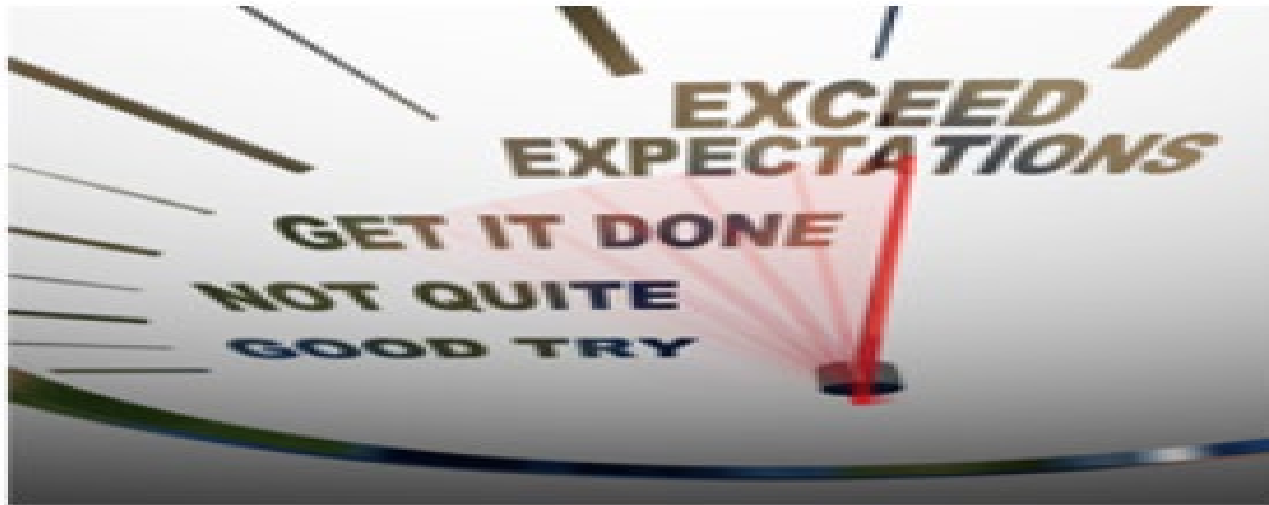
Inclusive Excellence Impacts

- How we make decisions
- How we listen to one another
- How we relate to differences
- How we apply standards of fairness and equity
- How we structure our systems and practices
- How we develop our human resources
- How we appreciate one another
- How we communicate with one another

Levels of Diversity/Inclusion Implementation

Organizational Level
Vision * Culture * Policy * Procedure * Accountability

Departmental Level
Composition * Interaction * Norms * Accountability

Personal Level
Awareness * Attitude * Action * Accountability
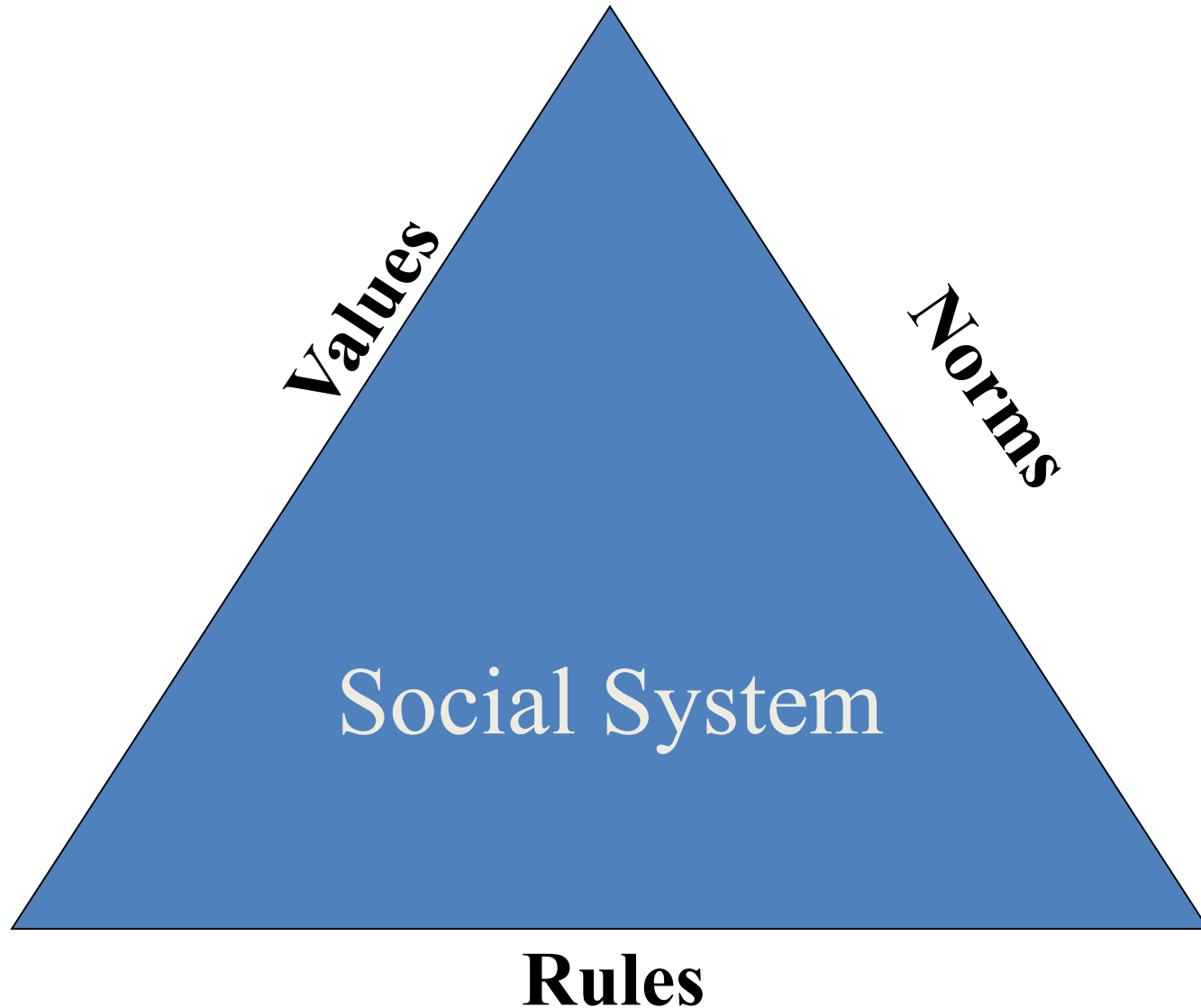
Moving the Needle

