National Inclusive Excellence Webinar Summit™:

Empowering Leaders | Renewing Hope

September 2017
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Preferred citation:

Williams, D. (2017). National inclusive excellence webinar summit: Empowering leaders, inspiring hope. Atlanta, GA: Center for Strategic Diversity Leadership & Social Innovation.

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Diversity Leadership Set
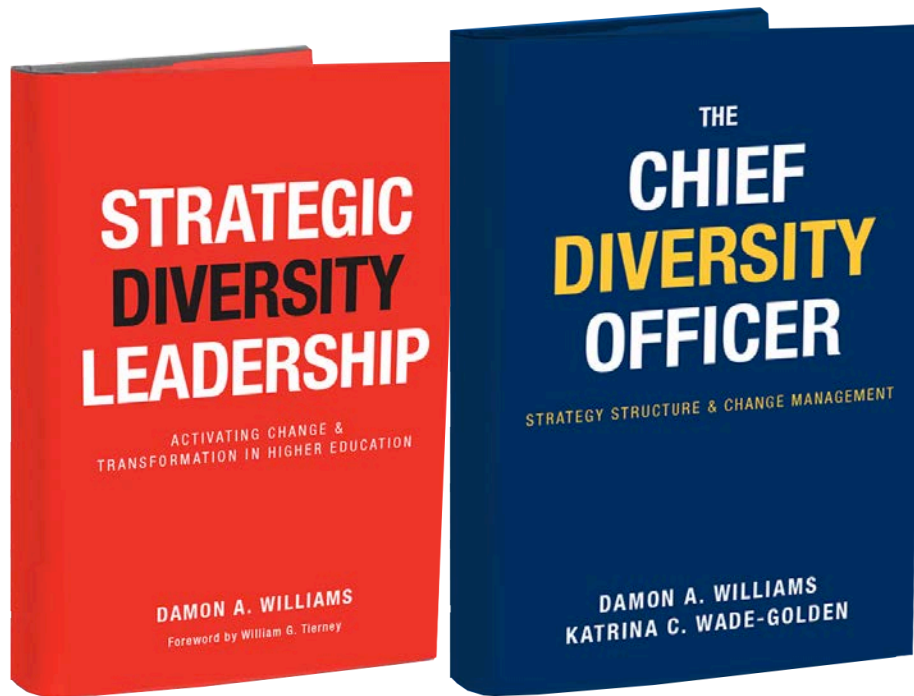
The Inclusive Excellence National Tour

THE INCLUSIVE EXCELLENCE TOUR™

Dr. DAMON A. WILLIAMS
LEADER · SCHOLAR · EDUCATOR

- Goal:
  - **Empower 1 million leaders** and **5000 organizations** to achieve real and meaningful change in their lives and communities by using more evidence informed diversity equity, and inclusion
  - Contact:
  - Dr. Damon A. Williams
  - info@drdamonawilliams.com

Tour Program Components

1. Organization Wide - Motivational Keynote Speech
2. Facilitated Dialogue with Executives, Deans, Faculty, Community, Students
3. Executive Coaching Session
4. Diversity Champions Session
5. Tools & Resources
6. Diversity & Inclusion Capabilities
7. Campus Climate & Inclusion Study

Who should activate the tour?

1. **Colleges & Universities**
2. **Public & Private, Large or Small**
3. **Companies & Private Sector Organizations**
4. **National Associations**
5. **Government Organizations**
6. **Law-Enforcement Agencies**
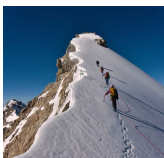7. **K-12 Institutions**
8. **Non-Profit Institutions**

How to Activate?

