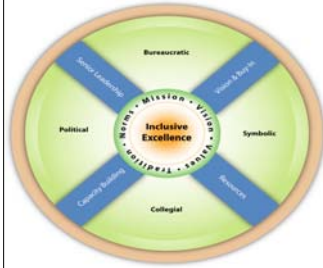


Inclusive Excellence and Organizational Change in Higher Education



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Presentation Overview

- Environment & the Evolving Diversity Project in Higher Education
- Why Diversity Plans Fail
- Changing Culture is the Key
- Reframing as a Strategy of Change
- The Inclusive Excellence Change Model

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Section I: Environmental Dynamics and the Evolving Paradigm of Diversity in Higher Education

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Environmental Factors Influencing Diversity on Campus

- Shifting Demographics
- Societal Inequities
- Political & Legal Dynamics
- Workforce Needs

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Leaders for the 21st Century

- “The students of today are this country's corporate and community leaders of the next half century. For these students to realize their potential as leaders, it is essential that they be educated in an environment where they are exposed to diverse ideas, perspectives, and interactions. Today’s global marketplace and the increasing diversity in the American population demand the cross-cultural experience and understanding gained from such an education. Diversity in higher education is therefore a compelling government interest not only because of its positive effects on the educational environment itself, but also because of the crucial role diversity in higher education plays in preparing students to be the community leaders this country needs in business, law, and all other pursuits that affect the public interest.”
 - (University of Michigan Fortune 500 Amicus Brief, 1999).

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Affirmative Action Paradigm

- Historic Civil Rights Agenda
- Equal Employment Opportunity Laws
 - Eradicate Legal Discrimination
 - Guarantee Equal Opportunities for women, minorities, and those with disabilities
- Affirmative Action Programs
 - Builds on EEO Laws
 - Profile Improvement Efforts Not Quotas
 - Designed to Create Measurable Change for Certain Groups

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Inclusive Excellence Paradigm

- Support of Corporate Community for Diversity
- Changing Demographics
- Builds on the Affirmative Action Paradigm
- Keenly Aware of Conservative Attacks
- Everyone Included in the Diversity Discussion
- Diversity Viewed as Competitive Advantage
- Diversity Not an Add On
- Integrates Issues of Diversity Across Teaching, Learning, Research, Strategy, Performance, Assessment, etc.
- Connects Diversity to the Core Mission of the Institution
- Diversity Must Exist at Every Level of the University
 - Student, Faculty, Staff, Executives
- Valuing Diversity=Inclusive Excellence

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Affirmative Action & Inclusive Excellence Summary

Dimension	Affirmative Action	Inclusive Excellence
Era	Civil Rights (1960's)	Contemporary (2003)
Drivers	Shifting Laws, Policy, Social Movements	Changing Demographics, Global Economy, Telecommunications
Definition	Profile improvement efforts developed from EEO laws designed to enhance the structural diversity of the university faculty, staff rosters.	Comprehensive organizational agenda to build on the affirmative action paradigm and infuse diversity as a core-competency and asset throughout the organization.
Focus	Profile Change	Culture Change
Locus	External Government Mandate	Internal Organizationally Driven
Strategy	Remediation of Discrimination	Innovation & Inclusion
Benefit	Under Represented Groups	Everyone
Rate	Incremental	Transformative

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The Inclusive Excellence Scorecard

Figure 3. Inclusive Excellence Scorecard.



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Greater Expectations & Inclusive Excellence

- Intentional Learners
- Intellectual and Practical Skills
- Knowledge about the Natural and Social world
- Responsible for their personal actions and civic values
- Important Interconnections with Inclusive Excellence

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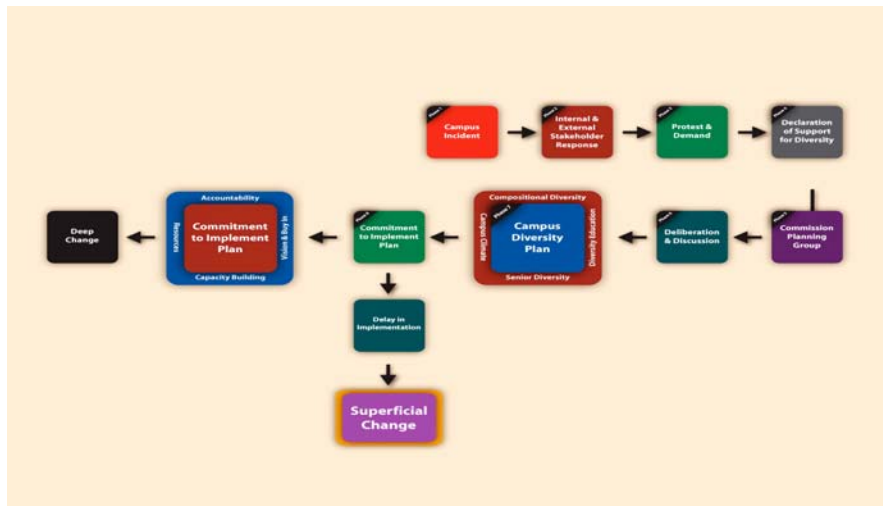


