



# STRATEGIC DIVERSITY UPDATE

By Dr. Damon A. Williams, Associate Vice Chancellor, Vice Provost & Chief Diversity Officer

Division of Diversity & Campus Climate Spring 2011

## Introduction

What follows is a thumbnail sketch of several ongoing efforts of the Office of the Vice Provost for Diversity and Climate (OVPDC). More specifically, this update includes campus-wide initiatives in the areas of diversity accountability, faculty diversification, closing the achievement gap, and campus climate, inclusion, and intergroup experience initiatives. It also includes an update regarding efforts to crystallize the *Division of Diversity & Campus Climate* since the reorganization of several key programs processed in August of 2010.

Over the first several months of the reorganization there has been considerable work in merging our division in terms of *stabilizing the transition, building the divisional identity, and beginning our efforts to optimize* the various units and offices that exist in our area (Appendix A/B). We have made strides toward this goal while maintaining our campus-wide focus on the university's strategic diversity interests, which include:

1. Increasing access for all qualified students, especially for underrepresented minorities and women in the STEM areas;
2. Eliminating the achievement gap between majority and underrepresented students;
3. Recruiting and retaining a more diverse faculty and staff;
4. Preparing all our students, staff, and faculty to thrive personally and professionally in a world that is diverse, global, and interconnected; and
5. Enhancing the campus climate for inclusion.

Given the budget crises that we now face as an institution, our leadership's commitment to these goals is especially commendable and necessary in these difficult times. As a leader in this work, it is important that the OVPDC provides both senior leadership and our constituents with regular updates regarding our progress. As a result, this is the first of what will become a new series of periodic *OVPDC Strategic Diversity Updates*. The update focuses on my campus-wide role as chief diversity officer and my newly emerged responsibilities providing supervising leadership to the evolving Division of Diversity & Campus Climate.

## Campus-Wide Efforts

There are a number of diversity efforts currently underway at UW-Madison, many of which involve collaboration with stakeholders beyond the OVPDC. This section provides an overview of those initiatives. It is important to note that this list includes only those efforts with which the OVPDC is directly involved and not the myriad of independent efforts that exist on our campus.

### Diversity Accountability Initiatives

- Inclusive Excellence Philosophy Framework (Draft 2.0 Under development);
- UW System/OVPDC/Office of the Vice Chancellor for Administration – Fund 402 Campus Diversity Accountability Audit (Complete Winter 2011);
- Campus Diversity & Climate Committee (CDCC) – “Diversity Data & Capacity Building Chats” (Under development).

### Faculty Diversity Initiative

- Partnership with Vice Provost for Faculty & Staff Steve Stern;
- Finalized – Faculty diversity rationale statement drafted in cooperation with Administrative Legal Services and faculty diversity working group;
- Faculty diversity initiative funding protocols developed and implemented - available through Vice Provost Stern;
- Professor Patrick Sims (Director of Theater for Cultural and Social Awareness) submitted a proposal to develop new faculty diversity multi-media training tools to complement the Women in Science & Engineering Leadership Institute (WISELI) efforts;
- UW recruitment presence at high profile conferences targeted to diverse faculty and graduate students beginning in Fall 2011;
- Leadership Council/Faculty Diversity Department Chairs Orientation onboarding activities (under development with Vice Provost Steve Stern/ Assistant Vice Provost Mo Bischof as part of on-going leadership series for department chairs);
- Other faculty diversity recruitment and pipeline activities under development.

## Closing the Achievement Gap Projects & Initiatives

- Aligning with UW System's *More Graduates Initiative*<sup>1</sup>;
- Developing "non-affiliated" targeted minority<sup>2</sup> success strategy – as part of "More Graduates";
- Alignment meetings with the advising community regarding the relationship between advising and academic achievement efforts (December/February);
- College of Letters & Science (L&S) and Academic Advancement Program (AAP)/Pathways capacity building proposal under review to help drive our Closing the Achievement Gap strategy;
- L & S Equity & Diversity Committee *Campus Climate Gateway Course Academic Disparities Project*;
- *Big Seven*<sup>3</sup> *Diversity & Academic Excellence Program Retreat* (March 2011);
- *Equity Convergence Retreat* strategy meeting to discuss alignment and new strategies for "non-affiliated" targeted minorities to link leaders from diversity, academic advising, high impact learning, and curriculum innovation communities of practice at UW-Madison (TBD - April / May);
- OVPDC/Delta-CIRTL<sup>4</sup>/Vice Provost for Teaching & Learning/L & S *Gateway Course Curriculum Initiative* in (March 2011 for a 2.5 year effort);
- OVPDC/AAP; "4-Year Model" Alignment Efforts; Developing a critical pathways developmental model for achievement for students in AAP, Pathways, Posse, PEOPLE, First Wave, and Center for Educational Opportunity (CEO) – under development;
- Office of Admissions/diversity program alignment meetings regarding student admissions profiles, program packaging, encouraging all targeted students towards high impact practices<sup>5</sup>, and other strategies;
- Collaborated closely with the Division of Student Life, the Division of International Affairs, the Morgridge Center for Public Service, College of Agriculture and Life Sciences (CALs), Facilities Planning & Maintenance, and others to develop a "high impact" Red Gym Space solution that will deepen student engagement as part of our work to drive the *Wisconsin Experience, More Graduates, Inclusive Excellence*, etc. while providing solutions to major space challenges regarding several of our campus programs and initiatives.