- *Strategic disruption of normalcy as a method to achieve institutional inclusive excellence*

Diversity, Equity and Inclusion is complex and dynamic – more than dinner, dance outfits
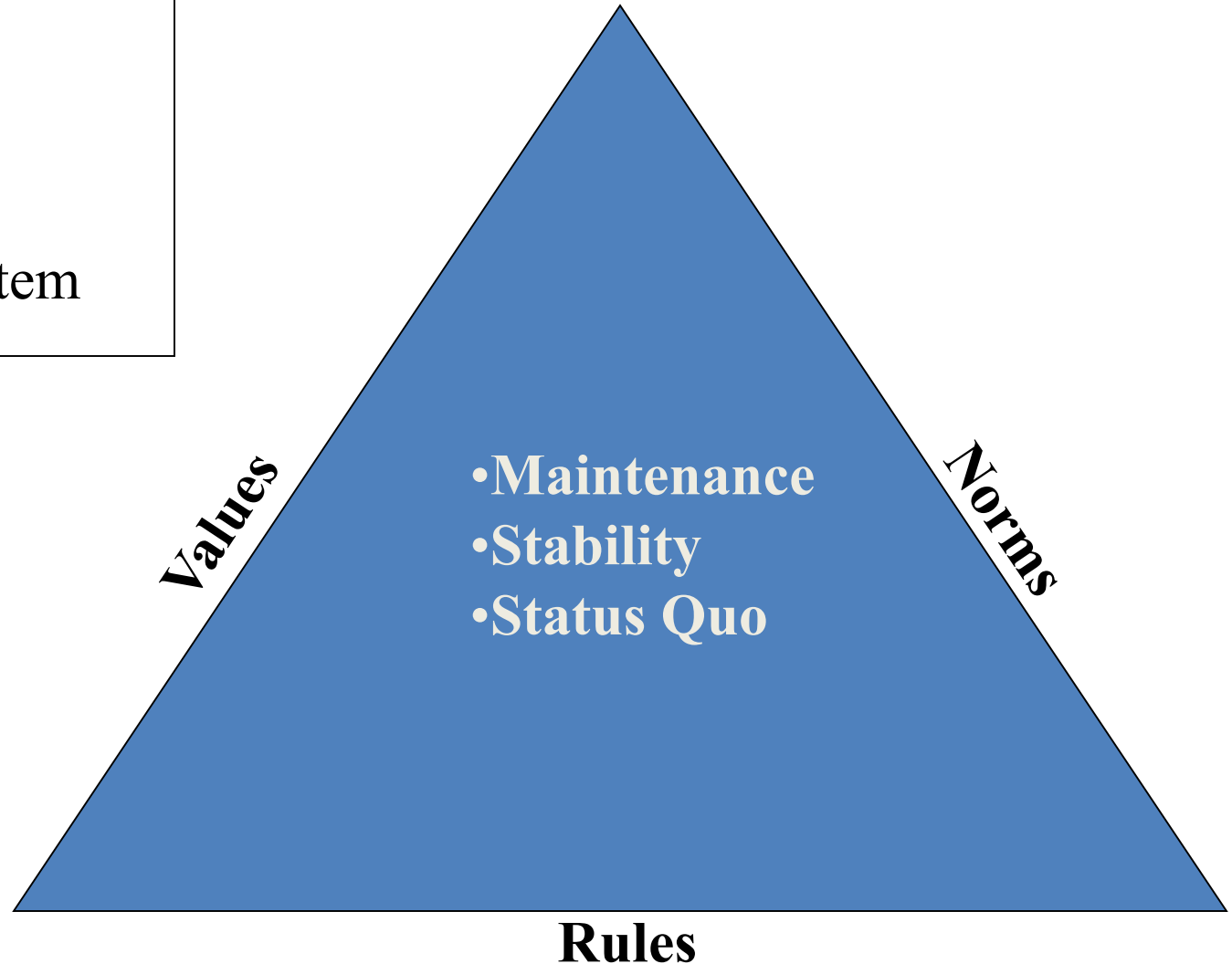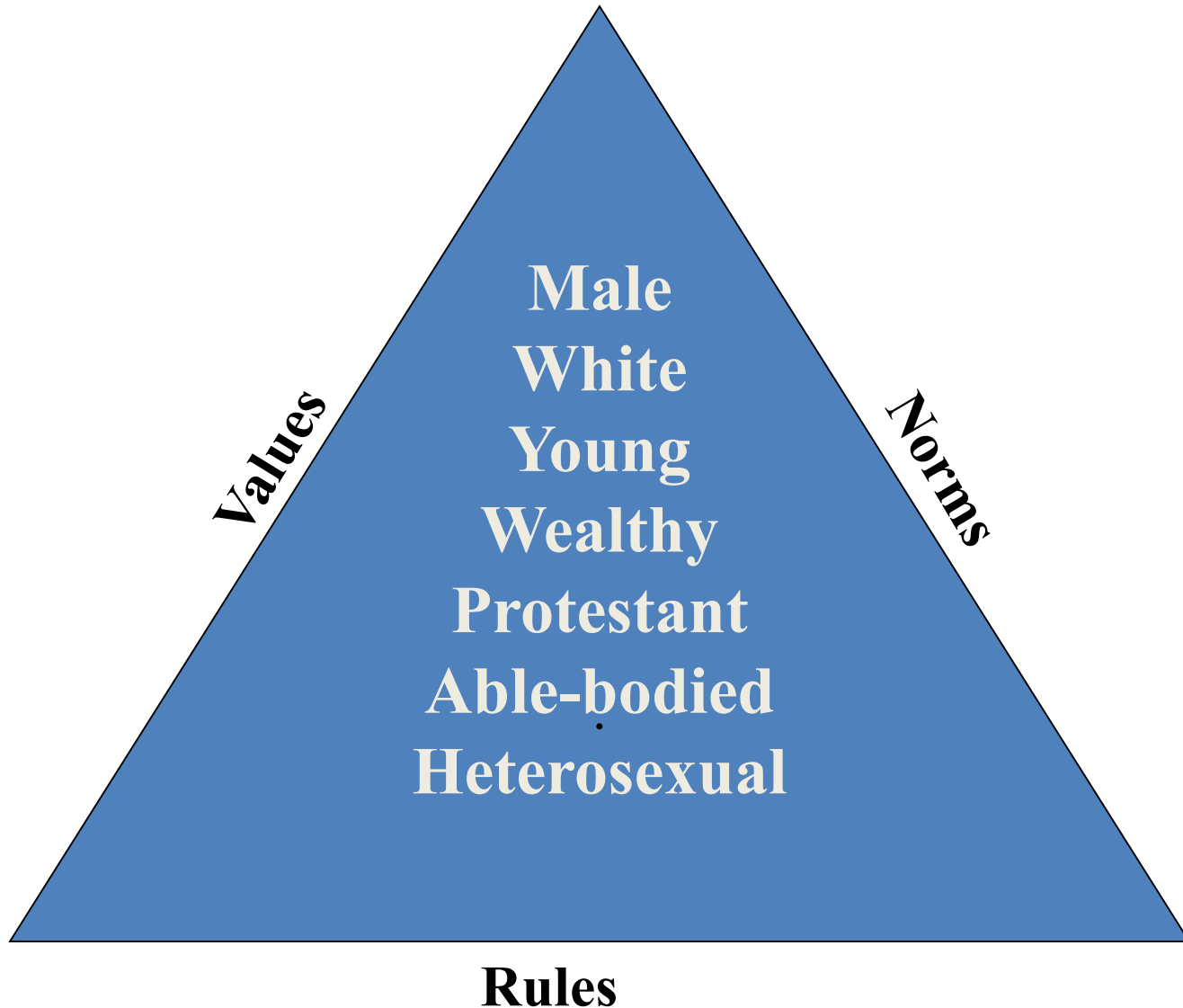
HIGHER EDUCATION