1. **Keynote & Residency Experience**
2. **Conferences, Retreat, Summit, Institute**
3. **MLK, Black History, Women's History, etc.**
4. **Special Training Institute**
5. **Campus Webinar Event**
6. **Campus Activation Toolkit**

Inclusive Excellence Tour First Host Sites

1. SUNY System of HE
2. University of Dayton
3. Private Law-Firm
4. Clemson University
5. Murray State University
6. National Black MBA Annual Meeting & Conference
7. UC San Diego
8. CSU Fullerton
9. Auburn University
10. Cleveland State University
11. Colorado State University
12. SUNY - Cortland
13. Oneonta College
14. Morrisville State College

Inclusive Excellence Tour

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Section #1:
The Summit & Innovation

Inclusive Excellence Tour

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The National Inclusive Excellence Webinar Summit™

- The Climb
- Inclusive Excellence
- Summit: Base Camp
  - Get New Tools
  - New Strategy
  - New Resources
  - New Guides
  - Community
- Continue the Climb

Future National Inclusive Excellence Webinar Summits™

- Diversity, Equity, & Inclusion in the Technology Sector
- Corporate Responsibility
- Diversifying STEM Fields
- Public Private Partnerships
- Youth Development & Pre-College Programs
- Workforce Development
- Faculty Retention & Engagement
- Multicultural Marketing
- More

Tripartite Solution Framework:

Solutions: Data To Tighten Understanding

Solutions: Frameworks to Help You to Innovate the Problem

Solutions: Tactics – To Help You Jump Start or Validate What Works

Strategic Diversity DNA

1. Strategic Diversity Idea
2. Diversity Infrastructure
3. Senior Leadership Support
4. Planning Systems
5. Change Activation Techniques
6. Resources

Williams (2013). Strategic Diversity Leadership, Sterling, VA: Stylus Publishing Press.
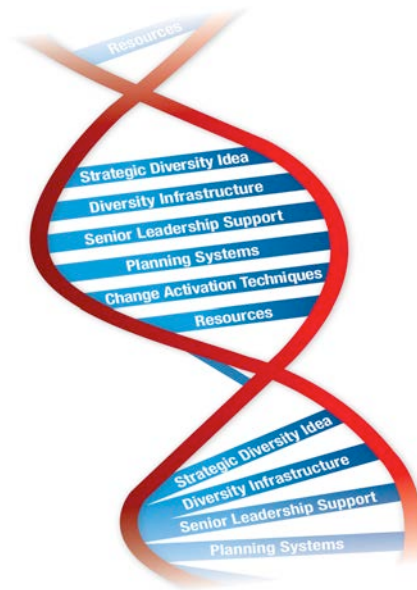
Develop Pockets of Excellence

1. If you are in a context of low commitment
2. Go small – develop pilots
3. Elevate the good work already being done
4. Be focused
5. Apply tons of rigor
6. Measure + Report + Tell the Story of Greatness
7. Until new energy emerges
8. Until DNA Starts to Shift

Innovate Diversity

1. Questioning?
2. Search & Reapply Solutions
3. Engaging Other Innovators
4. Experimenting – With New Ideas
5. Taking Ideas to Scale
6. Leading with Courage

Adapted from Hayden & Christenson, (2012). Innovators DNA.

Section #2:
What is Inclusive Excellence?
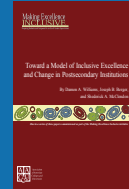
Association of American Colleges and Universities
Innovate the Diversity Discussion in a Post-Michigan Supreme Court Environment

The pursuit of a set of balanced diversity objectives, which repositions diversity and inclusion as fundamental to institutional excellence.

Making Excellence INCLUSIVE
Preparing Students and Campuses for an Era of Greater Expectations

Toward a Model of Inclusive Excellence and Change in Postsecondary Institutions

By Damon A. Williams, Joseph B. Berger, and Shederick A. McClendon

One in a series of three papers commissioned as part of the Making Excellence Inclusive initiative

