Diversity Driving Excellence
From Concept to Measurement to Impact

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VCU Division for Inclusive Excellence

Presentation Summary

- What are the problems with the Diversity & Inclusion Strategic Action Plan, 2017-2022?

- How have we / will we address these problems in Quest 2025: Together We Transform?

- Why will these proposed solutions make VCU better?

- When will these solutions be implemented at scale?

Problems with D&I Strategic Plan, 2017-2022

- Relationship to university strategic plan

- Budget and finance

- Conceptual and methodological approaches

- Strategic initiatives and priorities

- Plan administration and implementation

- Change orientation

- Change outcomes and impact

2017 – 2022
Diversity and Inclusion
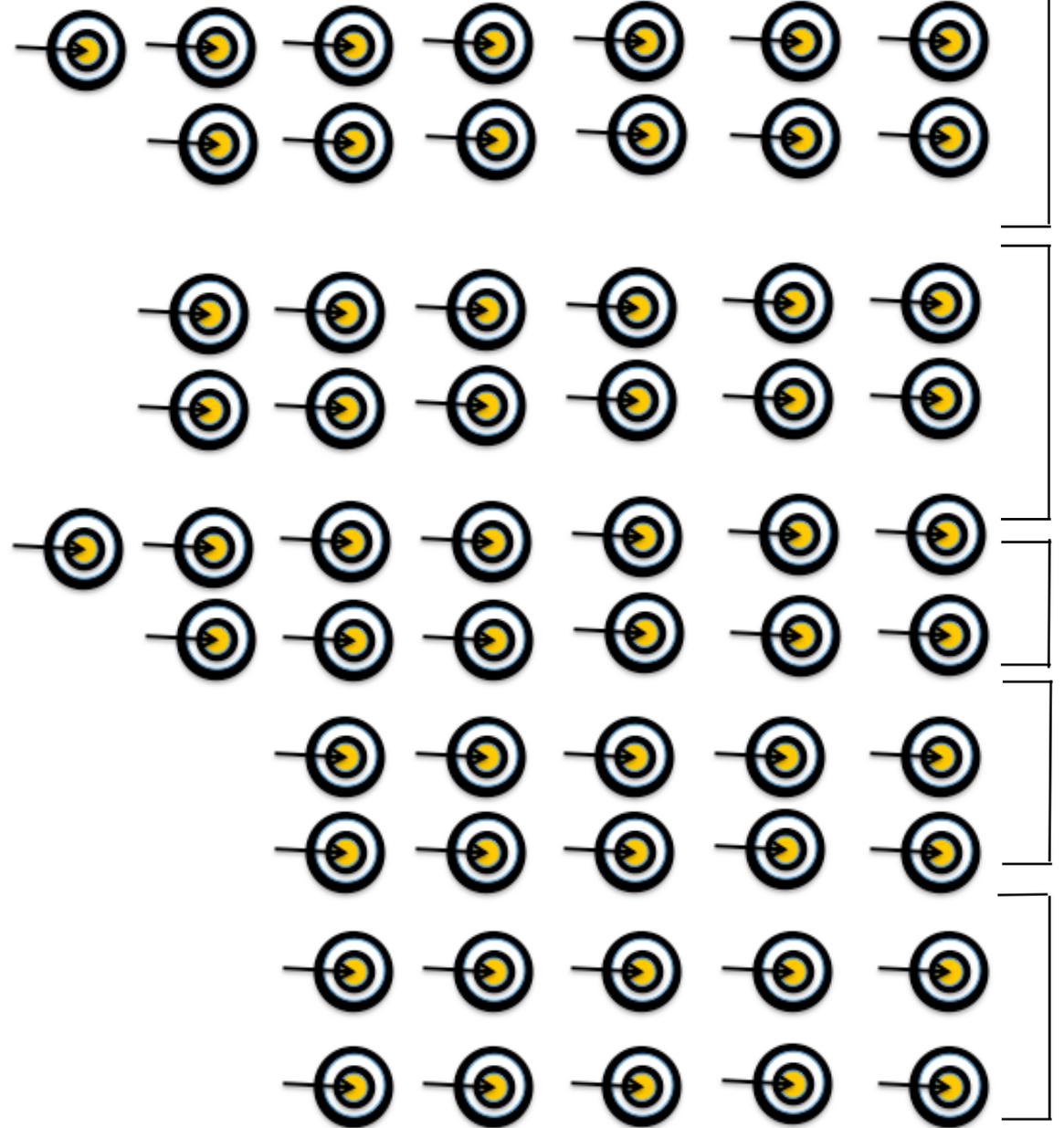Strategic Action Plan
And Report to the University