## Campus Climate Inclusion & Intergroup Experience Initiatives

- Student Diversity Town Hall Meeting took place on February 3, 2011. The event was planned with a working group of student leaders and was attended by about 70 students, faculty, and staff. The event featured a major update presentation from the OVPDC and small working group solution-oriented discussions with student leaders around *issues of campus climate and inclusion*. Topics included *The Role of Student Leaders*

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1. For more information please visit

<http://www.wisconsin.edu/news/2010/r100408.htm>

2. "Targeted Minorities" represent those groups that are historically under-represented in higher education: African Americans, Hispanics / Latinos, Native Americans, and Southeast Asians.

3. The "Big Seven" is an informal name used internally to indicate a number of programs that have long histories of working directly with underrepresented students on academic success. They include: PEOPLE, Posse, First Wave, Academic Advancement Program (AAP), Summer Collegiate Experience (SCE), Center for Educational Opportunity (CEO), and Chancellor's Scholars / Powers Knapp.

4. Delta / CIRTL – The Delta Program at UW-Madison is part of the Center for the Integration of Research, Teaching, and Learning (CIRTL), a six-institution collaboration funded by the NSF and dedicated to improve teaching in the STEM (Science, Technology, Engineering, and Mathematics), disciplines, particularly for future faculty.

5. "High impact learning experiences" are teaching and learning practices that have a demonstrated positive impact on college students' success. They include things like First Year Interest Groups (FIGS), living learning communities, and undergraduate research, and other areas that create integrated and intentional learning moments for students across the curriculum and co-curriculum.

*in Academic Success, Campus Climate & The Student Media, Diversity & ASM, and Student - Campus Partnerships. This meeting aligns with the Division of Student Life "Real Talk Series";*

- Black Male Initiative Intergenerational Mentorship Summit took place on February 25, 2011 with the 100 Black Men of Madison, Urban League of Madison, Wisconsin Association of Black Men, OVPDC, Boys & Girls Club of Madison, and others. This event featured a 1.5-day visit from Urban Prep Academy (an African American Male Charter School in Chicago), youth in Madison, and members of the campus community. Students participated in the Summit the evening of February 25th. They also attended an event hosted by the Urban League and CUNA Mutual as part of their strategic planning and engagement activities supporting the launch of Madison Prep, a similar African American male charter school planned for future launch in Madison, WI;
- OVPDC funding/supporting new Beyond the Game initiative targeted towards African American and other male athletes. This initiative is part of a broader national project (funded by the Lumina Foundation and under the leadership of Professor Shaun Harper of the University of Pennsylvania) and is implemented through a coalition featuring Professor Jerlando Jackson (Department of Educational Leadership & Policy Analysis/Wisconsin's Equity & Inclusion Laboratory [WEI Lab]), Associate Athletics Director Sean Frazier, OVPDC, and others. The goal is to develop a leadership development curriculum for student athletes helping them to further develop as part of their Wisconsin Experience as student athletes;
- UW System Campus Climate Pilot Project launched data collection in February 2011 in CALS and the Division of Student Life. Academic Planning and Analysis (APA) is the process leader for this initiative with OVPDC and others contributing through the project steering committee;
- Provided seed funding towards the launch and professional development of scholars in the Edward Alexander Bouchet Graduate Honor Society starting at the UW-Madison in 2010/2011;
- Major partner in the L & S Center for Academic Excellence (CAE) China Global Experiences for Undergraduates Initiative;
- Chartered Diversity, Community Building & Intergroup Relations Working Group (DCBIRWG), led by Professors Patrick J. Sims and Stephen M. Quintana to develop vision for campus intergroup relations and diversity education initiatives housed within OVPDC and more broadly involving the campus community. This group was pulled from SEED, Intercultural Dialogues, Theater for Social and Cultural Awareness, and Diversity Dialogues;
- OVPDC funding/supporting Professor Henry Louis Gates Jr. visit as part of Go Big Read effort with the Center for the Humanities, the Institute for Research in the Humanities, the Office of the Provost, the General Library System, and the OVPDC (March 24, 2011);
- Launched the UW System Native American Taskforce project, February 2011, led by a group of UW faculty and staff who will participate in larger conversations regarding the development of a more coordinated approach to achieving racial and ethnic equity with this critically important community;
- The OVPDC has funded/supported over 40 initiatives during the 2010/2011 academic year ranging from student attendance at national leadership conferences, to the Saving Ethnic Studies Week events, the African American Studies Symposium, travel to LGBT higher education leadership conferences, and other activities designed to enhance and expand issues of diversity, equity, and inclusion defined broadly.