AAC&U — *Association of American Colleges and Universities*

Framing Diversity in the 21st Century

Section #3:
Setting the Strategic Context & Solutions

The Strategic Context

The Perfect Storm Elevating Access, Diversity, & Economic Opportunity

- Rise of the Centennials
- Resurgence of Activism
- "Trump Lash?"
- Political & Legal Threats to Diversity
- Technology & Social Media
- Emergency of a Global Knowledge Economy
- Great Recession
- The Educational & Business Case for Diversity
- Persistent Societal & Educational Inequities
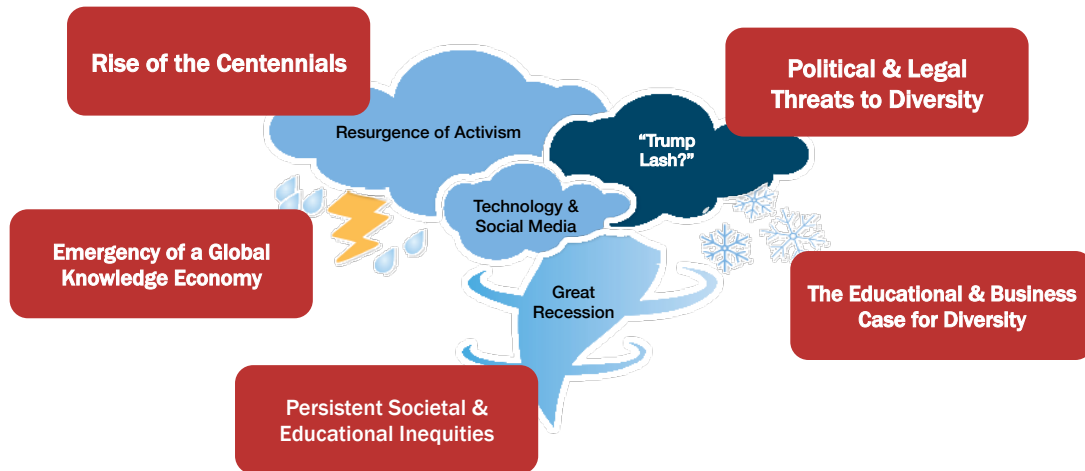
Source: Williams, D. (2013). Strategic diversity leadership: Act change and transformation in higher education

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21st Century: Inclusive Excellence Goals Framework

Access & Equity

Multicultural & Inclusive Campus Climate

Preparing Students for a Diverse and Global World

Domestic & International Diversity Research & Scholarship

Williams (2013). Strategic Diversity Leadership, Sterling, VA: Stylus Publishing Press.

DAW National Scorecard

- Student Diversity Recruitment — B-
- Student Diversity Achievement — D
- Faculty Diversity Recruitment — D
- Faculty Diversity Success — D
- Research, Knowledge, Creativity — B
- Preparing Students to Lead — D
- Campus Climate & Inclusion — D

NATIONAL INCLUSIVE EXCELLENCE WEBINAR TOOLKIT

Developed By

Dr. Damon A. Williams

Leader | Scholar | Educator
Center for Strategic Diversity Leadership & Social Innovation

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Exhibit 3. Inclusive Excellence Discussion Kick Starter

Scoring Rubric:
A = In the last 3 years, we have made excellent progress
B = In the last 3 years, we have made good progress
C = In the last 3 years, we have held steady
D = In the last 3 years, we have been in a gradual decline
F = In the last 3 years, we have been aggressively going the wrong way