Goals

Strategic Actions and Initiatives

Themes

Theme I
Theme II
Theme III
Theme IV
Theme V

Goal I
Goal 2
Goal 3
Goal 4

Goal 1
Goal 2
Goal 3
Goal 4

Goal 1
Goal 2

Goal 1
Goal 2
Goal 3

Goal 1
Goal 2
Goal 3
Goal 4

Problems with D&I Strategic Plan, 2017-2022

- Relationship to university strategic plan

- Budget and finance

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- Change orientation
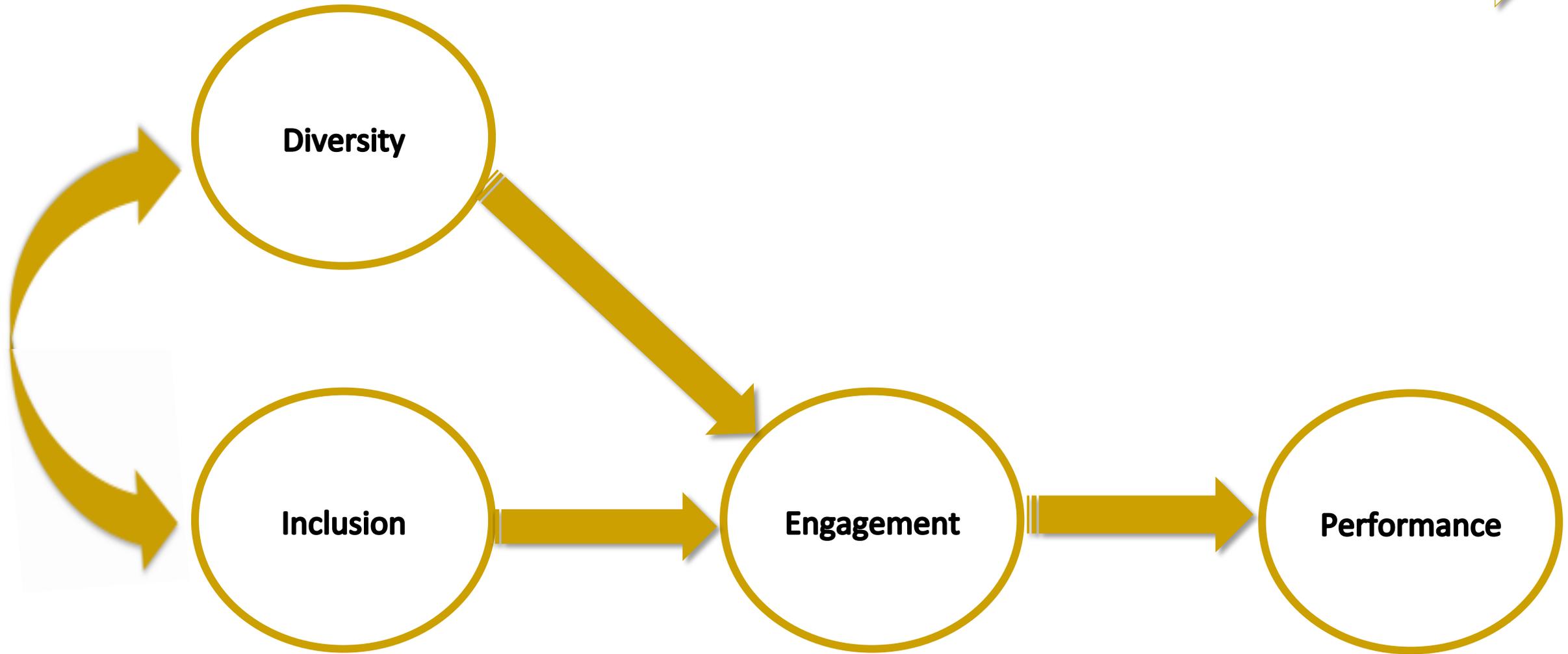
- Change outcomes and impact

Solutions to D&I Strategic Plan, 2017-2022

- Relationship to university strategic plan

- Budget and finance

- Conceptual and methodological approaches

- Strategic initiatives and priorities

- Plan administration and implementation

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Diversity Driving Excellence: The Conceptual Model

