

DEI Starting Points

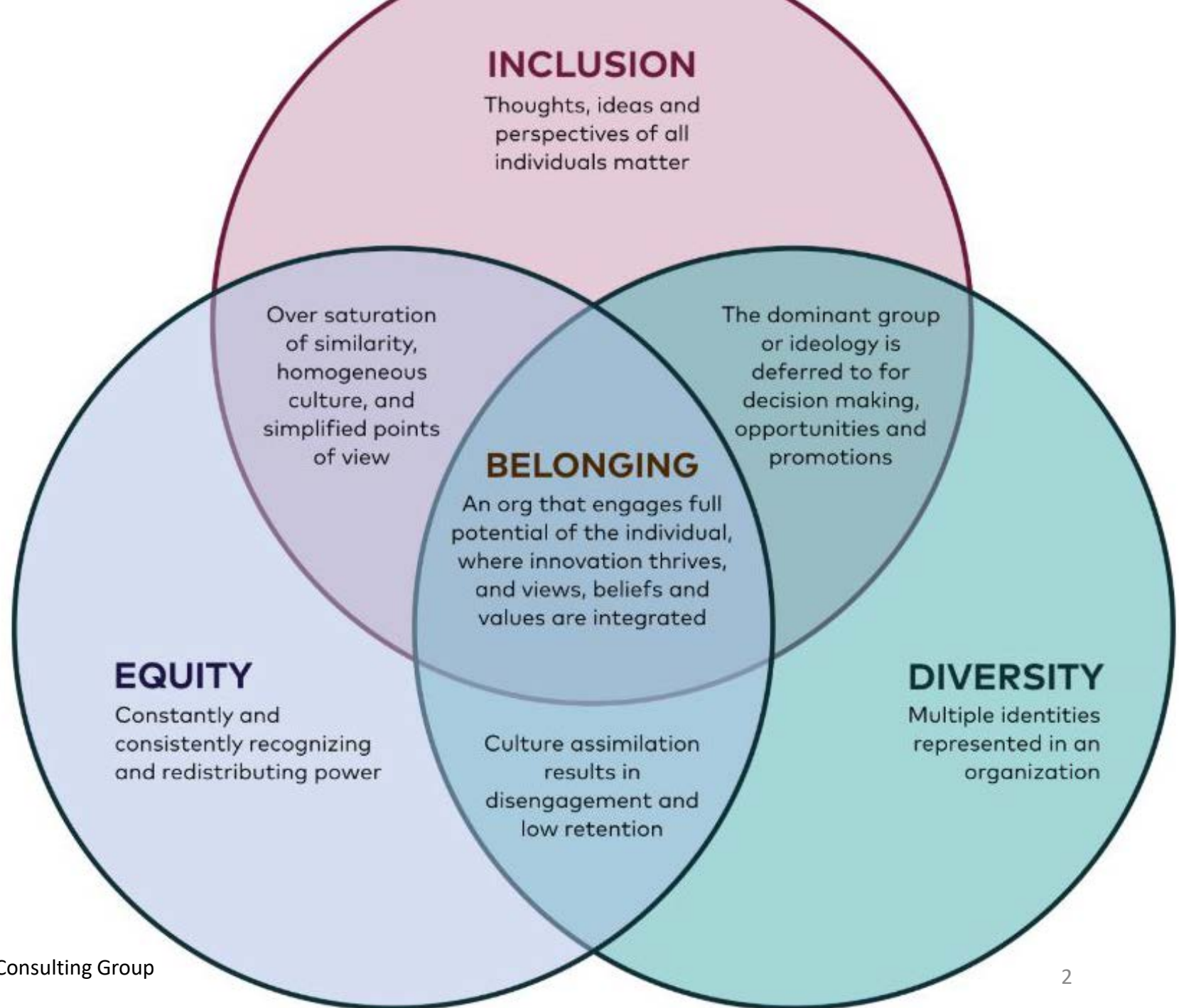


This document represents key aspects of an organizational development approach to diversity, equity and inclusion efforts.