Section III: The Challenge of Diversity Plans

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Diversity Planning Process



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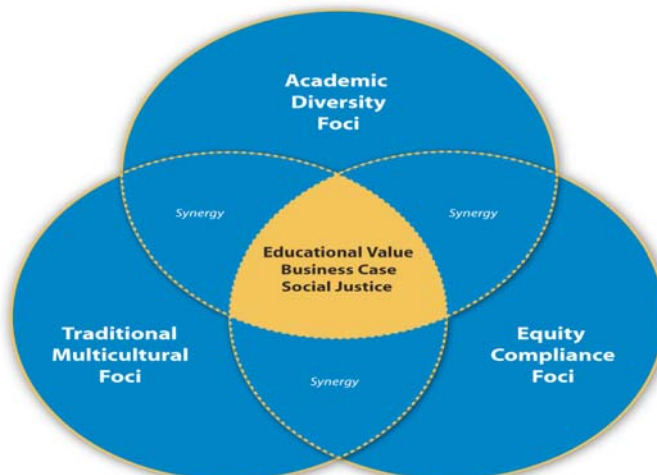
Why Diversity Plans Fail

- Inability to Translate the Vision of Change Throughout the Organization
- Low Levels of Institutional Support from Senior Leadership
- Resistance to Allocating Sufficient Financial, Human, Technical, and Symbolic Resources
- Lack of System Alignment
- Symbolic and Not Material Plans
- Lack of A Comprehensive Framework to Measure Outcomes of Change Efforts
- Failure to Establish Accountability at Multiple Levels
- Fear of Change
- Focus More on Planning than Change

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Strategic Diversity Platform



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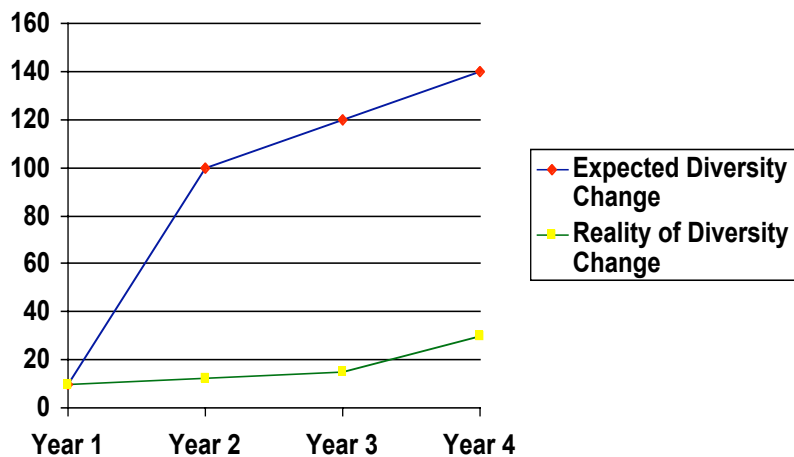
Tough Diversity Issues

- Increasing Diversity of Faculty
 - Retaining & Promoting Diverse Faculty
- Diversity Education/Training for Faculty/Staff
- Diversifying the Curriculum
- Enhancing Cultural Competencies of All Students
- Assessing Educational Benefits of Diversity
- Assessing Campus-Wide Diversity Progress

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Diversity Change Takes Time



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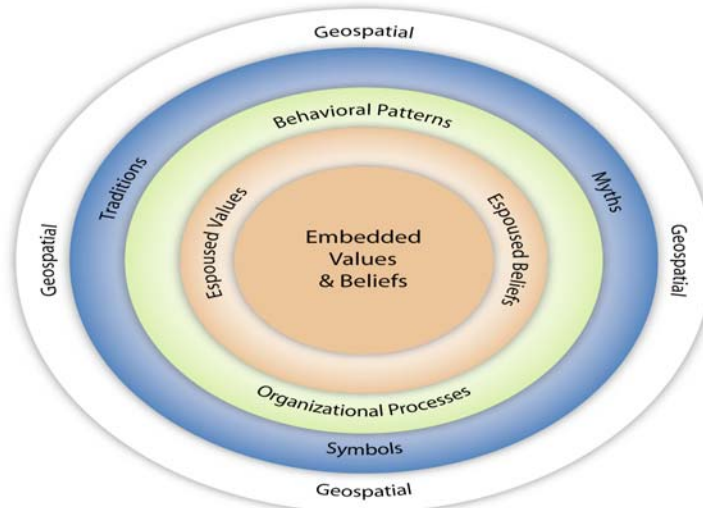


Section III: We Must Change the Organizational Culture

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Layers of Organizational Culture



Schien 1985.