Diversity Driving Excellence: The Measurement Model

Diversity Index

Inclusion Index

Engagement Index

Performance Excellence

Diversity Index
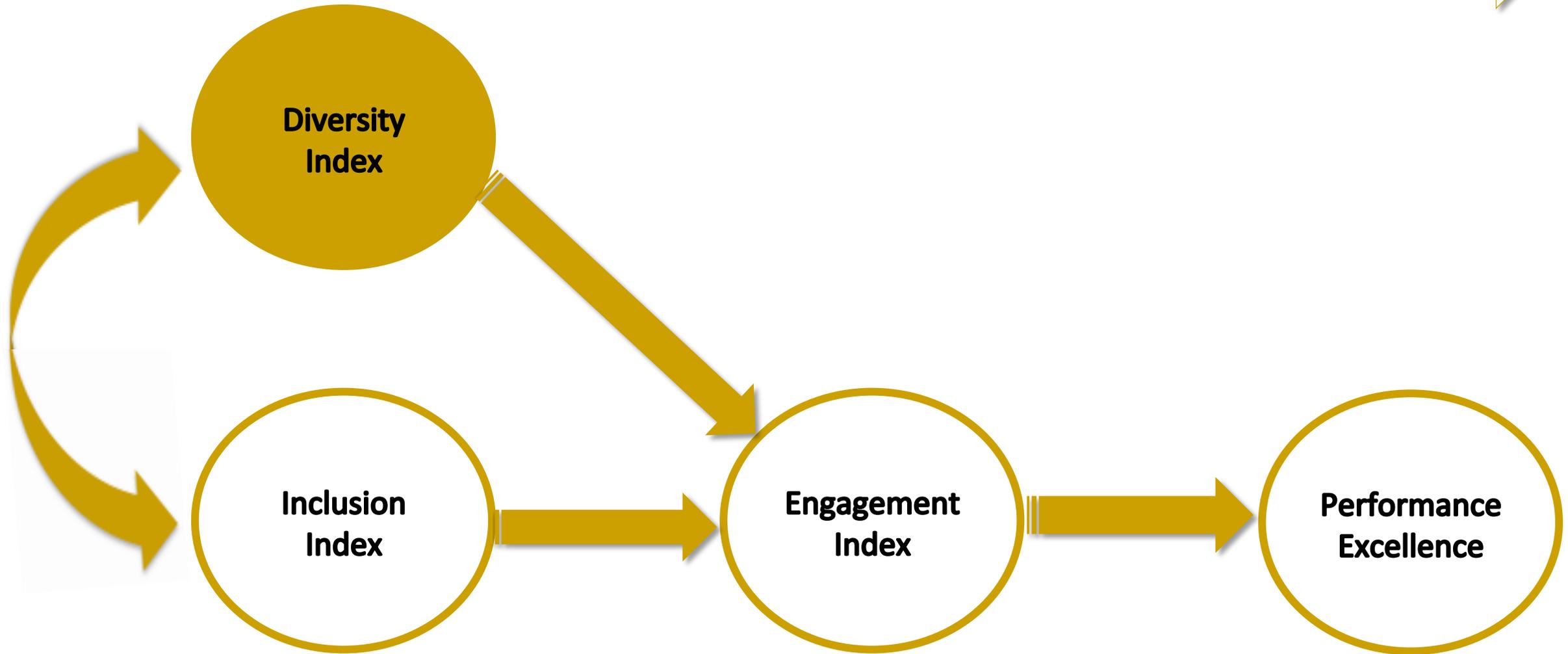
Compositional Diversity

We want our faculty and staff populations to reflect our student population

$1-[(\Pr(W)^2 + \Pr(AA)^2 + \Pr(Latinx)^2 + \Pr(AmIndI)^2 + \Pr(A)^2 + \Pr(AI/PI)^2 + \Pr(Two)^2) * (H^2 + Non\text{-}H^2)]$

Score
0-3

Representational Equity

We want our leadership positions to be representative of gender / gender identity