Category	Dimension	Definition	Grade
Access & Equity of Outcomes	Student Diversity Representation	The presence of women in STEM	
		The presence of first-generation college students	
		The presence of historically underrepresented[1] minorities	
		The presence of international students	
		The presence of non-athlete historically underrepresented males of color	
Access & Equity of Outcomes	Student Diversity Achievement	The graduation rates of women in STEM	
		The graduation rates of first-generation college students	
		The graduation rates of historically underrepresented minorities	
		The graduation rates of international students	
		The graduation rates of non-athlete males of color	
Access & Equity of Outcomes	Staff Diversity Representation	The number of women at director level	
		Number of historically underrepresented minorities at director level	
		Number of women d eans	
		Number of historically underrepresented minority deans	
		Number of women at vice president/vice chancellor level	
		Number of historically und erepresented minorities at vice president/vice provost/vice chancellor level	
Access & Equity of Outcomes	Faculty Diversity Representation	The presence of women in faculty overall	
		The presence of women in STEM faculty	
		The presence of historically underrepresented minorities on tenure track faculty	
		The presence of international faculty on tenure track faculty	
		The presence of historically underrepresented minorities on tenure track faculty	
Access & Equity of Outcomes	Faculty Diversity Success	The percent of women on tenured faculty	
		The percent of women on tenured STEM faculty	
		The percent of tenured historically underrepresented minority faculty	
		The percent of tenured international faculty	
		The percent of tenured historically underrepresented minority faculty	
Multicultural & Inclusive Campus Climate	Campus Climate-Students	Positive campus climate for women	
		Positive campus climate for first-generation college students	
		Positive campus climate for historically underrepresented minorities	
		Positive campus climate for international students	
Multicultural & Inclusive Campus Climate	Campus Climate-Faculty	Positive campus climate for women faculty	
		Positive campus climate for historically underrepresented minority faculty	
		Positive campus climate for international faculty	
Multicultural & Inclusive Campus Climate	Campus Climate-Staff	Positive campus climate for women staff	
		Positive campus climate for historically underrepresented minority staff	
		Positive campus climate for international staff	
Preparing Leaders for A Diverse and Global World	Cultural competence of the institutional community of students, faculty, and staff	Most students are having an in-class experience that is helping them to develop cultural competence	
		Most students are having an out-of-class experience that is helping them to develop cultural competence	
		Most faculties are participating in formal leadership experiences, helping them to develop cultural competence	
		Most staff are participating in formal leadership experience, helping them to develop cultural competence	
		Most members of our senior leadership team are participating in formal leadership experiences, helping them to develop cultural competence	
Domestic & Global Research, Scholarship, and Creativity	Diversity, Research, Creativity, & Innovation	Faculties are producing critical scholarship that expands knowledge about diverse groups	
		We have formal research centers and institutes that conduc t cutting edge research that benefits diverse causes	
		We recognize and celebrate community engaged scholarship	
		Multicultural arts and creative performances are championed at our institution	
		We use multicultural and critical arts projects to improve the campus climate of inclusion and expand campus discourse, and contribute to the creative academic community	

- A New Reality TV Show:
  - *"The Hate that Hate Produced"*
- Presidential Leadership through Social Media
- "Assault" on Diverse Communities
  - Race, ethnicity, gender, sexual orientation, nationality, disability, economic access
- Threats to Dismantle Traditional & New Infrastructures of Opportunity
- A Renewal of Hate Groups and Open Opposition to Diversity
- "Free Speech Dynamics v D& I

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1. **Racially Charged Theme Parties & Incidents**

2. **Alternative Right: Free Speech Events & Controversies**

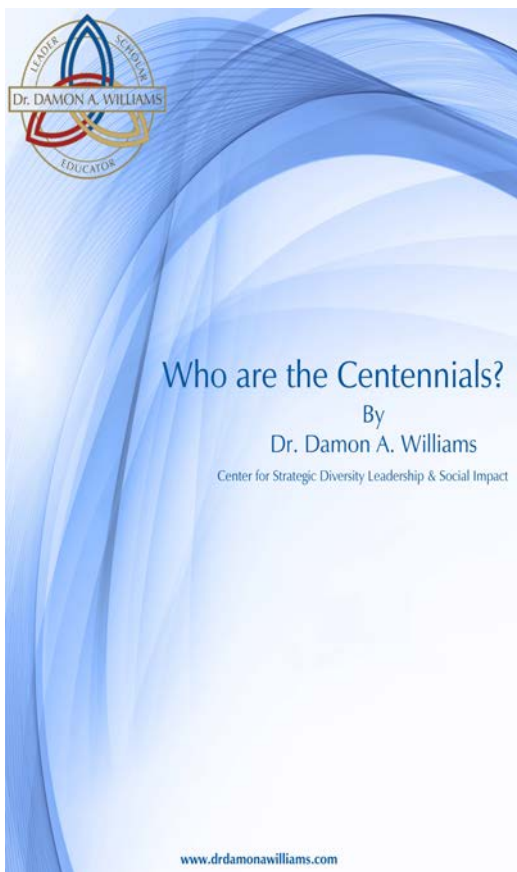3. **Heightened Feelings of Exclusion for Diverse Groups**

4. **Campus Activism & Protests: Safety | Demands | Action**

5. **Diversity Crisis Management versus Proactive Engagement**

6. **Policy Challenges: DACA, Title IX, Race Conscious Admissions, OCR Strategic Shift, And More**

Recommendations for Action

1. **Clarify Your Why:**
   - Develop A Clear Manifesto: A Declaration of Diversity, Equity, Inclusion, & Community

