Chief Diversity Officers and Chief Academic Officers in Collaboration

William T. Jones (moderator)
Chief Diversity/Affirmative Action Officer
SUNY Canton

Heather Coltman
Provost and Senior Vice President
James Madison University

David Owusu-Ansah
Executive Director, Office of Access and Inclusion
James Madison University

Art Dean
Special Assistant to the President
James Madison University

Elizabeth F. Ortiz
Vice President, Office of Institutional Diversity and Equity
DePaul University

Meet our Presenters

William T. Jones (moderator)
Chief Diversity/Affirmative Action Officer
SUNY Canton

Heather Coltman
Provost and Senior Vice President
James Madison University

David Owusu-Ansah
Executive Director, Office of Access and Inclusion
James Madison University

Art Dean
Special Assistant to the President
James Madison University

Elizabeth F. Ortiz
Vice President, Office of Institutional Diversity and Equity
DePaul University

Trends on the Horizon

- ☐ Political Environment and changing legislation
- ☐ Polarizing Issues dividing our campuses
- ☐ Lack of civil discourse
- ☐ More opportunities for potential (violent) conflict
- ☐ Outside forces: sponsors, agitators, and those rallying for a cause
- ☐ Social Media

NADOHE and ACAO Webinar Collaborative and Strategic Partnerships to Address Crisis on Campus

HEATHER COLTMAN, PROVOST AND SR VP

DAVID OWUSU-ANSAH EXECUTIVE DIRECTOR FOR FACULTY ACCESS AND INCLUSION

ARTHUR DEAN EXECUTIVE DIRECTOR FOR ACCESS AND INCLUSION

JAMES MADISON UNIVERSITY

Strategic Partnerships and Collaboration (Internal Focus)

- These are relationships that are built and maintained over time and not by personality but through intentional relationship building on your campus

- College Campuses are at the nexus of this wave of crisis

- Conversations about these topics and how to navigate them at the highest level

- Beyond the President's leadership team (who needs to be involved)

- Know your Institution's values and culture
  - How we communicate
  - How we address (internal/external communications)
  - How to build relationships internally to provide positive support during challenging times

- Private conversations might lead to public influence (thoughts, emotions and concerns)

Internal Preparation before a Crisis

- **Campus Activism**
- Build relationships before a crisis
- A certain outcome is never promised
- Safety of the campus
- Make room for expression, key leaders in place to assist with guidance and support of protests: (Example: Inauguration of President Rose and Missouri)
- Time and Place: Disruption of Educational endeavors/process
- Role of Campus Safety and other campus leaders
- Resources for faculty navigating classroom conversations
- Resources for administrators to assist with campus conversations

Strategic Partnerships and Collaboration Continued

- These are relationships that are built and maintained over time and not by personality but through intentional relationship building on your campus

- Administration to Faculty/Faculty Senate

- Faculty to Faculty

- Faculty to Students

- Administration to Students

- Students to Students

- You must have a long term view (Presidents, Provosts and Chief Diversity Officers might change but the same work is required)

Provost Perspective James Madison University (Internal)

- Relationships (Power of listening)
- Provost engaging with a variety of faculty steering committees, deans and departments:
  - *NewPoint Strategies*
- Provost/President standing meetings with Speaker of the Faculty Senate
  - Responding to campus resolutions
- Provost attending Faculty Senate meetings
- Provost Advisory Diversity Committee
- Research and Curriculum Grants

Strategic Examples of preparatory work used at James Madison University

- President: visible, large and small group conversations
  - Breakfast with key faculty or employee groups
  - Meetings with key student leaders
- Key interactions and presentations to student groups
- Diversity Councils and other University Bodies

Managing Expectations (Internal)

- Social Media
  - Campus policy and response plan
  - Pressure to say something (University, State and Federal Implications)
- Gathering accurate information before a response
- What you communicate should match your institutional values
- What is a crisis (Varied lens or perspectives about a situation?)

Internal Communications (Variety of messages)

- The larger the organization to greater number of communication methods need to be implemented

- Messaging from President on a consistent basis (internal and external)

- University Communication and Marketing Departments

- Electronic and personal communication

- Key committees designed to foster the dissemination of information

Strategic Examples (Internal)

- **Inclusion Task Force:**
  - **History and Context, Climate (Students and Employees), Classroom Management**

- Student marches and protests

- DEEP Impact

- Center for Faculty Innovation: (Dialogues, Flashpoints, New Faculty Academy, Workshops)

- Talent Development

- Faculty Recruitment, Selection and Retention Process

- Departmental Dialogues: Values, diversity, what's present and what's missing

- Toolkit: Foster civil discourse, encourage people to share, assist faculty and staff in classroom and group navigation

- Create space for faculty expression and discussion: Democracy in Peril (monuments and buildings)

- PIR, PFF, Diversity Councils

NADOHE AND ACAO WEBINAR

Collaborative Partnerships to Address Crisis on Campus

Elizabeth Ortiz, VP Equity and Diversity

DePaul University

DePaul University as a Case Study

- ☐ The University revisited its Guiding Principles of Speech and Expression with representative university stakeholders
- ☐ The University developed a communication plan to disseminate progress on various initiatives and proposals.
- ☐ The President's Office sponsored a President's Speakers Series
- ☐ Colleges and departments held teach ins and lectures through out the year
- ☐ Revised several processes and university protocols
- ☐ Expanded training
- ☐ Created a Race and Speech Action Plan
- ☐ Involved stakeholders through every step of the process to include students, faculty and staff

Collaboration is Key in Moving Forward

It will take everyone working together to resolve these issues – Diversity work is everyone's responsibility!

When Crisis Occurs

- Not all of stakeholders may be aware or know what happened
- Many different accounts and viewpoints of situation
- Campus community may not understand the process
- Accountability and transparency is key
- Events happen in real time and actions must be sure and swift

Guiding Principles

- ☐ Mission should be the university's primary guide in developing partnerships, action, and communication
- ☐ Having processes in place before crisis happens is key
- ☐ Students, faculty and staff need to feel protected
- ☐ The university should have protocols in place to ensure calm and safety
- ☐ Messaging and tone are important in addressing stakeholders

Response through Collaboration

- ☐ Work with campus community to find solutions

- ☐ Implement various feedback mechanisms to include: town halls, presentations to shared governance bodies, and brown bag sessions.

- ☐ Take recommendations and implement them

- ☐ Expand multicultural and diversity seminars

- ☐ Explore practices and policies regarding speakers on campus

- ☐ Create an Action Plan with deliverables and deadlines

- ☐ The plan should evolve with feedback

- ☐ All this is conducted while we continue to operate business as usual

Leadership: Modeling the way

- ☐ Policy: making sure to follow proper procedures
- ☐ Support, attend and develop initiatives at the department and college unit level as well as in the councils/senates
- ☐ Communication: informing stakeholders of action plan progress
- ☐ Transparency and talking points
- ☐ Professional development at the highest levels
- ☐ Assist in changing the narrative

Final Thoughts

The pessimist complains about the wind, the optimist expects the wind to change, a leader adjusts the sails

Questions

Thank you for joining us for
the Chief Diversity Officers and Chief Academic Officers in Collaboration webinar!

For more information, please contact:

www.nadohe.org

www.acao.org