$H_0: p_1 = p_2$
vs.
$H_A: p_1 \neq p_2$
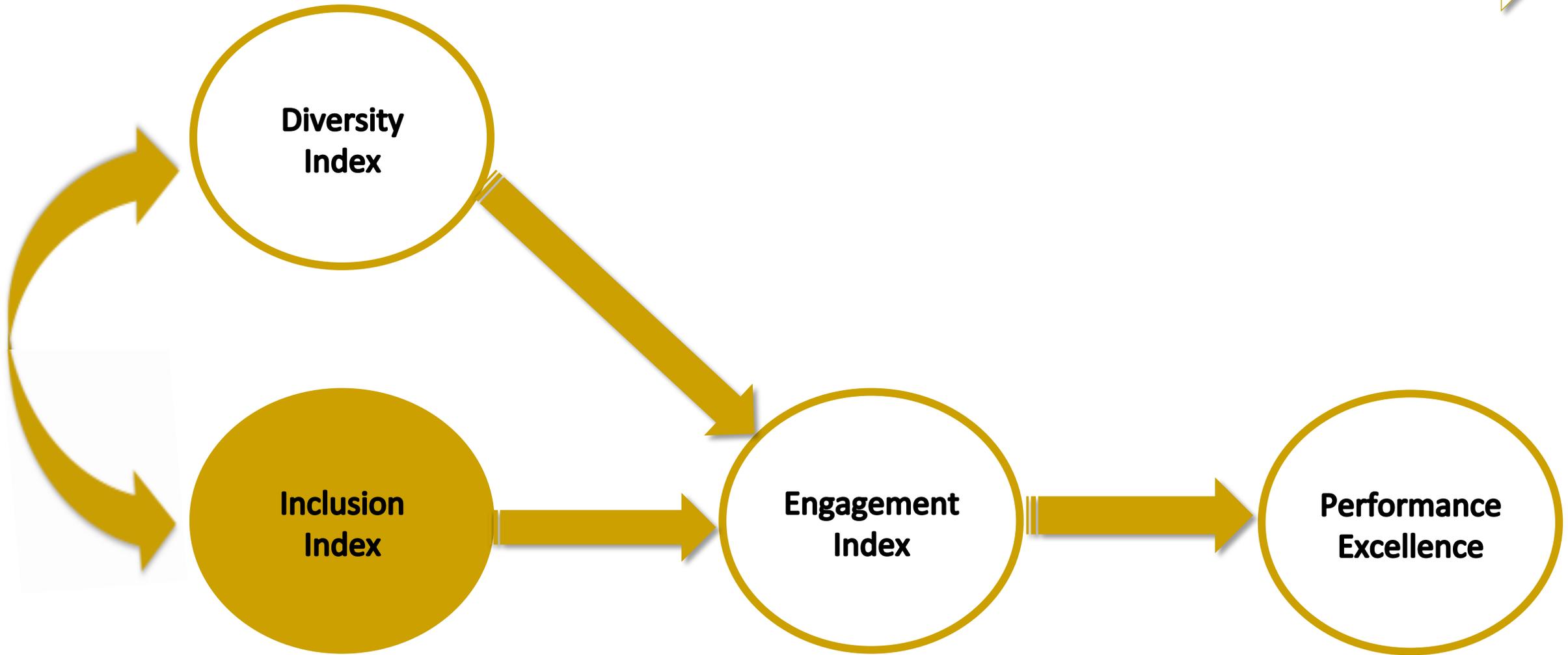
Score
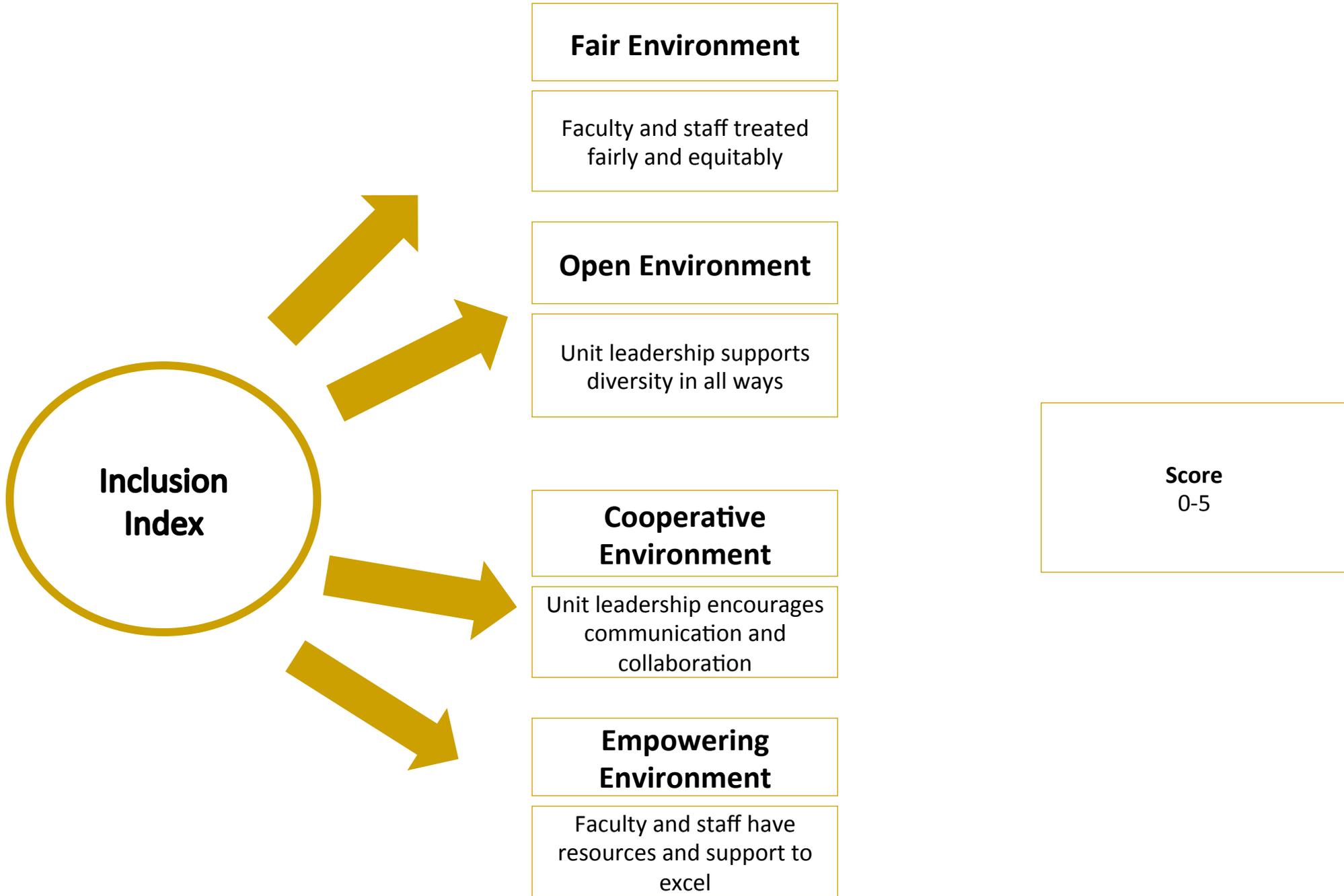0-1