Dominant Culture

Values **Norms**

Male
White
Young
Wealthy
Protestant
Able-bodied
Heterosexual

Rules

Difference and Social Systems

Values

Norms

Male
White
Young
Wealthy
Protestant
Able-bodied
Heterosexual

Rules

Visible
Difference

Non-visible
Difference

Inclusive Community

Values?

Norms??

Male
White
Young
Wealthy
Protestant
Able-bodied
Heterosexual

Visible
Difference

Non-visible
Difference

Rules????
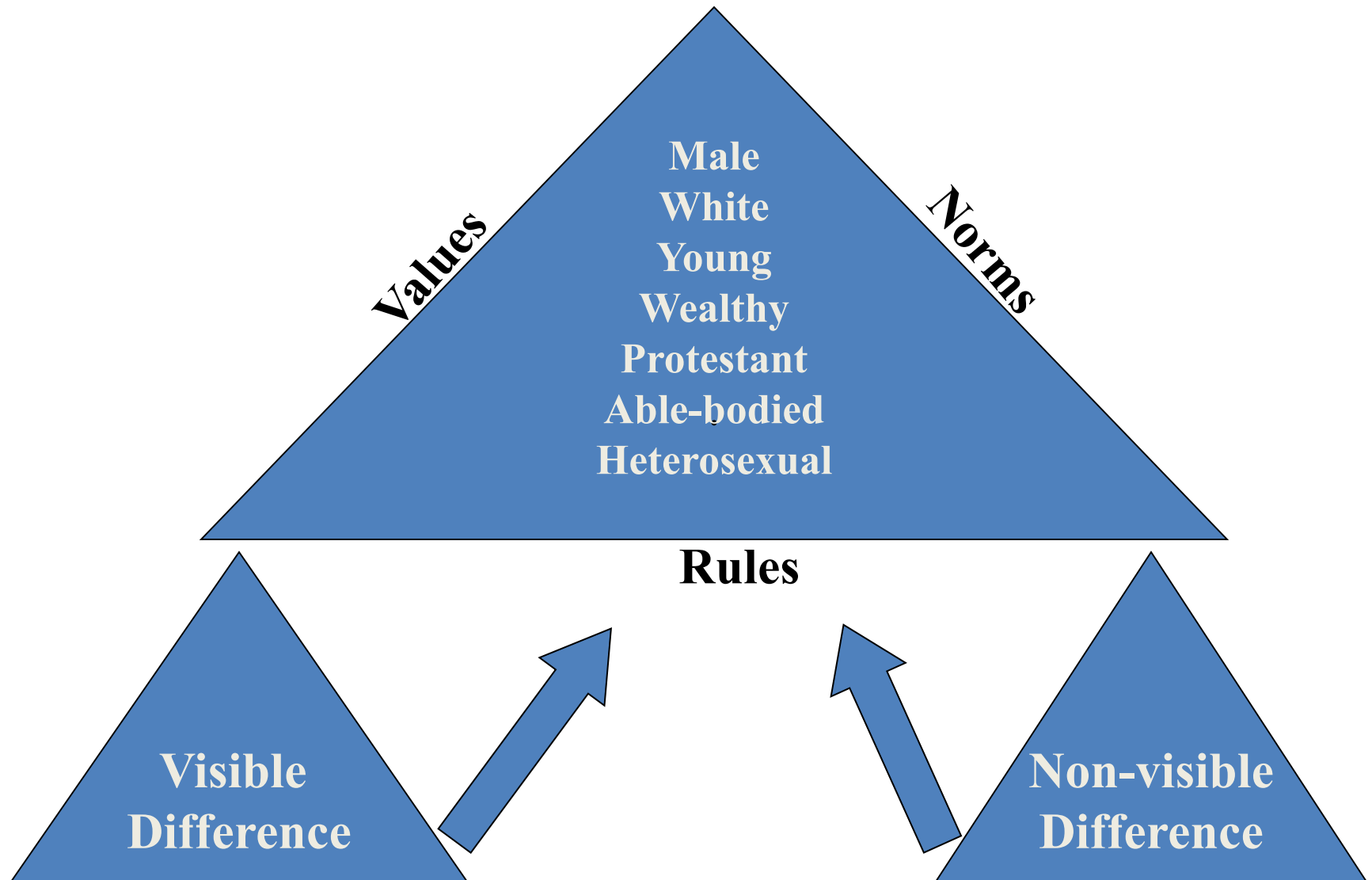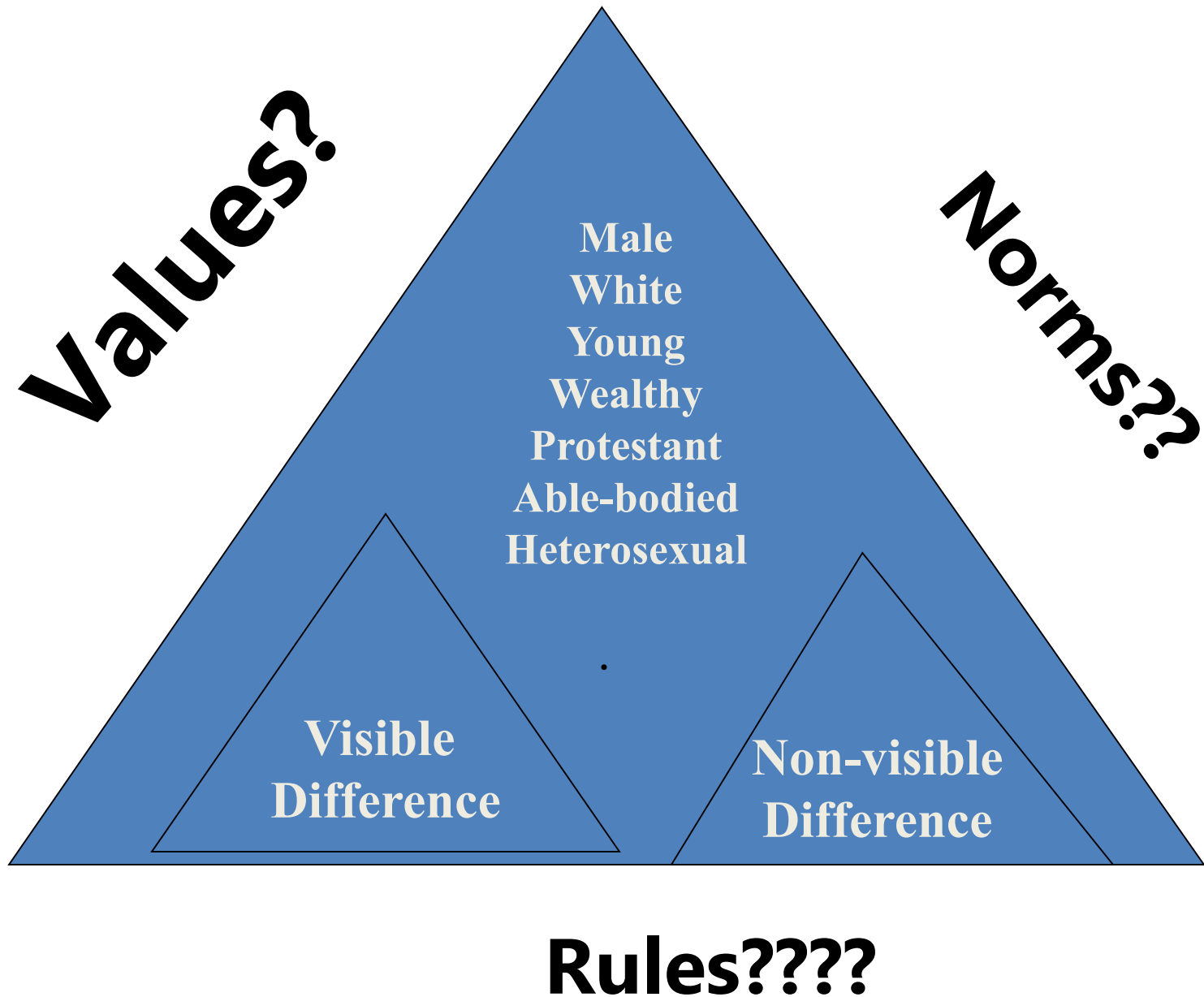
THEMES FROM CAMPUS CONVERSATIONS

- Accountability
- Structural diversity
- Connect our efforts
- Required diversity education
- Skill development for front line staff
- Skill development for faculty
- Diversity work should be celebrated and count
- Assessment
- Shared responsibility
- Messaging in times of bias / hate crisis events
- Face our past – Reclaim and Reframe