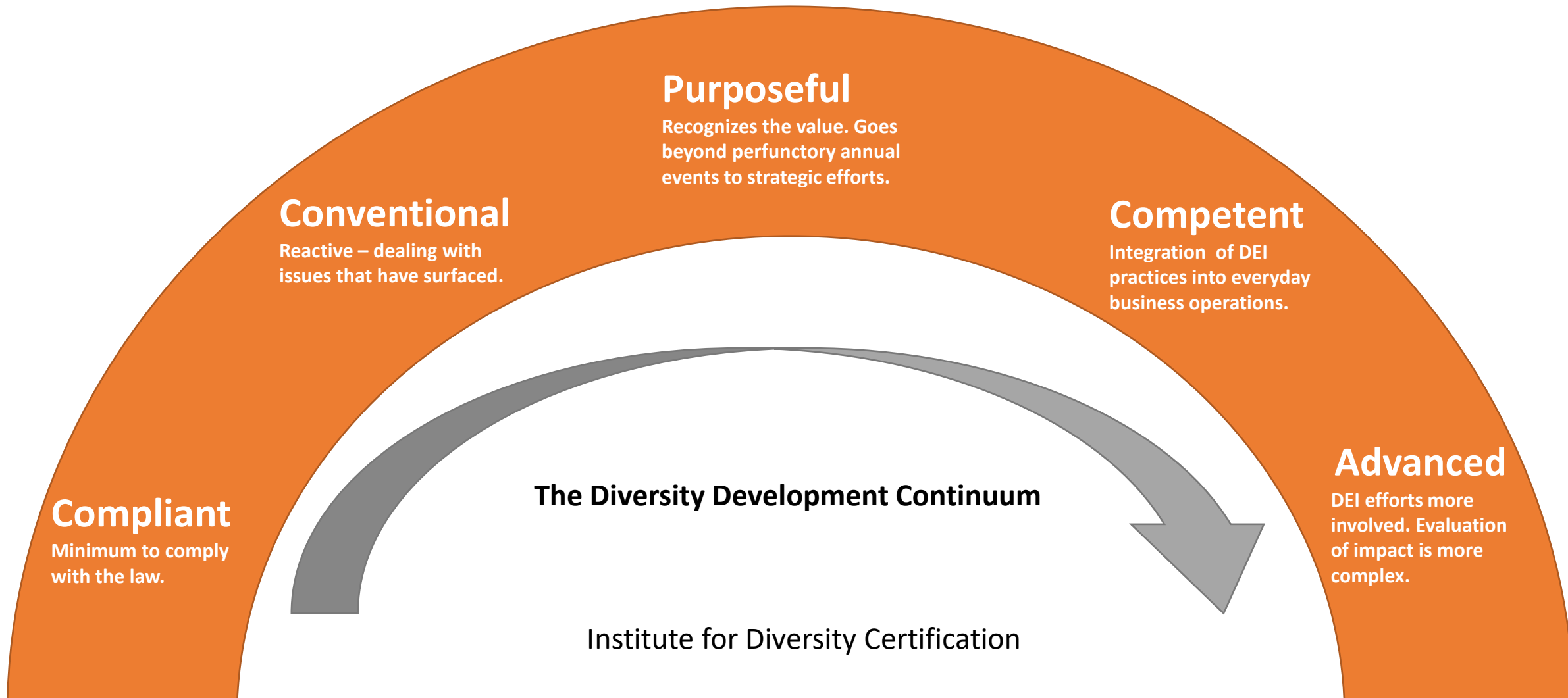
It is not a plan, but rather an articulation of the tools, methods and approaches that would be incorporated into initial efforts at the college level.