Systems Diversity

We want our policies, practices, priorities, and procedures to reflect our institutional commitment to diversity and inclusion
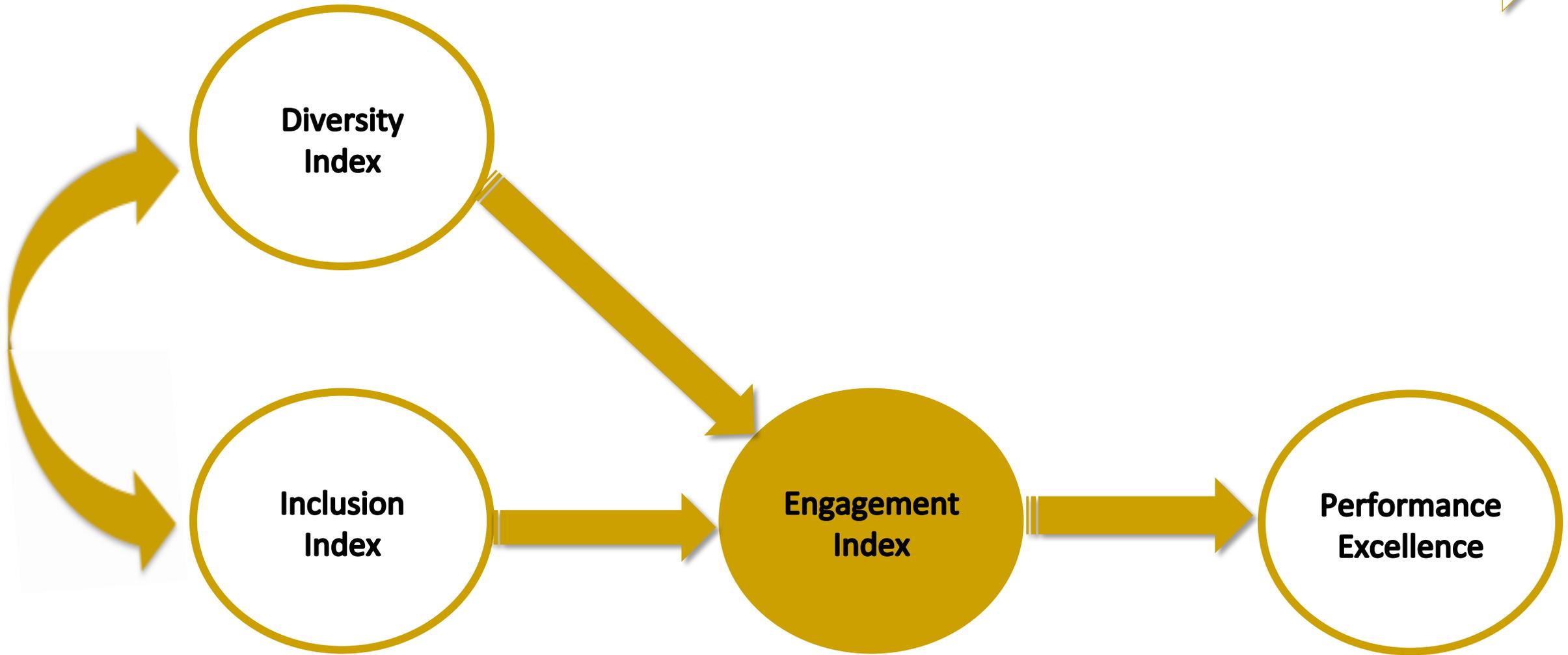
Governance
Human Resources
Operations
Budget

Score
0-4

Diversity Driving Excellence: The Measurement Model

Inclusion Index

Fair Environment

Faculty and staff treated fairly and equitably

Open Environment

Unit leadership supports diversity in all ways

Cooperative Environment

Unit leadership encourages communication and collaboration

Empowering Environment

Faculty and staff have resources and support to excel

Score
0-5

Diversity Driving Excellence: The Measurement Model

Diversity Index

Inclusion Index

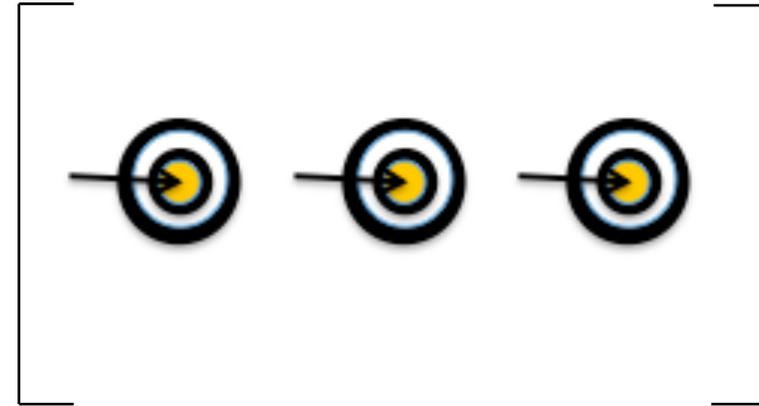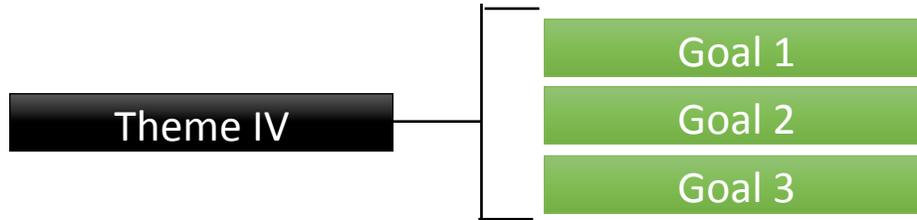Engagement Index