2. Make D & I Part of Your "Crisis Management Plans"

3. Establish "Diversity Rapid Response Team" & Prepare

4. Proactively Identify & Map Potential Hot Spots & Pre-Emptively Engage – Free Speech, Special Seasons "Halloween", Conservative Groups, Activist Groups

5. Leaders Must Step Up & Step Out – They Must Lead At All Levels

6. International Association of Campus Law Enforcement Administrators (IACLEA) – "Hate Comes to Campus Training"

7. Strengthen Campus Diversity Infrastructure, Psychological Support Structures, & Culturally Relevant Approaches in All Areas

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Who are the Centennials?
By
Dr. Damon A. Williams
Center for Strategic Diversity Leadership & Social Impact

www.drdamonawilliams.com

1. Digital Intuitives: Mobile First Digitally Engaged
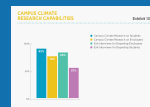2. 9 Hours + Consuming Digital Content
3. Most Diverse Generation Ever
4. Fearful for Future: Seek real Pathways to Workforce
5. Comfortable with "Diversity" In Theory
6. Influenced Heavily by Social Media, Hip-Hop, Pop-Culture
7. Can Detect "BS Mile Away" Authenticity is Everything
8. Conflicting Ideas Around Diversity & Inclusion
9. First Out Group of LGBTQ Teen Youth

Recommendations for Action

1. **Voice, Choice, Access & Passion – to Drive Your Student Development Philosophy**

2. **Establish A Social Media Plan**

3. **Hire Students As Social Media Interns & Student Ambassadors**

4. **Proactively Identify & Map Potential Hot Spots & Pre-Emptively Engage – Free Speech, Special Seasons, Special Groups, Conservative Groups, & Faculty**

5. **Jump Start Review of Controversial Policies, Monuments, & Activities**

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Section #4:
Best Practices from Higher Education Excellence in Diversity Schools
(HEED)

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The 2015-2016 HEED Benchmarking Report: Telling the HEED Institutional Success Story

INSIGHT *Into Diversity*

The 2015-2016 HEED Award Benchmarking Report

Authored by Dr. Damon A. Williams | In Partnership with INSIGHT Into Diversity

The INSIGHT Into Diversity Higher Education Excellence in Diversity Award
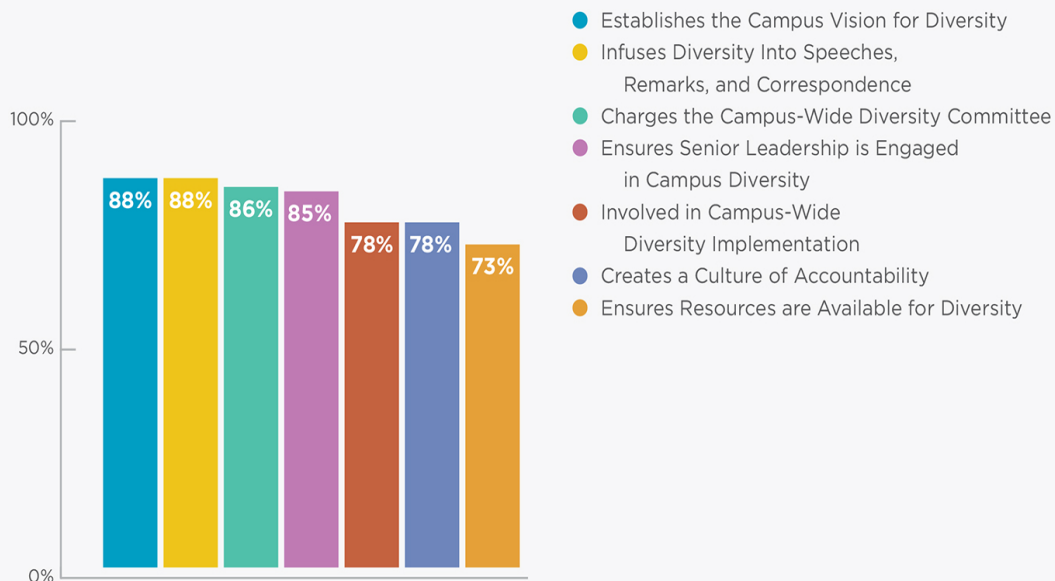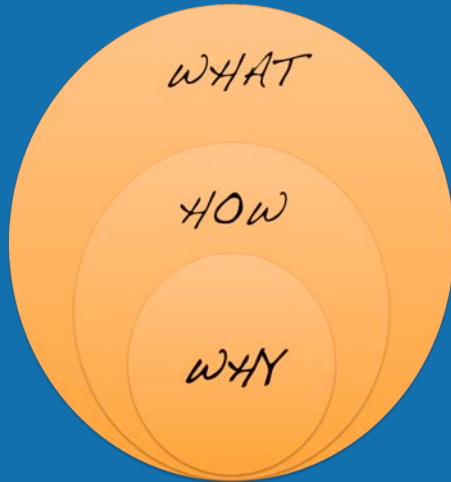
<ins>Research Methodology</ins>