## OVPDC Divisional Efforts

In addition to the campus-wide collaborations described above, the OVPDC has been engaged in significant work in bringing the division together to form a cohesive, effective unit. This process has required special attention to structural issues such as space allotment, IT migration, and payroll / budgeting issues. It has also required a good deal of work in terms of personnel, in particular ensuring that each member of the division is informed of our process and has the ability to participate actively in the transition. Finally, it has allowed us to begin to take the first steps toward ensuring that our programs run more efficiently and effectively, which was the overarching goal of the reorganization. This section outlines our efforts to date.

### OVPDC Divisional Reorganization Activities (Fall 2010 / Winter 2011)

- Broadly communicated philosophy of reorganization and a framework for reorganization;
- Implemented a regular meeting of all OVPDC unit directors;
- Held reorganization accountability meetings with all staff;
- Hosted a 2-day OVPDC Divisional Retreat (Taking Our First Steps as a Division) for 51 participants (Appendix C);
- Totally revised the search and screen process for the PEOPLE Program, hiring 5 of 8 open positions, and launching a national search for the new assistant director led by Director Don Schutt of the Office of Human Resource Development (OHRD) yielding over 60 candidates;
- Developed an acceleration and renewal plan for the PEOPLE program;
- Planned an external strategic partners dinner in Madison and Milwaukee (Spring) for corporate, community, and K-12 partners to the PEOPLE Program;
- Clarifying job roles in the Office of Equity & Diversity (OED) as a result of the reorganization: The Office of the Provost is leading this process and collaborating with OVPDC;
- Launched a national search for a new assistant vice provost for student diversity and academic excellence as part of the reorganization plan;
- Hired an interim Posse director and developing a plan for the NY STEM Posse with First Year Interest Groups (FIGS) and STEM faculty in CALS, and others – we will convene an advisory board to this project;
- Executed revised Posse selection process with the director of admissions in NY, DC, LA, and Chicago;
- Created a divisional working group to begin developing a principals, values, and purpose statement to guide the work of the offices and units within the division in collaboration with the Office of Quality Improvement (OQI);
- Beginning conversations regarding brand building and developing new marketing collateral for others within the division;
- Technology and Fiscal Plan for new divisional infrastructure should be complete and launch in fiscal year 2012/12;
- Hosted Posse CEO Deborah Bial and UW Alum and UW Foundation board member George Hamel in February 1, 2011. The UW Foundation served as process lead for this event;
- Hosted OMAI/First Wave New York Knicks Showcase event February 23rd and 24th. The UW – Foundation and the Wisconsin Alumni Association served as process leaders for this event.

## Next Steps

First and foremost, we intend to move forward with each of the efforts described above. In addition, we have plans for the following:

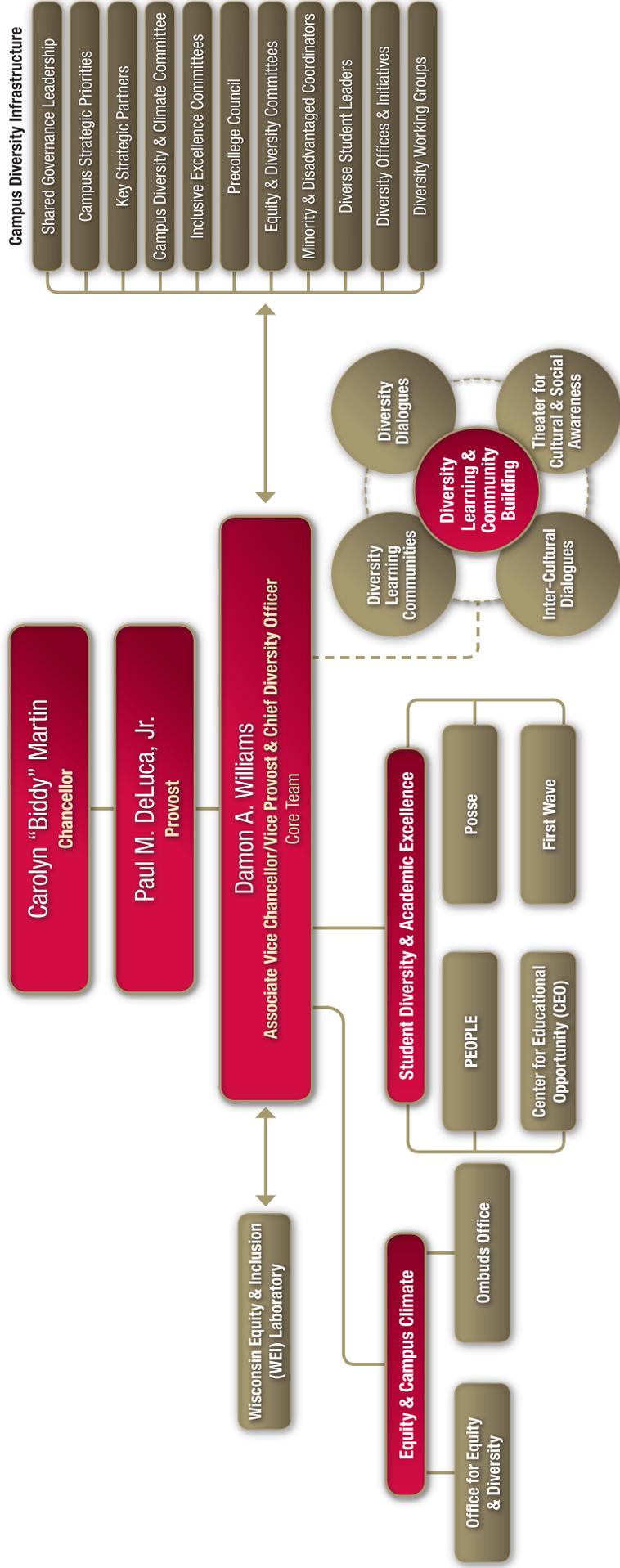
- **An improved communications platform:** Our goal is to make our efforts transparent and easily available to all of our constituents. Our strategy includes a complete redesign of the Creating Communities website, which will allow us to provide updates on our work with more agility. It also employs social media efforts (we now have Twitter and Facebook accounts for the office and encourage anyone who is interested to join us at : [http://twitter.com/cdo\\_uwmadison](http://twitter.com/cdo_uwmadison) and <http://www.facebook.com/cdo.uwmadison>). Finally, we are initiating a series of regular updates to our constituents. We are utilizing MailChimp, a product designed to communicate with large groups of people to help us to better maintain our contact lists and to provide targeted communications based on people's interests. This new technology will launch in March 2011;
- **Closer alignment with our Equity & Diversity Committees (EDCs) and Minority & Disadvantaged Coordinators (MDCs):** EDCs and MDCs function at the school level and are vital to our diversity efforts. We have already begun the work of aligning these groups more closely with each other and with the OVPDC to ensure that we are all more coordinated in our diversity efforts. Throughout the second semester of the 2010/2011 academic year these groups will participate in a series of Office of Quality Improvement (OQI) led discussions to define the most promising practices for strengthening these critical components of the campus diversity infrastructure. Policy guidance will be offered to all deans and divisional leaders at the conclusion of this process.