RECLAIMING AND REFRAMING OUR NARRATIVE ABOUT DIVERSITY AT UA
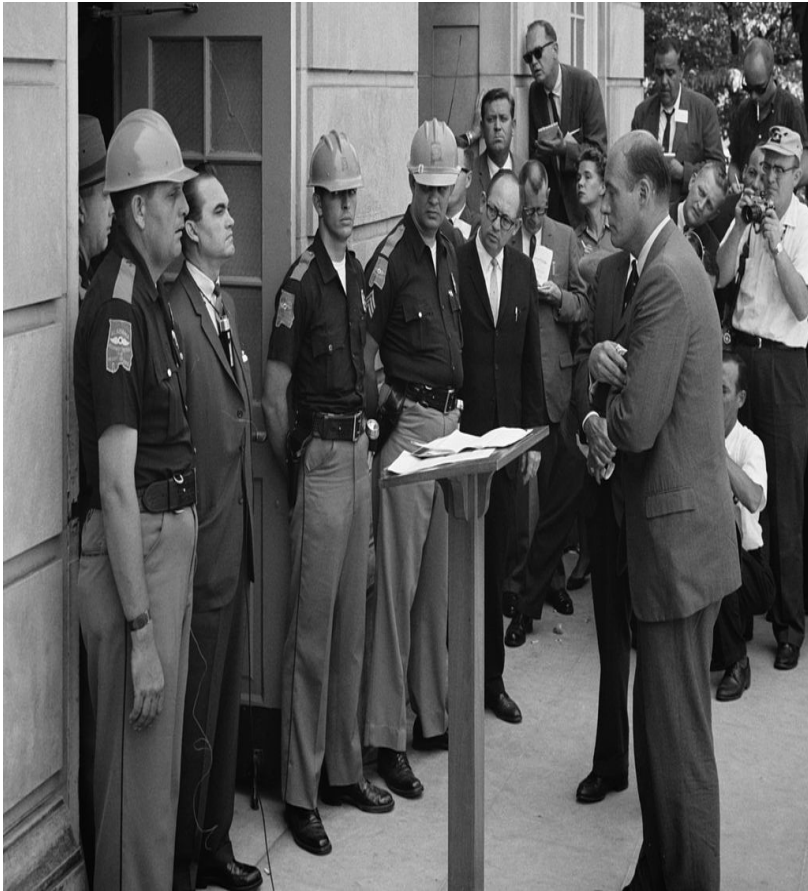
Culture Transformation
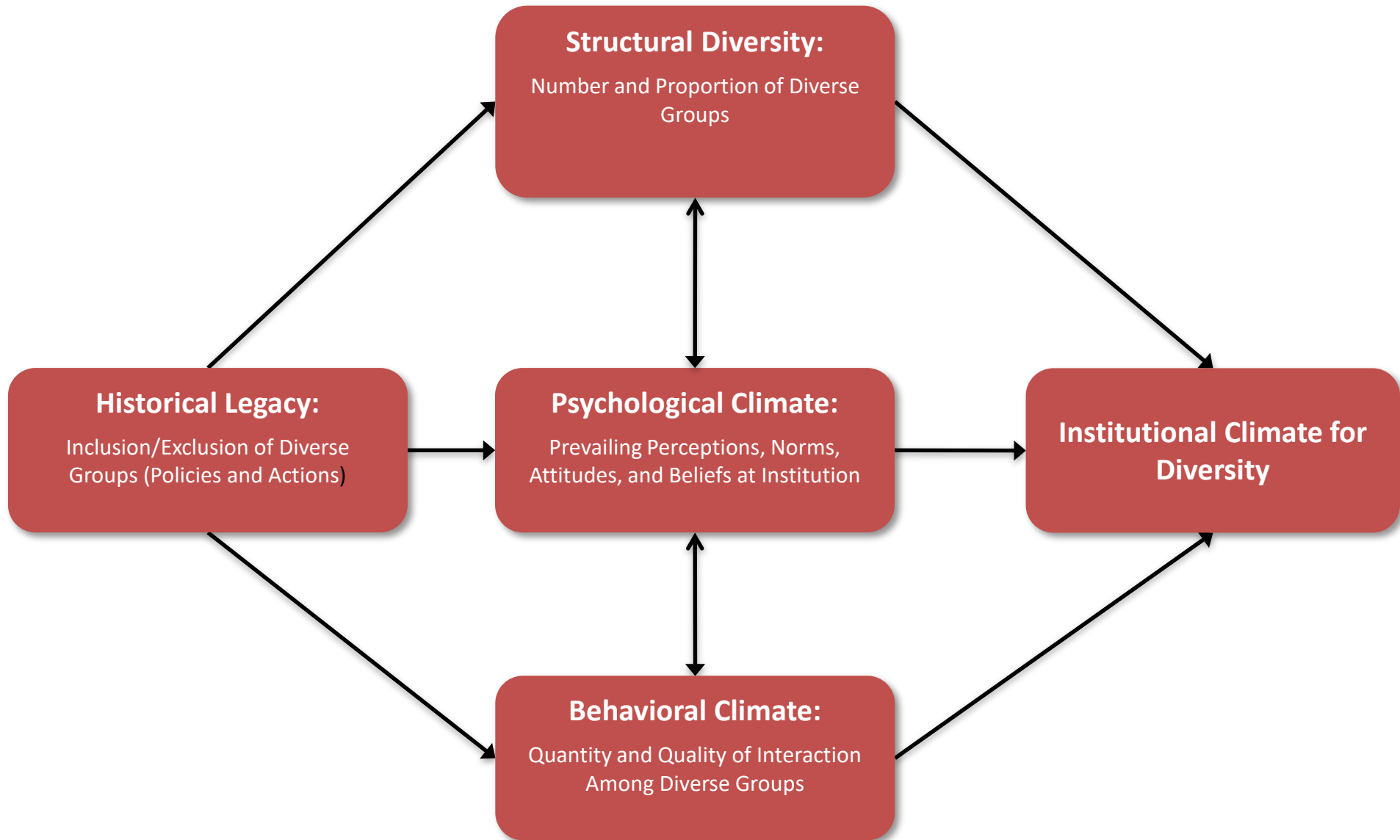
RECLAIMING OUR PUBLIC NARRATIVE