1. 2015 HEED Award Winners (n=92)
2. Strategic Diversity Leadership (SDL) Research Framework
   - Based on Williams, D. (2013). *Strategic diversity leadership: Activating change and* transformation in higher education.
3. Developed new HEED Instrument for 2016 grounded in SDL Framework
4. Built Secondary Data Set from U.S. Department of Education National Center ofr Educational Statistics
   - Institutional Background, Student, Staff, & Faculty Data
5. Tell Big-Picture Story Using HEED Institutions Quantitative and Qualitative Data

PRESIDENTIAL LEADERSHIP FOR CAMPUS DIVERSITY EFFORTS

Exhibit 3

Bar chart values: 88%, 88%, 86%, 85%, 78%, 78%, 73%

Legend:
- Establishes the Campus Vision for Diversity
- Infuses Diversity Into Speeches, Remarks, and Correspondence
- Charges the Campus-Wide Diversity Committee
- Ensures Senior Leadership is Engaged in Campus Diversity
- Involved in Campus-Wide Diversity Implementation
- Creates a Culture of Accountability
- Ensures Resources are Available for Diversity
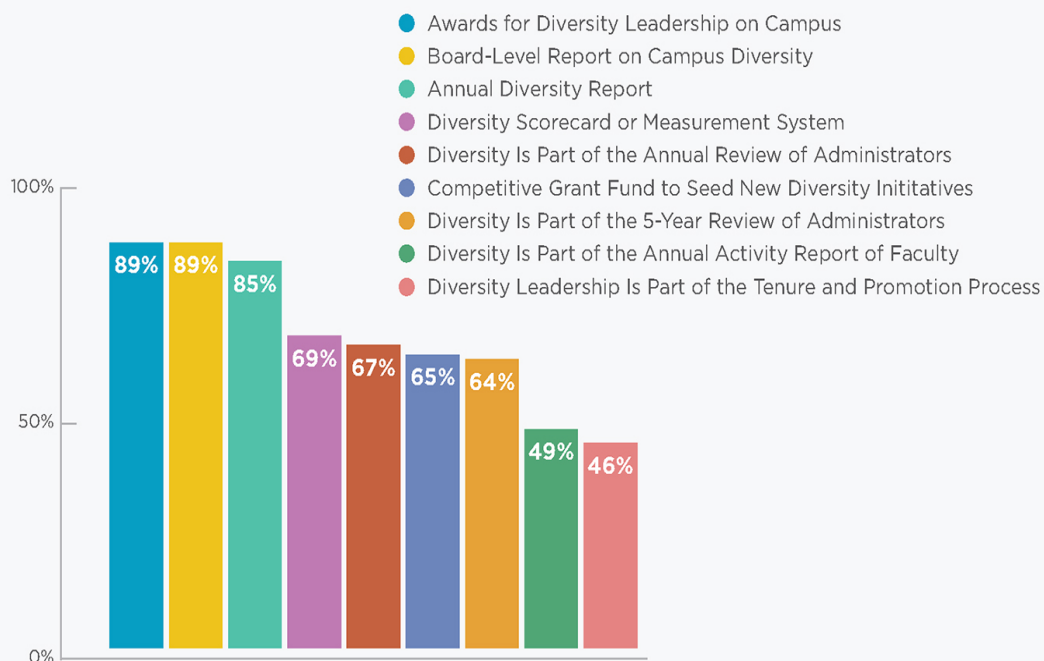
Leaders Inspire with Why