**Table 1. OVPDC Divisional Reorganization Priorities Matrix**

Strategic Priority	Timeline	Description	Activities
<b>Stabilize the Transition</b>	August 2010- July 2011	Immediate and long-term activities to stabilize the transition in terms of human resources, physical space, fiscal infrastructure, communication, technology, and other areas	<ul style="list-style-type: none"> <li>• Provost Transition Meeting</li> <li>• OVPDC Communication Memo – set big picture vision and general expectations moving forward</li> <li>• Central Campus Communication</li> <li>• Key Stakeholder Communication (e.g. Posse Foundation, diversity champions, others)</li> <li>• Unit Directors Meetings - Regular</li> <li>• Unit Staff Meetings (September/October – OVPDC Meet with Individual Offices)</li> <li>• Unit Director One-on-Ones (On-Going)</li> <li>• Transition Advisory Team</li> <li>• Transition Priorities Framework</li> <li>• Hiring of New OVPDC Staff</li> <li>• Financial Transition Protocols</li> <li>• Establishing Technology Transition Plan</li> <li>• Space Allocation</li> <li>• Diversity Forum Session</li> </ul>
<b>Build the Division</b>	August 2010- Ongoing	Long-term activities designed to create an “OVPDC” divisional identity, culture, mission, vision, plan, principles of practice, etc.	<ul style="list-style-type: none"> <li>• Unit Directors Retreat</li> <li>• All Divisional Retreat</li> <li>• Student Townhall Meeting</li> <li>• OVPDC Advisory Board</li> <li>• Regular Meeting Schedule</li> <li>• Professional Development Plan</li> <li>• Develop a Principles, Values, and Purpose Document, Strategic Plan, and Finalized Organizational Chart</li> <li>• “Divisional Branding Activities”</li> <li>• Long-Term Space Utilization Plan Finalized (Red Gym, Bascom, etc)</li> <li>• Fiscal Plan</li> <li>• Technology Plan</li> <li>• Develop a Plan for Organizing “Diversity, Learning &amp; Community” Work</li> <li>• Other</li> </ul>
<b>Evolve/ Optimize Unit Capabilities</b>	September 2010- Ongoing	Immediate and long-term activities designed to strengthen and evolve unit capabilities	<ul style="list-style-type: none"> <li>• Unit Mission Reviews &amp; Alignment Plans</li> <li>• Unit Advisory Board Optimization</li> <li>• Unit Hiring – OVPDC Involvement in All Full-Time Staff Hiring</li> <li>• Program Redesign Efforts</li> <li>• Annual Reporting Framework</li> <li>• Annual Performance Reviews</li> <li>• Professional Development</li> <li>• Other</li> </ul>