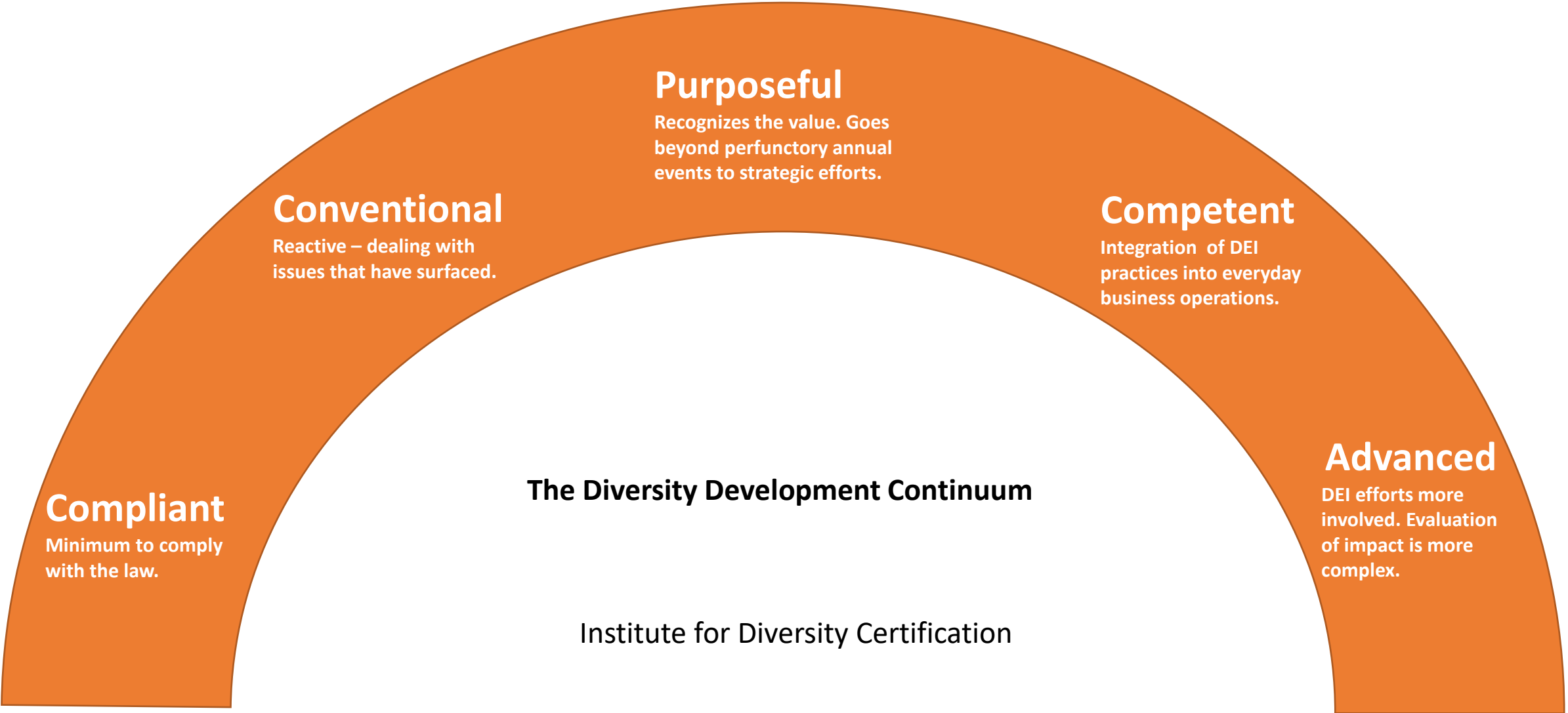
In a nutshell, this document seeks to illustrate a *common framework* from which to begin the complex and multifaceted work of diversity, equity and inclusion in the College of Architecture and Urban Studies.

One best practice is to define important terms so that faculty, staff and students are all *operating from the same conceptual understanding* of the work.



An environmental scan would allow the College to *ascertain our current approach to diversity, equity and inclusion*. Knowing this allows for tailored interventions that enhance impact and increase positive outcomes.





Purposeful

Recognizes the value. Goes beyond perfunctory annual events to strategic efforts.

Conventional

Reactive – dealing with issues that have surfaced.

Competent

Integration of DEI practices into everyday business operations.

Compliant

Minimum to comply with the law.