- Yes our difficult history with race has been documented

- Yes we acknowledge the history

- The good news is we have learned and grown from this past

- We are looking toward a new future which has inclusion as a key pillar

THEORETICAL MODEL FOR UNDERSTANDING DIVERSITY IN HIGHER EDUCATION

Structural Diversity:

Number and Proportion of Diverse Groups

Historical Legacy:

Inclusion/Exclusion of Diverse Groups (Policies and Actions)

Psychological Climate:

Prevailing Perceptions, Norms, Attitudes, and Beliefs at Institution

Institutional Climate for Diversity

Behavioral Climate:

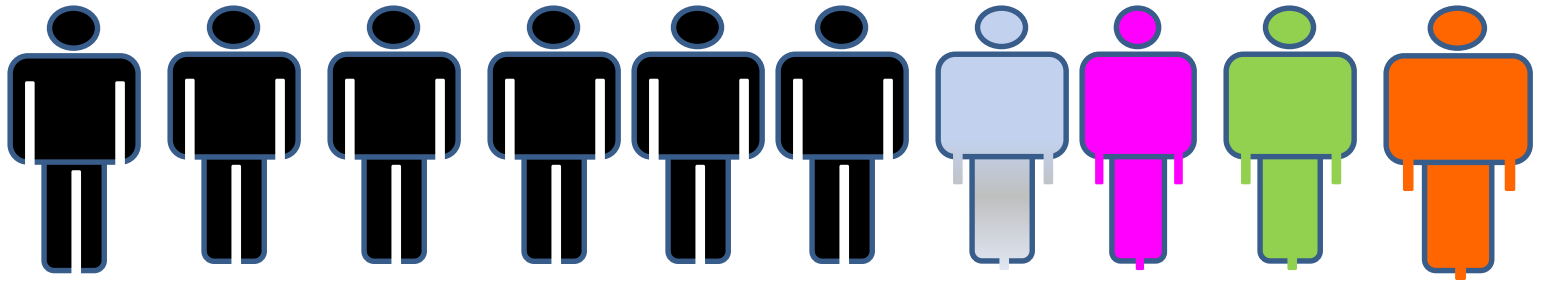Quantity and Quality of Interaction Among Diverse Groups

