

What is Your Campus Diversity, Equity, and Inclusion DNA? Applying the Dynamic Diversity DNA Stage Model to Achieve Institutional Transformation



Keith R. Barnes, Vice President of Equity and Inclusion
Rock Valley College
Illinois Council of Community College Administrators Conference
Thursday, November 16, 2023



Presentation Description

- ▶ This session will begin with an overview of the six dimensions that make up Williams (2013) Dynamic Diversity DNA Stage Model.
- ▶ The presenter will reflect on his experience in applying the model during his tenure as an inaugural DEI practitioner for three community colleges.
- ▶ The session will allow time for participants to share their experiences and identify some of the similarities and differences in the challenges that they face in the quest to achieve Inclusive Excellence.
- ▶ The session will also include some competencies that participants can use to facilitate the advancement of their campus DEI effort.

What Are Your Expectations?



DEI Growth Mindset



Barnes, 2020

Premise for My Presentation

When it comes to the campus DEIB effort, institutions are not the same.



Poll Question and Discussion?

What are some of the components of a model campus DEI effort?

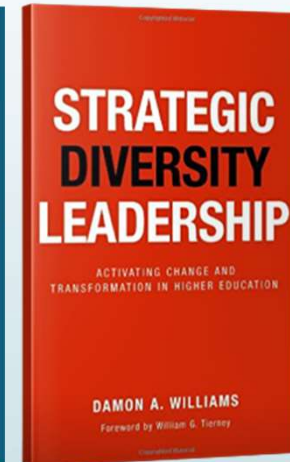


Dynamic Diversity DNA Stage Model

1 - Start up * 2 - Transitional * 3 - Mature Implementations * 4 - Inclusive Excellence

The Six Dimensions:

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



Dr. Damon Williams, 2013

The Deficient Model

The fine art of being reactive
instead of proactive

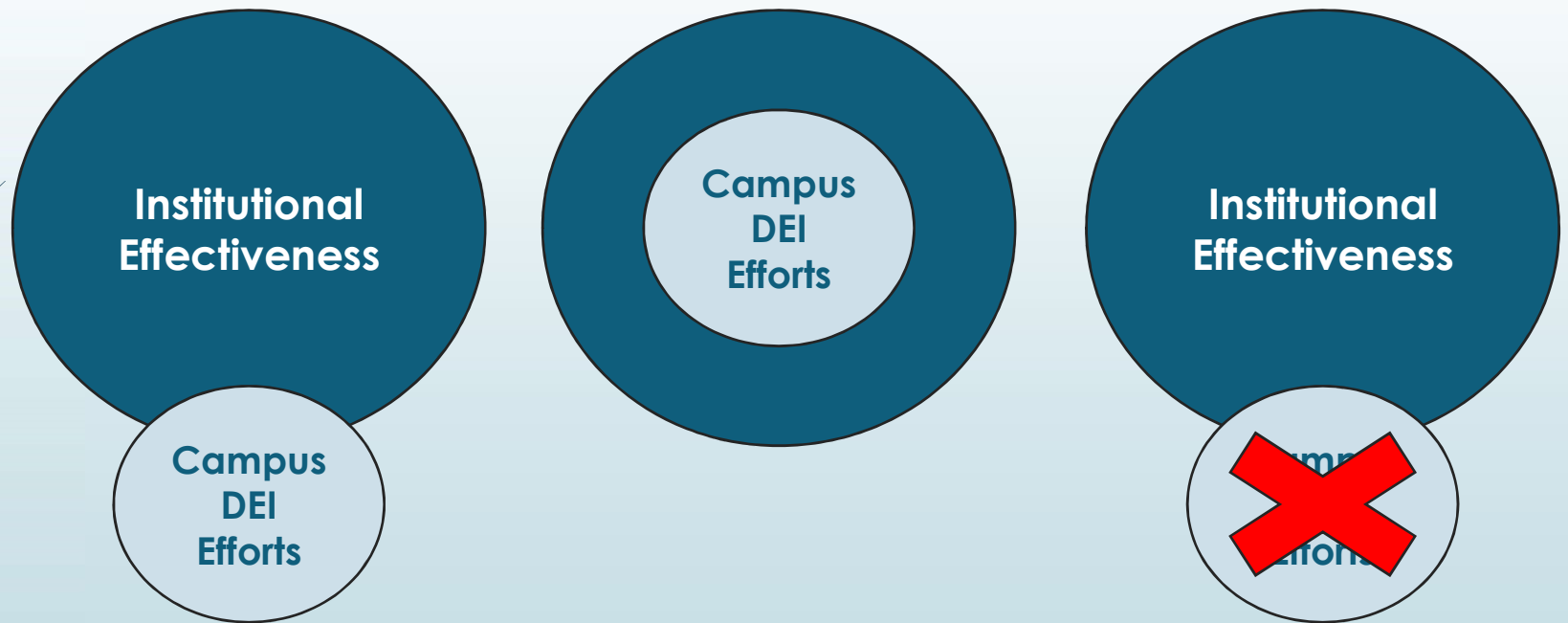
Cheetahs vs Wolves



Transformational Change

Deep and pervasive

DEI at the Core of RVC

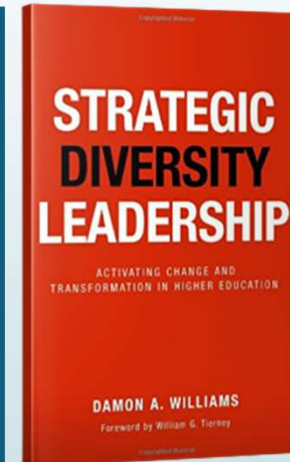


Dynamic Diversity DNA Stage Model

1 - Start up * 2 - Transitional * 3 - Mature Implementations * 4 - Inclusive Excellence

The Six Dimensions:

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



Dr. Damon Williams, 2013

BEST PRACTICES: Strategic Diversity Idea

Definition

The way **diversity is defined** and how the institution engages diversity as a matter of **strategic priority**.



Strategic Diversity Idea

Campus Conversations: Climate Surveys, Disaggregated Data, Forums with Diverse Populations, Campus Policies and Procedures.

At RVC:

- Biannual Community College Survey of Student Engagement
- UCLA Diverse Learning Environments Survey
- Employee Culture Surveys + Great Colleges to Work For Survey
- Campus Townhall Meetings
- Three Professional Development Day Events.
- **Fall and Spring DEI Symposiums**
- **Transform Together Foundation Level DEI Workshops**
- BOT Presentations
- First Tuesdays Faculty Lecture Series
- Annual Caskey Memorial Lecture Series
- Campus Committee Meetings
- Campus DEI Programs and Events
- **External Conferences, Workshops, and Meetings**

BEST PRACTICES: Diversity Infrastructure

Definition

Presence of dedicated institutional diversity offices, initiatives, and committees, particularly at senior levels of leadership and governance.

Diversity Infrastructure

Dedicated Staff, Space, and Committees.

At RVC:

- **Promoting an Inclusive Community (PAIC)**
- Vice President of Equity and Inclusion/Executive-level DEI Officer
- **DEI Office with two DEI Specialists, ADA Compliance Coordinator, Administrative Assistant, two DEI Student Ambassadors.**
- Federal TRiO Programs
- Disability Support Services
- Intercultural Student Services
- Adult Education Office
- Workforce Equity Initiative Office
- DEI Commissions (Race and Racial Identity, Women, Safe Zone LGBTQ+, Disability/ADA)
- **Student Clubs (Black Student Union, Association of Latin American Students, Multicultural Cub, SAGE (LGBTQ+).**
- An array of Campus DEI Related Employee Committees.

BEST PRACTICES: Senior Leadership Support

Definition

Presidential and provost-level support that includes the commitment of academic deans, senior administrative leaders, and faculty governance systems.

Senior Leadership Support

The Evidence is in our Language, Actions, and Presence.



At RVC:

- Board of Trustees Campus DEI Policy
- **DEI is the Fourth Pillar of President Spearman's Administration.**
- **15 minutes with the President**
- Participation in Community Events, Committees, and Workshops.
- **Active Cabinet Presence during DEI Events**
- DEI Training during the Board of Trustees 2022 Retreat

BEST PRACTICES: Strategic Planning Systems

Definition

Presence of logistical and staff resources to guide the campus community in an inclusive stakeholder process that produces a strategic diversity plan.



Strategic Planning Systems

Campus and Department Strategic Goals

At RVC:

- ▶ **Pillar IV: Diversity, Equity, and Inclusion (DEI)**
- ▶ Create and sustain a diverse, equitable, and inclusive campus that improves campus culture, promotes accountability for the campus DEI effort, and increases the cultural competence of all employees, learners, and other stakeholder groups.
- ▶ Strategic Goal 1 (DEI Plan): **Improve the campus culture** by establishing cultural competence, trust, and a sense of belonging among employees and learners.
- ▶ Strategic Goal 2 (DEI Plan): **Close equity gaps** so that students from diverse racial, gender, and socioeconomic backgrounds can access and achieve their academic and career goals.
- ▶ Strategic Goal 3 (DEI Plan): **Employ a culturally competent workforce** that reflects student and community demographics.

Academic Plan * Strategic Enrollment Management Plan * Equity Plan * Professional Development Plan
* Industry Partnerships and Community Engagement Plan * Information Technology Plan

BEST PRACTICES: Change Activation Techniques

Definition

Presence of incentive, accountability, and reporting systems to drive, reward and encourage change, along with effective systems for assessing and, when necessary, revising the plan and redirecting resources and activities.