Performance Excellence

Solutions to D&I Strategic Plan, 2017-2022

- Relationship to university strategic plan
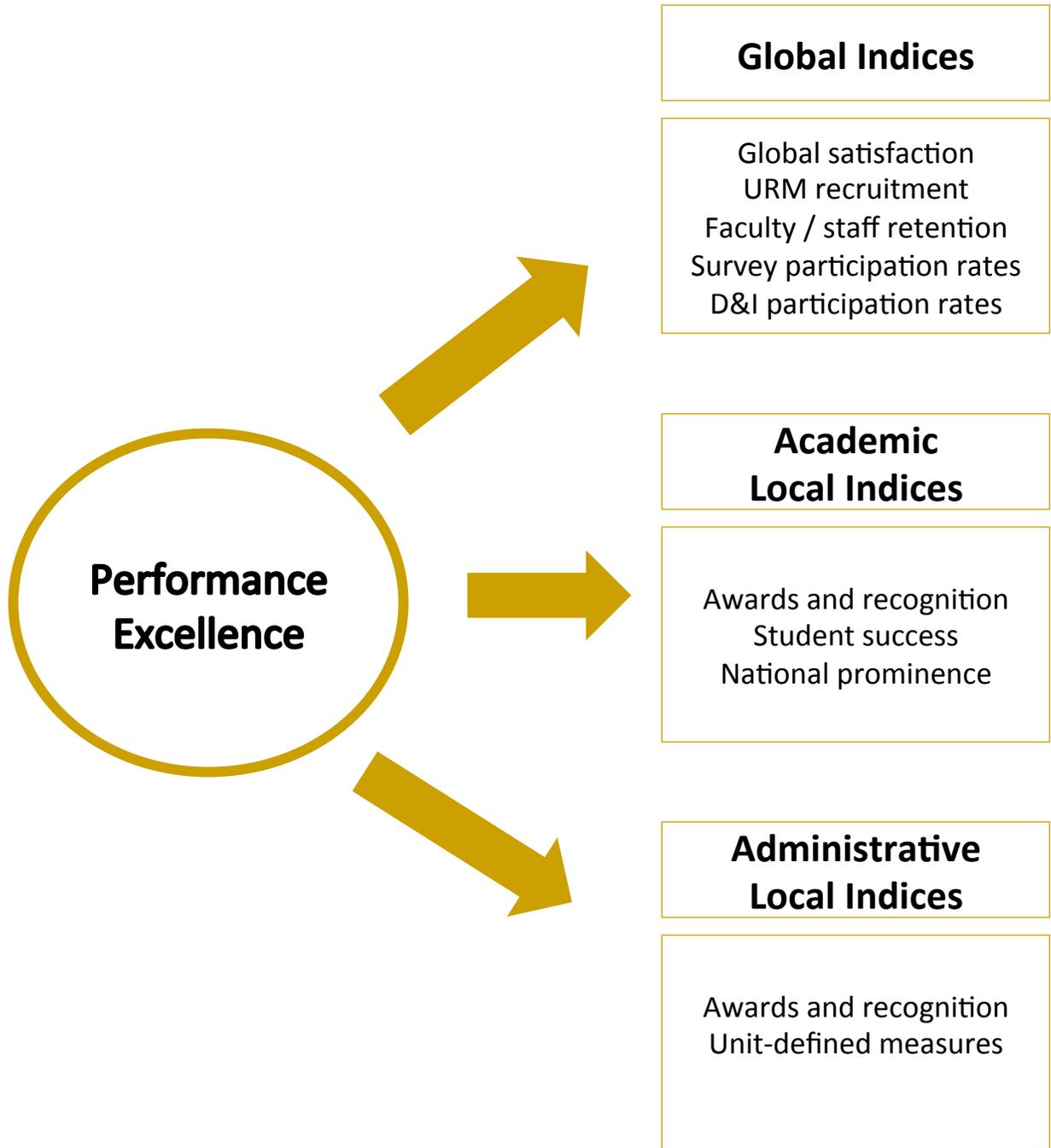
- Budget and finance

- Conceptual and methodological approaches

- **Strategic initiatives and priorities**

- Plan administration and implementation

- Change orientation

- Change outcomes and impact

Diversity Driving Excellence: The Measurement Model

Diversity Index

Inclusion Index

Engagement Index

Performance Excellence

VCU Division for Inclusive Excellence

Performance Excellence

Global Indices

Global satisfaction
URM recruitment
Faculty / staff retention
Survey participation rates
D&I participation rates

**Academic
Local Indices**

Awards and recognition
Student success
National prominence

**Administrative
Local Indices**

Awards and recognition
Unit-defined measures

VCU Inclusive Excellence Dashboard

Diversity Index
5⁷ of 8

Inclusion Index
3⁴ of 5

Engagement Index
2³ of 5

Compositional Diversity
Representational Equity
Systems Diversity

Fair Environment
Open Environment
Empowering Environment
Cooperative Environment
Supportive Environment