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Organizational Change

Colleges & Universities Most Difficult Class of Organizations to Change

- Loosely Coupled Systems, Nebulous & Multiple Goals, Decentralized Environments, Hierarchical Cultures, Entrenched Historical Memory
- Resource Dependent Institutions
 - Money is never going to be plentiful
 - Need to find money
 - We Fund What We Value
 - Creative Cost-Sharing, Scrubbing Budgets, Development, Grant Making
- All Diversity Efforts Are Culture Change
Vision+Leadership+Education+ Capacity Building=Cultural Change
- Multiple Levels of Leadership Involved As Change Agents
- Doing Business Differently & Better

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Section IV:

The Inclusive Excellence Change Model

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Strategies for Change & IE

- Leadership Throughout the Organization
 - Senior Leadership is Key
- Accountability Mechanisms
 - Reward Systems (PTR, Budget, Merit)
- Weave Incentives Into the Change Process
- Capacity Building
 - Centralized & Decentralized Structures
 - Point Leadership & Everyone Shares the Load
 - Leverage & Launch

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Strategies for Change Continued

- Vision & Buy-In
 - Develop & Communicate a Collaborative Vision of Change
 - Evolve to meet a different world
 - Attend to Campus Politics
- Assessment & Evaluation
- Five Major Categories of Diversity Strategies
 - Entrepreneurial Strategies, Education Strategies, System Strategies, Symbolic Strategies, Communication Strategies

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Sample of Change Management Strategies

- **Entrepreneurial Strategies**
 - Funding Pools for students, faculty, and staff
 - Seeding New Faculty Positions
 - Seeding New Initiatives--innovations in curriculum, programs, outreach, faculty recruitment
 - Fund-Raising to Leverage Matching Institutional Dollars
- **Education Strategies**
 - Diversity Briefings for Executives
 - Diversity Education Programs for Faculty
 - (Centered Around Pedagogical Skills)
 - Diversity Education Programs for Students and Staff
 - Conferences & Symposia
 - Educating Committees & Chairs
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Change Management Strategies Continued

- **Symbolic Strategies**
 - Regular Presidential Statements of Support for Diversity
 - Diversity Awards Banquets and Events to Recognize Diversity on Campus
 - Attracting Outside Attention to Diversity Related Matters
- **Communication Strategies**
 - Framing Diversity as Fundamental to Academic Excellence in All Publications
 - Centralized Campus Diversity Web Page
 - Annual or Bi-Annual Diversity Report/Update
 - Diversity Newsletters
 - Communications in Central Campus Media Outlets

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Change Management Strategies Continued

- **System Based Strategies**
 - Optimizing Search Processes
 - Checks and Balances in the Search Process
 - Ability to Turn-Back Searches
 - Creating Diversity Faculty Databases
 - Formal Campus Diversity Reporting Processes

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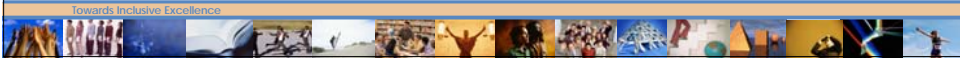
Summary Thoughts

- Discomfort to Change
- Strategic planning and strategic implementation
- Doing Business Differently & Better
- Actions Must Be Complex & Integrated
- Centralized & Decentralized Efforts
- Communicate Your Work & Progress Relentlessly
- Change Requires Multiple Types of Resources
- Inclusive Excellence----Core Values
- Sustainable Capacity is the Key
- “Commitment Without Currency is Counterfeit” ---- Frank Hale Jr.

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Question & Answer



Symbolic Strategies

- Clearly identify core values with respect to inclusive excellence
- Articulate new values through symbols
- Recognize how meaning is constructed at multiple levels
- Reinterpret campus history

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Bureaucratic/Structural Strategies

- Define formal goals to support inclusive excellence
- Build Vertical Structures
- Assign Responsibility for Leadership
- Build Lateral Coordination Structures
- Routinize strategies and processes
- Formal Shared Responsibility & Accountability

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Collegial Strategies

- Expand definitions of consensus
- Develop models of collegiality
- Engage numerous parties in change process
- Build coalitions across campus to support inclusive excellence
- Develop forums for open communication & Solution Building

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Political Strategies

- Recognize existing power bases
- Address vested interests
- Examine Power Relations regarding campus diversity
- Mobilize change agents
- Cultivate strategic alliances
- Redistribute resources to support transformative initiatives

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