(Adapted from Matthew, et, al., 2005; 2006)
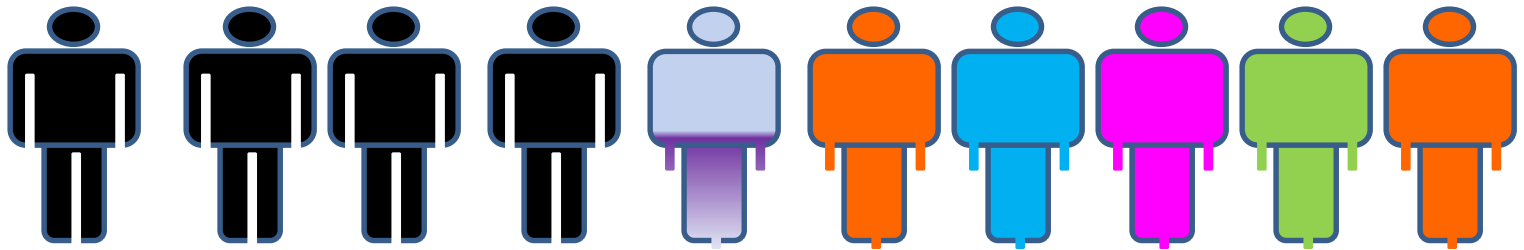
The Face of America is Changing
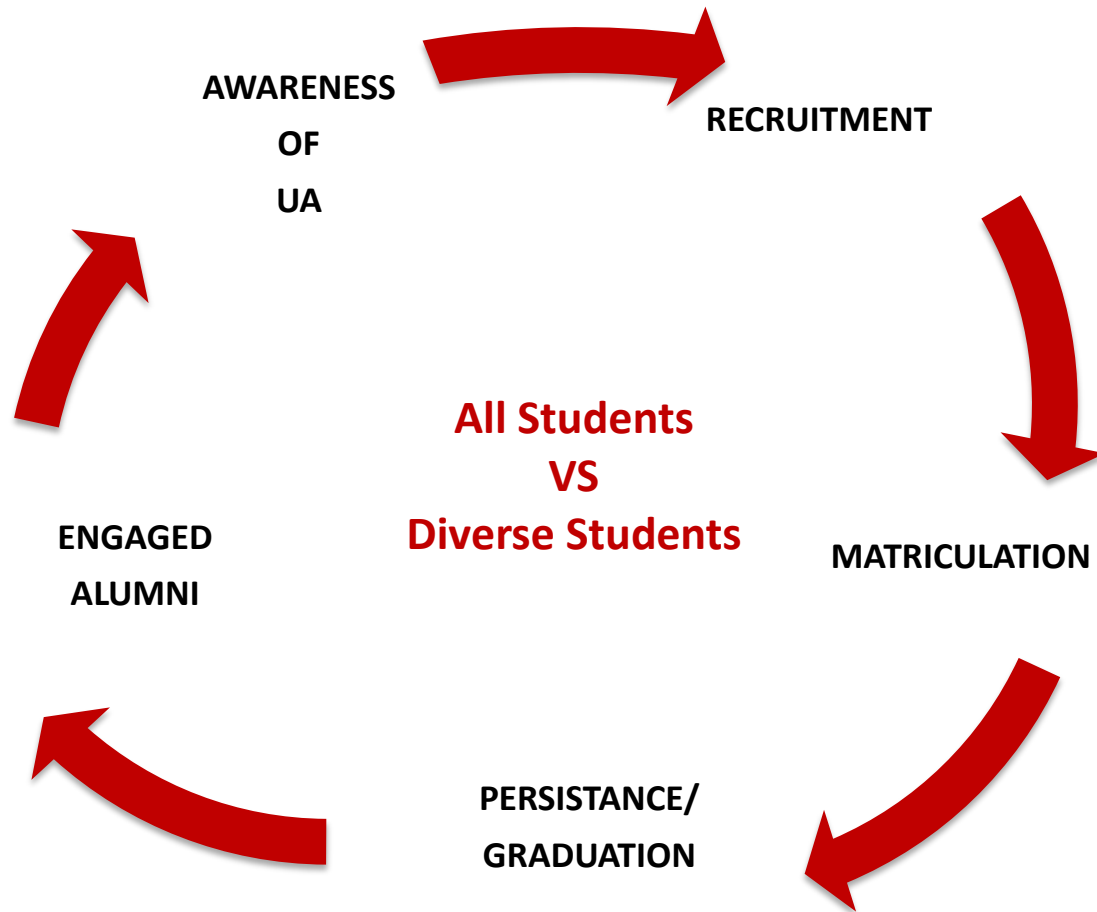
Current US Population

By 2050 Major Population Shifts

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Kotter's Change Management Model

8. Institutionalize New Approaches

1. Establish a Sense of Urgency

Change Sustainability

Need for Change

7. Consolidate Improvements & Produce More Change

2. Form a Powerful Guiding Coalition

Committed Leadership

6. Plan for and Create Short Term Wins

Change Behavior

Change Direction

3. Create a Vision

5. Empower Others to Act on the Vision

4. Communicate the Vision

Source: John Kotter

WHERE LEGENDS ARE MADE

LEADING CHANGE

Implementing & sustaining for change

8. Make it stick

7. Build on the change

Engaging & enabling the organisation

6. Create quick wins

5. Empower action

4. Communicate the vision

Creating the climate for change

3. Create a vision for change

2. Form a powerful coalition

1. Create urgency

Adapted from Dr John Kotter's 8 Step Process for leading change
http://www.kotterinternational.com/our-principles/changesteps/changesteps

Diversity, Equity and Inclusion and the Wizard of Oz!

Cultural competency reminds us there was also THE WIZ!

In order for this process to be successful…

- My constituent's need

- I need

- I need my colleagues to

Institutional Planning

I skate to where the puck is going to be, not where it has been.

– Wayne Gretzky

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