Leaders Lead
Supervisor Support
Intrinsic Work Experience

Solutions to D&I Strategic Plan, 2017-2022

- Relationship to university strategic plan

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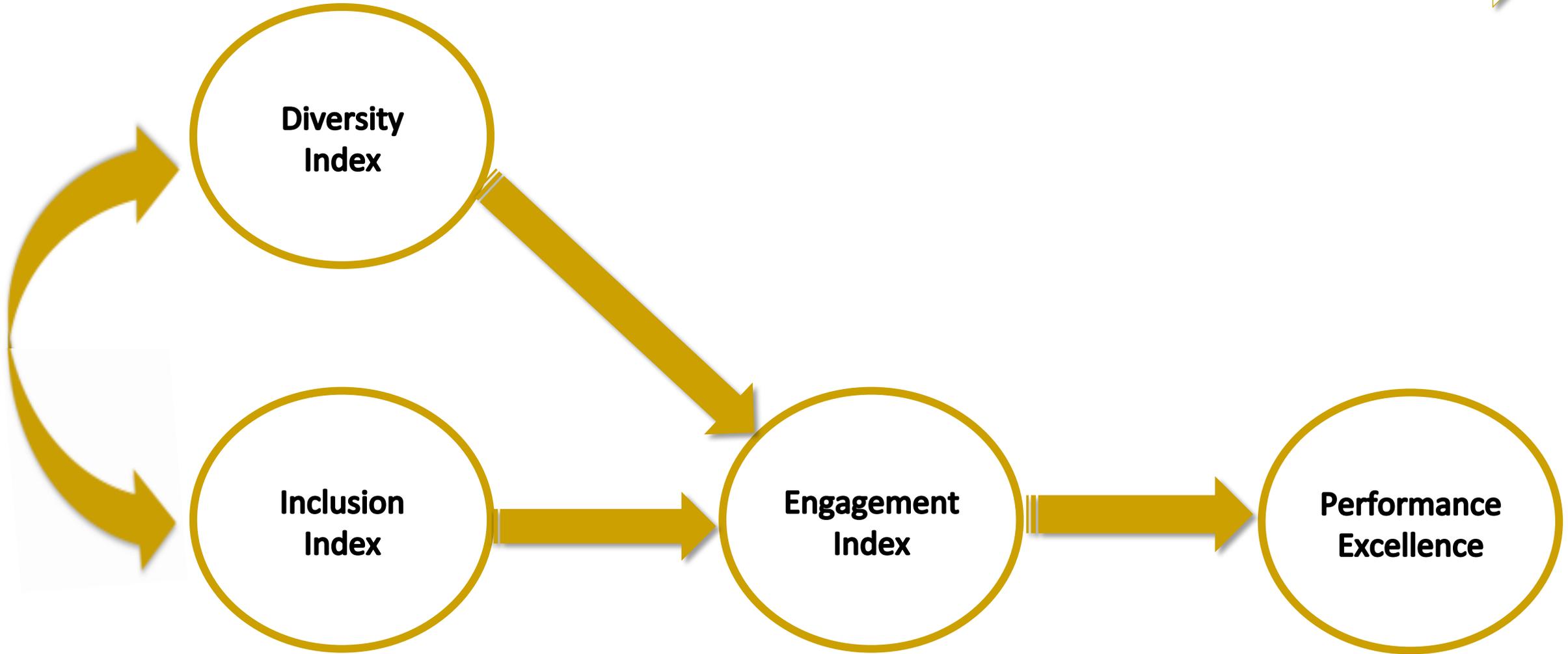
- Change orientation

- Change outcomes and impact

These Solutions Make VCU Better

- Identification of our D&I strengths and weaknesses

- Strategic D&I interventions and solutions (service-impact)