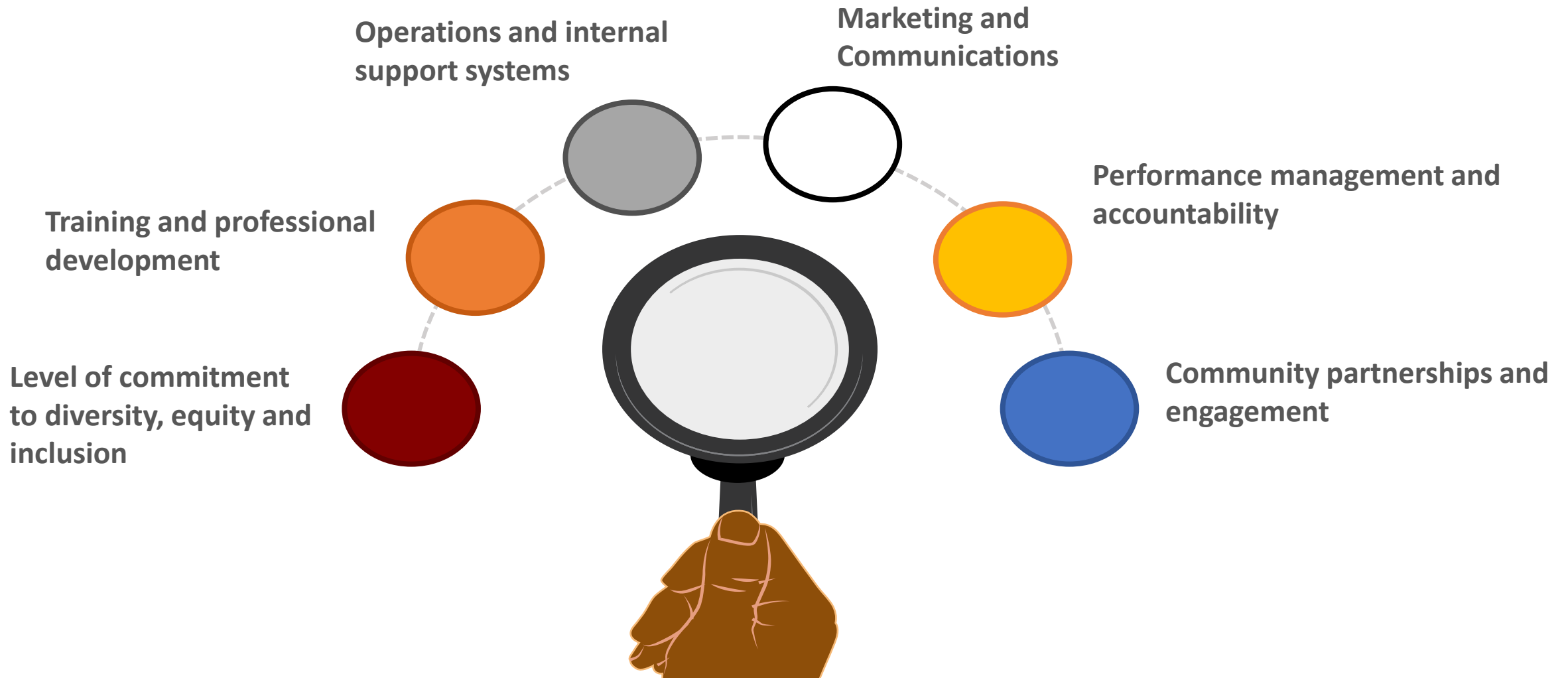
Advanced

DEI efforts more involved. Evaluation of impact is more complex.

The Diversity Development Continuum

Institute for Diversity Certification

Assessing organizational readiness for diversity, equity and inclusion looks at six key areas. *Knowing our readiness allows us to leverage resources efficiently.*



Roadmap for Authentic Diversity, Equity and Inclusion

Cecily Rodriguez, MPA, CDE

Build Broad Awareness

Develop an ongoing communication plan that describes how the effort aligns with the organizational mission; includes clearly outlined business case for D&I; key definitions to be used as a foundation for understanding; and description of how important information is to be shared and a timeline for rollout of the key actions. During this time, the organization is supporting the developmental understanding by each employee of the value of DEI and their specific role achieving organizational goals and missions.

1

2

Provide Comprehensive Education and Training

Create a formal learning structure that clarifies the organizational philosophy and values for DEI. This framework should be used to guide the adaptation or creation of curricula that infuses content on principles, values, and practices of DEI; based on staff development assessments; stakeholder feedback and ensure opportunities to meet informally to share opinions and engage in discussions and provide for routine evaluation. Utilization of social media, intranet, and online learning communities that are interactive, real time, and motivating are critical.

3

Establish Guidance and Regulation

Organizations must incorporate diversity policies into every aspect of the organization's functions and purpose. Organizations must view employee participation as a necessary part of the diversity initiative, in order to develop and maintain effective diversity policies. Employees must be trained on these policies and the consequences of non-compliance with policy.

4

Apply Consistent Accountability

All organizational levels are held accountable for developing initiatives that incorporate diversity management policies into their business and management processes. Leaders are also required to hold each individual accountable for conduct consistent with valuing and managing diversity. Ensuring accountability increases the credibility of the organizational change. It ensures that "everyone is on board" and actively engaged in the diversity process.