WHAT

HOW

WHY

Simon Sinek – Ted Talk – "Start with Why"

- Why does it matter to you and to your institution?
- How are you going to bring your why to life?
- What are the specific tactics?
  - Common book program
  - Campus speaker policy
  - Summer Orientation
  - First-Year Experience
    - New Employee Orientation
  - New Diversity & Inclusion Plan
  - New Capital Campaign

DIVERSITY INCENTIVE & ACCOUNTABILITY SYSTEMS
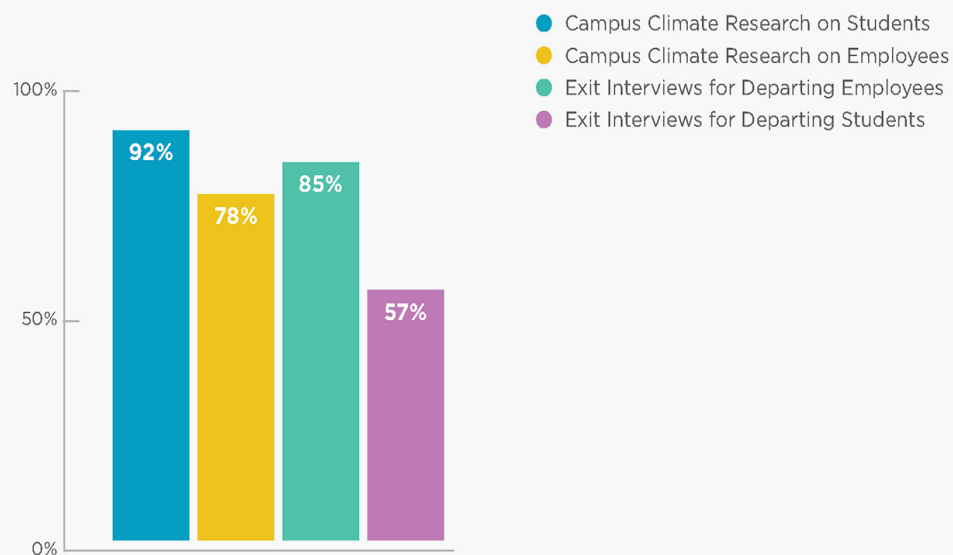
Exhibit 5

- Awards for Diversity Leadership on Campus
- Board-Level Report on Campus Diversity
- Annual Diversity Report
- Diversity Scorecard or Measurement System
- Diversity Is Part of the Annual Review of Administrators
- Competitive Grant Fund to Seed New Diversity Initiatives
- Diversity Is Part of the 5-Year Review of Administrators
- Diversity Is Part of the Annual Activity Report of Faculty
- Diversity Leadership Is Part of the Tenure and Promotion Process

89% 89% 85% 69% 67% 65% 64% 49% 46%

100%

50%

0%

COMPARISON OF 2015 HEED INSTITUTIONS TO A NATIONAL COMPARISON GROUP

Exhibit 6

Accountability Dimension	2015 HEED Institutions	National Comparison Group
Annual Diversity Report	85%	39%
Board Report on Diversity	89%	46%
Diversity Scorecard	69%	17%
Diversity is Part of Annual Review of Administrators	67%	21%
Diversity is Part of Annual Activity Report of Faculty	49%	10%

CAMPUS CLIMATE RESEARCH CAPABILITIES

Exhibit 13

- Campus Climate Research on Students
- Campus Climate Research on Employees
- Exit Interviews for Departing Employees
- Exit Interviews for Departing Students

100%

92%
78%
85%

50%

57%

0%

Campus Climate Studies Unlocking?

Challenge of Current Campus Climate Studies

1. Unclear the Impact they are having?

2. Campus Climate Studies as the "End" & "Not the Means?"

3. Low Response Rates | Lack of Culturally Relevant Research Techniques

4. Weak Translation Moments:
   Data Product – Insights - Struggle – Strategy – Tactics - Activation

5. No Communication Plan to Build Narrative of Change

6. To work with Dr. Williams & The Center for Strategic Diversity Leadership & Social Innovation on your Campus Climate Research – contact: info@drdamonawilliams.com

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