Diversity Driving Excellence
From Concept to Measurement to Impact

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Director of the VCU Institute for Inclusion, Inquiry & Innovation
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
Diversity and Inclusion
Strategic Action Plan
And Report to the University

2017 – 2022

Goals
Goal I
Goal 2
Goal 3
Goal 4

Goals
Goal 1
Goal 2
Goal 3
Goal 4

Goals
Goal 1
Goal 2
Goal 3
Goal 4

Goals
Goal 1
Goal 2
Goal 3
Goal 4

Goals
Goal 1
Goal 2
Goal 3
Goal 4

Strategic Actions and Initiatives
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
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 Conceptual Model

- Diversity
- Inclusion
- Engagement
- Performance
Diversity Driving Excellence: The Measurement Model

- Diversity Index
- Inclusion Index
- Engagement Index
- Performance Excellence
**Compositional Diversity**

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

**Representational Equity**

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

**Systems Diversity**

We want our policies, practices, priorities, and procedures to reflect our institutional commitment to diversity and inclusion.

1 - \( \left( Pr(W)^2 + Pr(AA)^2 + Pr(Latinx)^2 + Pr(AmIndI)^2 + Pr(A)^2 + Pr(Al/PI)^2 + Pr(Two)^2 \right) \times (H^2 + Non-H^2) \)

**Governance Human Resources Operations Budget**

Score 0-4
Diversity Driving Excellence: The Measurement Model

- Diversity Index
- Inclusion Index
- Engagement Index
- Performance Excellence

VCU Division for Inclusive Excellence
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
Leaders Lead

Faculty and staff perceptions of integrity of leadership

Supervisors Support

Faculty and staff interpersonal relationship with supervisor, incl. trust, respect and support

Intrinsic Work Experience

Faculty and staff feelings of motivation and competency regarding roles in the workplace

Score 0-5
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
Quest 2025
Together We Transform

Theme IV

Goal 1
Goal 2
Goal 3
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
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
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
# 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

## Short Courses

- Race and Social Media
- Entrepreneurialism
- Campus Activism
- Poverty

## Rammalogues

- Inter-dialogues and exchanges between university community members

## 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

## Trainings

- Managing Intergenerational Conflict
- Intercultural Conflict
- Permanent Whitewater: How to navigate institutional change

## 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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**VCU Division for Inclusive Excellence**
Diversity Driving Excellence: The Measurement Model

Diversity Index

Inclusion Index

Engagement Index

Performance Excellence

Diversity & Inclusion Leadership Certificate / Short Courses

Rammalogues and Trainings

Seminars

Workshops
Implementation at Scale

• Collaboration across stakeholder groups
• Communications and planning
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<th>Activities Timeline</th>
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<td><strong>September 2018</strong></td>
<td>Diversity Driving Excellence Concept and Measurement Development Process (cont. from summer 2018)</td>
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<td>President’s Cabinet, Joint CIEE, ILC, PAGDI Council Meeting</td>
<td>Diversity Driving Excellence Concept and Measurement Development Process (cont. from summer 2018)</td>
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<td><strong>October 2018</strong></td>
<td>Diversity Driving Excellence Data Presentation Program Compendium Pilot Testing</td>
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<td>Faculty Senate Meeting, Council of Deans</td>
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<td><strong>November 2018</strong></td>
<td>Diversity Driving Excellence Target Development Program Compendium Pilot Testing</td>
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<td>Staff Senate, University Council, Colleges and Schools</td>
<td>Diversity Driving Excellence Target Development Program Compendium Pilot Testing</td>
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<td><strong>December 2018</strong></td>
<td>Diversity Driving Excellence Survey Data Analysis Program Compendium Pilot Testing</td>
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<td>BOV / AHAC Meeting</td>
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<td><strong>January 2019</strong></td>
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<td><strong>May 2019</strong></td>
<td>BOV Resolution to Integrate Strategic Plans Program Compendium Development</td>
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