- Evaluation of transformative change for acad. and admin. units

- Targeted investment of limited D&I resources

- Innovative D&I measurement in higher education

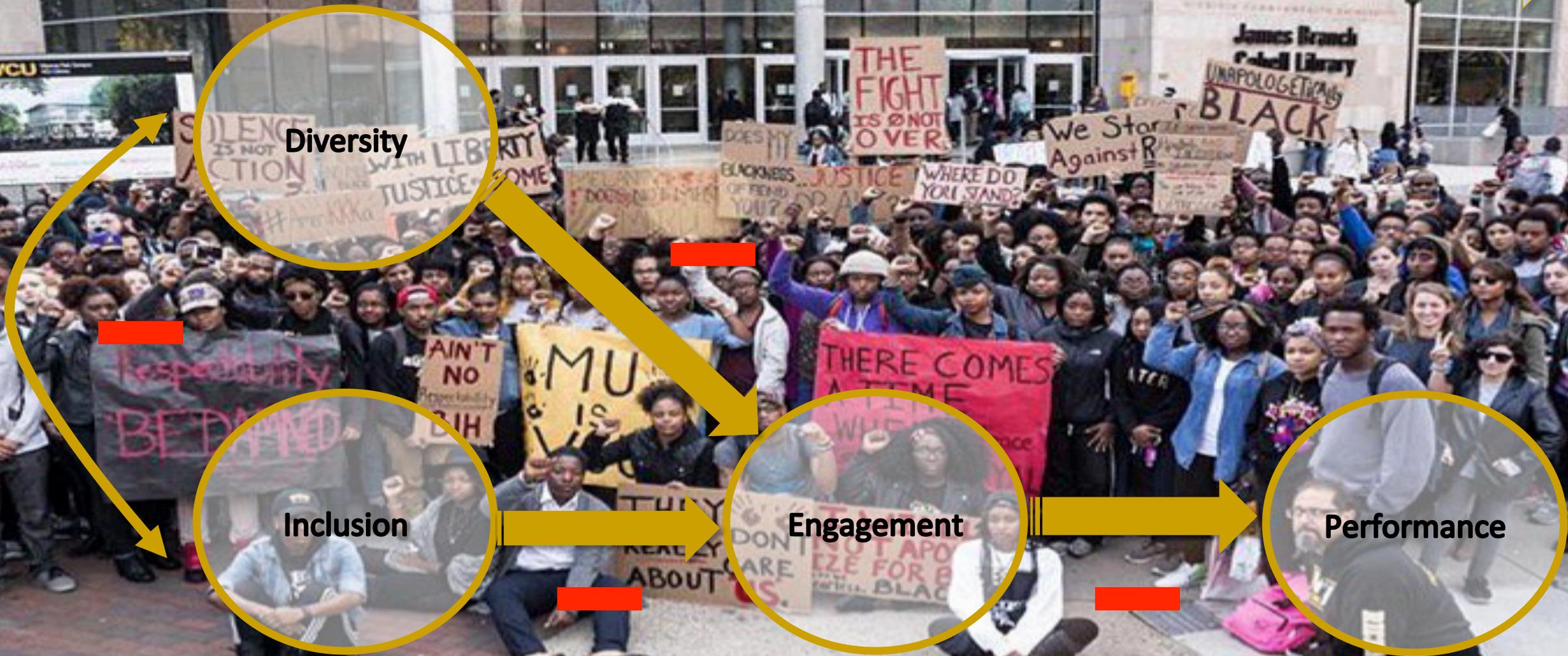Diversity Driving Excellence: The Conceptual Model

Diversity

Inclusion

Engagement

Performance

IEXCEL EDU @ VCU

Diversity & Inclusion Leadership Certificate

Fundamentals of D&I
Implicit Bias and Microaggressions
Leading Diverse Teams
Building an Inclusive Community
Building an Inclusive Classroom
D&I in Healthcare
Advancing Corporate Diversity

Rammalogues

Inter-dialogues and exchanges between university community members

Trainings

Managing Intergenerational Conflict

Intercultural Conflict

Permanent Whitewater: How to navigate institutional change

Short Courses

Race and Social Media
Entrepreneurialism
Campus Activism
Poverty

Seminars

D&I in Higher Education
Deconstructing Power and Privilege
Implicit Bias and Microaggressions
Curriculum Transformation
Building an Inclusive Classroom
Cultivating an Inclusive Workplace
Respect the Title: VI, VII and IX

Workshops

So...You are serious about recruiting and retaining URM faculty?

They said...(what)? Engaging multiple perspectives in the classroom and workplace

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Diversity Driving Excellence: The Measurement Model

VCU Inclusive Excellence Dashboard

2019

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Inclusion Index
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Engagement Index
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2020

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6 7 of 8

Inclusion Index
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Engagement Index
4 4 of 5

2021

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Engagement Index
4 4 of 5

Implementation at Scale

- Collaboration across stakeholder groups
- Communications and planning

Communications Timeline

		Activities Timeline
BOV Meeting	**May 2019**	Diversity Driving Excellence Data Presentation Program Compendium Pilot Testing
Colleges and Schools Administrative Units	**April 2019**	Diversity Driving Excellence Target Development Program Compendium Pilot Testing
Colleges and Schools Administrative Units	**March 2019**	Diversity Driving Excellence Survey Data Analysis Program Compendium Pilot Testing
Colleges and Schools Administrative Units	**February 2019**	**Diversity Driving Excellence Survey Implementation** Program Compendium Development
Colleges and Schools Administrative Units	**January 2019**	Diversity Driving Excellence Survey Development Program Compendium Development
BOV / AHAC Meeting	**December 2018**	Diversity Driving Excellence Survey Data Presentation BOV Resolution to Integrate Strategic Plans Program Compendium Development
Staff Senate University Council Colleges and Schools	**November 2018**	Diversity Driving Excellence Survey Data Analysis Program Compendium Development
Faculty Senate Meeting Council of Deans	**October 2018**	Diversity Driving Excellence Survey Pilot Testing Program Compendium Development
President's Cabinet Joint CIEE, ILC, PAGDI Council Meeting	**September 2018**	Diversity Driving Excellence Concept and Measurement Development Process (cont. from summer 2018)

VCU Division for Inclusive Excellence