# APPENDIX A

## Evolving Division of Diversity & Campus Climate



## APPENDIX B

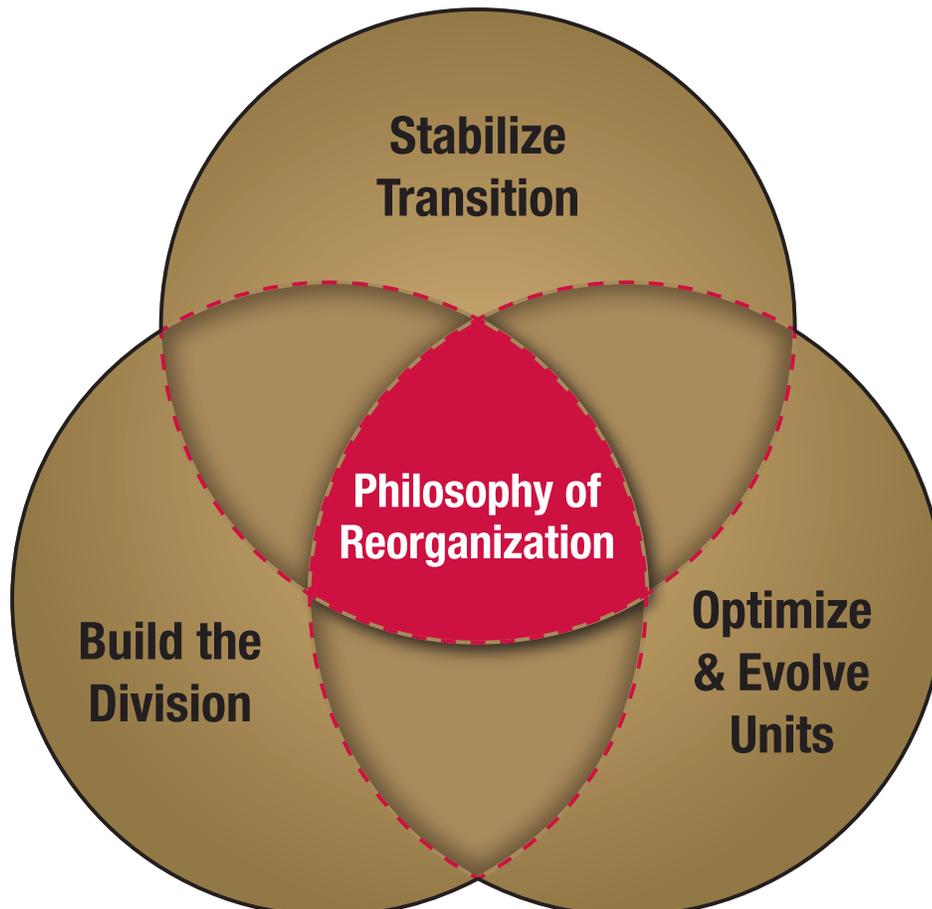
### REORGANIZATION FRAMEWORK

#### Philosophy of Reorganization

- Reorganization is a journey and not a destination. Our work is just beginning to create new possibilities. Reorganization was easy; reframing our strategy, relationships, roles, and strategic capacity is where the real work comes into play;
- First we try and then we do. Everything will not happen over night: we have to put time on our side. Hence, while you may want things to happen at laser speed, we all are engaged in a number of projects. As a result, we will be deliberate and take demonstrative steps, but the key is to put something together that makes sense and will give us greater capacity moving forward;
- For the most part, day-to-day activities will remain the same, unless specific transitions are needed. OVPDC will communicate these shifts moving forward if they have not already occurred;
- We need to get broad engagement from the divisional community and others on bringing this divisional infrastructure to life. We will spend time together, taking our first steps as a community this semester, and into the semesters and years ahead;
- Respect for history and tradition will be tantamount even as changes are envisioned, and we find new ways of adding value and achieving impact in our efforts. While inevitably change will occur – the goal will always be to do it with a high level of sensitivity and respect for what existed in the past.

#### Reorganization Strategic Priorities

- Stabilize the transition through a number of “immediate activities” that will allow a high level of program continuity through the first 4-6 months of what has become a destabilized dynamic;
- Build the divisional infrastructure for long-term success and more powerful outcomes campus wide;
- Evolve and optimize units to ensure synergies, utilization of best practices, responsible financial stewardship, and maximization of program outcomes



Source: Williams, D., Wade-Golden, K. (forthcoming). A matter of excellence: Strategic diversity leadership in the academy. Sterling, VA: Stylus Publishing Press.

## APPENDIX C

### OVPDC Divisional Retreat Agenda January 11-12, 2011.

#### Goals:

- To learn more about the various people and units that comprises the evolving division of diversity and campus climate;
- To create a baseline understanding regarding the definition of the chief diversity officer role and the different types of divisional models that exist at peer institutions across the country and update the community on the status of our emerging division and what we have been doing thus far;
- To engage in a collective conversation about the hopes, fears, and realities of what it means to be in a new organizational structure;
- To spend time in conversation about the principles, values, and purpose that must guide our work as a division;

#### Day One: Tuesday, January 11

8:30-9:00	Registration check-in and continental breakfast
9:00-9:30	Welcome and Retreat Overview (Damon Williams, Vice Provost for Diversity and Climate)
9:30-10:15	Relationship-Building Micro Labs
10:15-10:30	Break and Raffle Drawing
10:30-noon	Program Presentations
10:30-11:00	PEOPLE (Jackie Dewalt, Director)
11:00-11:30	Ombuds (Linda Newman and John Mather)
11:30-noon	Posse (Albert Muniz, Interim Director)
Noon-12:45	Lunch
1:00-2:15	Diversity Infrastructures in Higher Education: A Portrait of the Landscape (Damon Williams)
2:15-2:30	Break and Raffle Drawing
2:30-3:45	Small Group Discussion and Report Out: A collective conversation about the hopes, fears, and realities of what it means to be in a new organization structure
3:45-4:00	Raffle Drawing and Closing (Damon Williams)

#### Day Two: Tuesday, January 12

8:30-9:00	Registration check-in and continental breakfast
9:00-9:30	Welcome (Damon Williams, Vice Provost for Diversity and Climate)
9:30-10:15	Relationship-Building Micro Labs
10:15-10:30	Break and Raffle Drawing
10:30-noon	Program Presentations
10:30-11:00	Center for Educational Opportunity Program (Kirk Malnor, Director)
11:00-11:30	Office for Equity and Diversity (Luis Pinero, Director)
11:30-noon	Office of Multicultural Arts Initiatives/First Wave (Willie Ney, Director)
Noon-12:45	Lunch
1:00-2:15	Small Group Discussions: Role and Purpose of OVPDC Advisory Group
2:15-2:30	Break and Raffle Drawing
2:30-3:45	Small Group Discussion and Report Out: A collective conversation about the principles, values, and purpose that must guide our work as a division
3:45-4:00	Raffle Drawing and Closing (Damon Williams)



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