There are a variety of tools that could be used to support diversity, equity and inclusion efforts. Important to note is that the *University has already developed a set of tools designed to support our DEI efforts.*

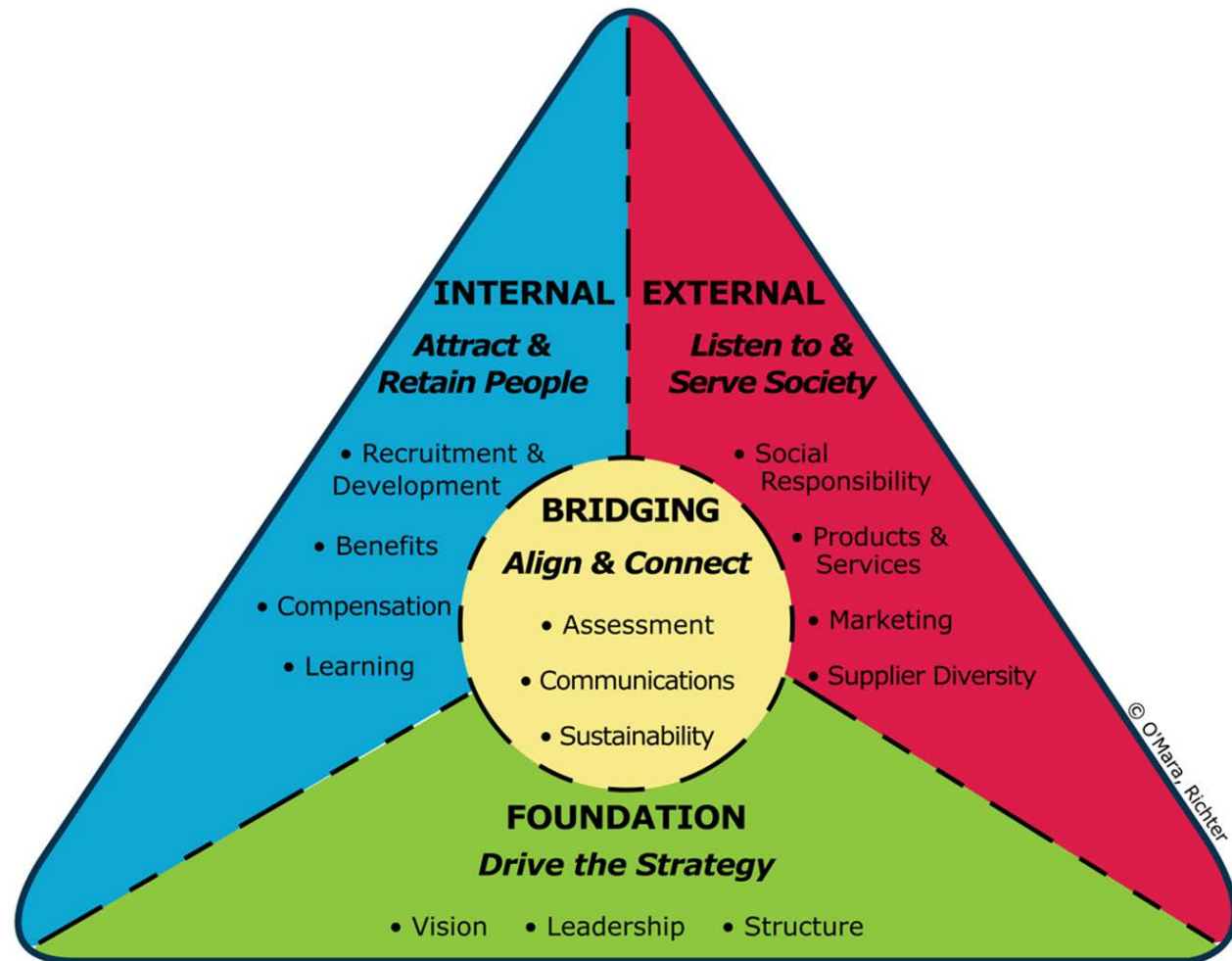
FIGURE 3. AN ARRAY OF EQUIPMENT IN THE DIVERSITY TOOLBOX

(Source: The Society for Diversity, 2018)

- Anti-Discrimination & Harassment Laws
- Anonymous Applications
- Benchmarking
- Best Practices
- Climate Analysis
- Communications & Reports
- Cultural Competency Education
- Defining D&I Terminology
- Diversity Councils
- Diversity Training
- Employee / Business Resource Groups
- Focus Groups
- Goal Setting
- Management Accountability
- Measurement Activities (e.g., goals to progress)
- Mentoring, Coaching & Sponsorship
- Multicultural Marketing
- Needs Analysis
- Onboarding
- Organizational Culture Assessment
- Pay Equity Analysis
- Performance Incentives & Rewards
- Policies and Procedures
- Product Development
- Quarterly and Annual D&I Evaluations
- Recruiting, Retention, and Management
- Research & Data
- Strategic Diversity Planning
- Succession Planning
- Supplier Diversity
- Surveys
- Work-Life Initiatives

Identifying benchmarks that can be used over time is a key practice for successful DEI efforts.

Using already accepted metrics allow for comparison across organizations.



Global Diversity & Inclusion Benchmarks

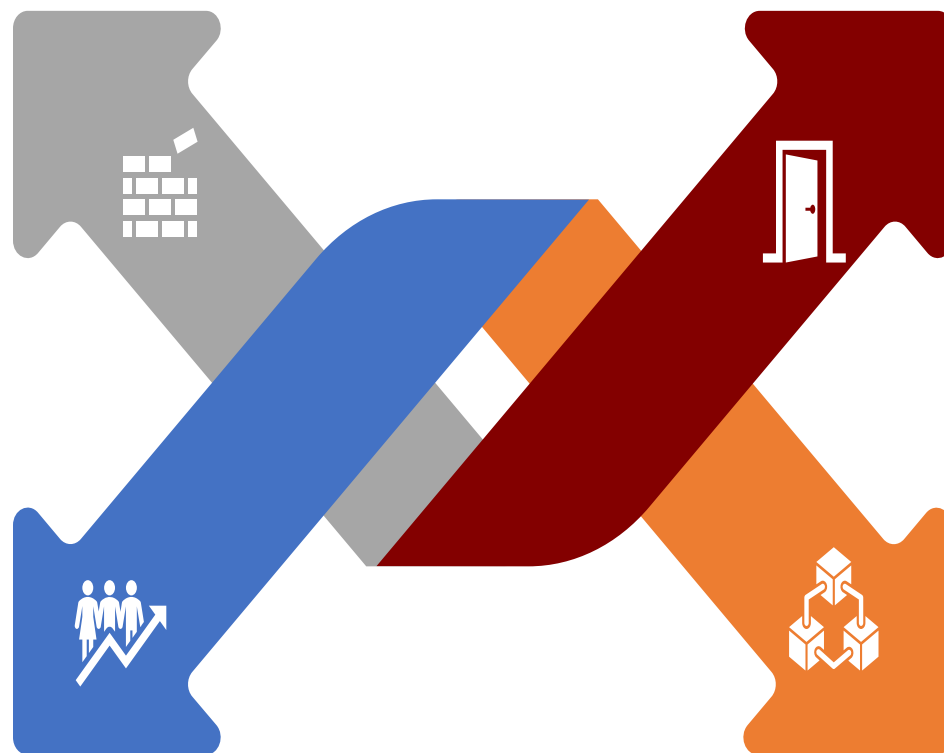
The Diversity Collegium

Building infrastructure

Institutionalizing structures to promote sustainable transformation

Increasing college diversity

Increasing faculty, staff, and student diversity through authentic relationships and networks



Actively building a welcoming environment

Ensuring a welcoming, affirming, safe, and accessible campus climate

Embedding values

Intentionally integrating diversity, inclusion and equity values into the academic mission

CAUS has identified *four overarching goals* for our work moving forward.

CAUS DEI Rollout Timeline (Draft)

Months 1&2	Months 2&3	Months 3&4	Months 4&5
List of activities	List of activities	List of activities	List of activities
Review and refine position description.	Identify data needed for environmental scan.	Collect and analyze data associated with DEI.	Combine and finalize CAUS DEI Plan.
Flesh out senior leadership priorities.	Collective identification of important definitions.	CAUS faculty and staff virtual listening sessions (and opportunity to build awareness and buy-in).	Engage schools in incorporating plans into plans and activities.
CAUS announcement and demonstration of commitment.	Stakeholder focus groups (in tandem with existing school efforts or in addition).	Formalize DEI Committee.	Develop method to measure progress.
Executive team interviews.	Create communication and resource infrastructure for DEI at CAUS	Administer DEI climate survey.	Dean forum with college on plan and next steps.
DEI Committee Interviews.	Initial review of current process and policies related to DEI in the college.	Receive activities/plans from schools	Develop and disseminate data collection tool for plan
Office for Inclusion and Diversity interviews.	develop communication plan for DEI at the college level.	Dissemination of CAUS D&I values and concepts to faculty, staff, and students.	