Change Activation Techniques

DEI Awards, Recognition, and Accountability



At RVC:

- **Eagle Awards for Excellence in Diversity, Equity, and Inclusion**
- Professional DEI Certifications
- **State and National DEI Recognition**
- HR Stay Interviews and Expectations Planning Sessions
- Restorative Practices Listening Circles
- Golden Eagle Supervisor Training [Civil Treatment Session]
- ICCB Program Review [Equity Section]
- RVC Strategic Plan Scorecard
- **RVC Equity Plan**

BEST PRACTICES: Resources

Definition

Presence of staff, financial, and other resources to implement strategic diversity plan.

Resources

Operating Budget, Grants, Donations

“Commitment Without Currency is Counterfeit.”
Dr. Damon Williams

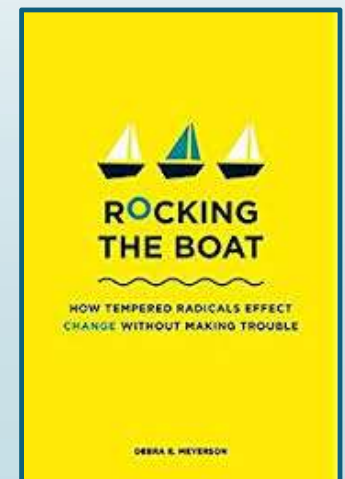
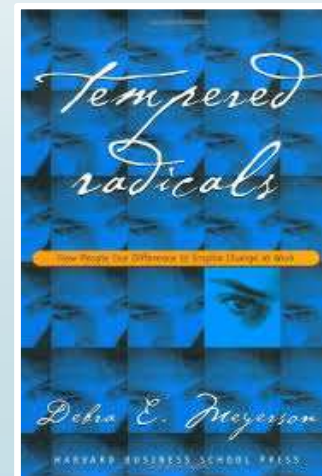
At RVC:

- **Department Budgets (DEI, DSS, ISS, etc.)**
- Federal Perkins Grant
- Federal TRiO Grant
- **PAIC [DEI Committee] Budget**
- RVC Foundation Donors
- Workforce Equity Initiative Grant
- **Community Foundation of Northern Illinois Grant**

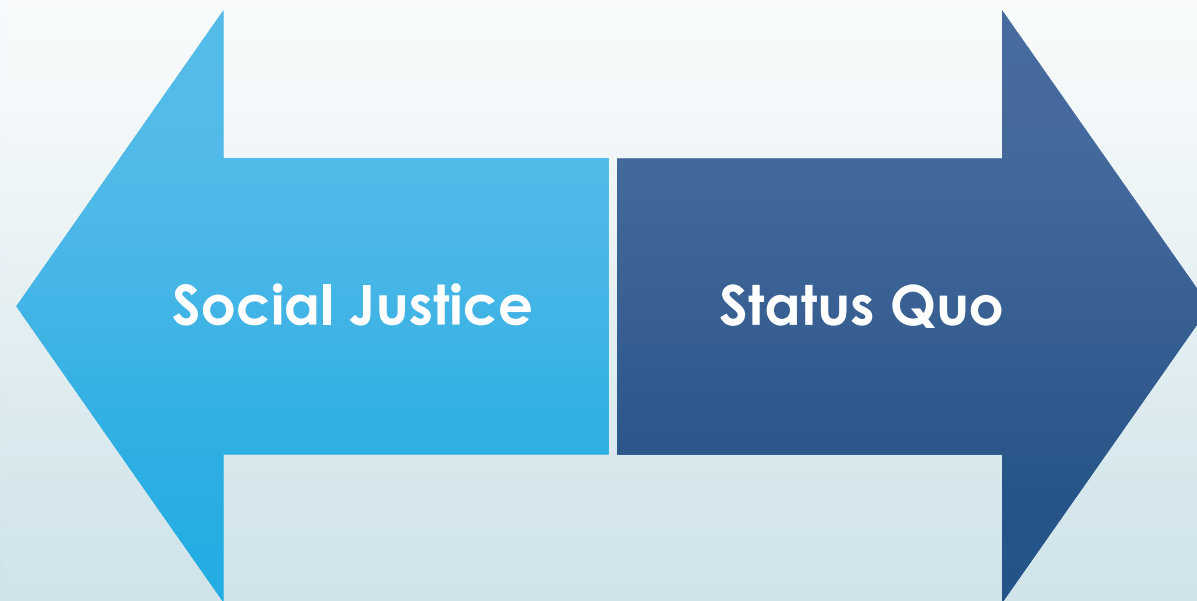
What is a Tempered Radical?

Tempered radicals are individuals who identify with and are **committed to their organizations**, and are also **committed to a cause, community, or ideology** that is fundamentally different from, and possibly at odds with the dominant culture of their organization

(Meyerson & Scully, 1995, p. 586).



Tempered Radical Tension



(Meyerson & Scully, 1995, p. 586).

Tempered Radical Tension



(Meyerson & Scully, 1995, p. 586).

**Social
Justice**



Diversity

Equity

Inclusion

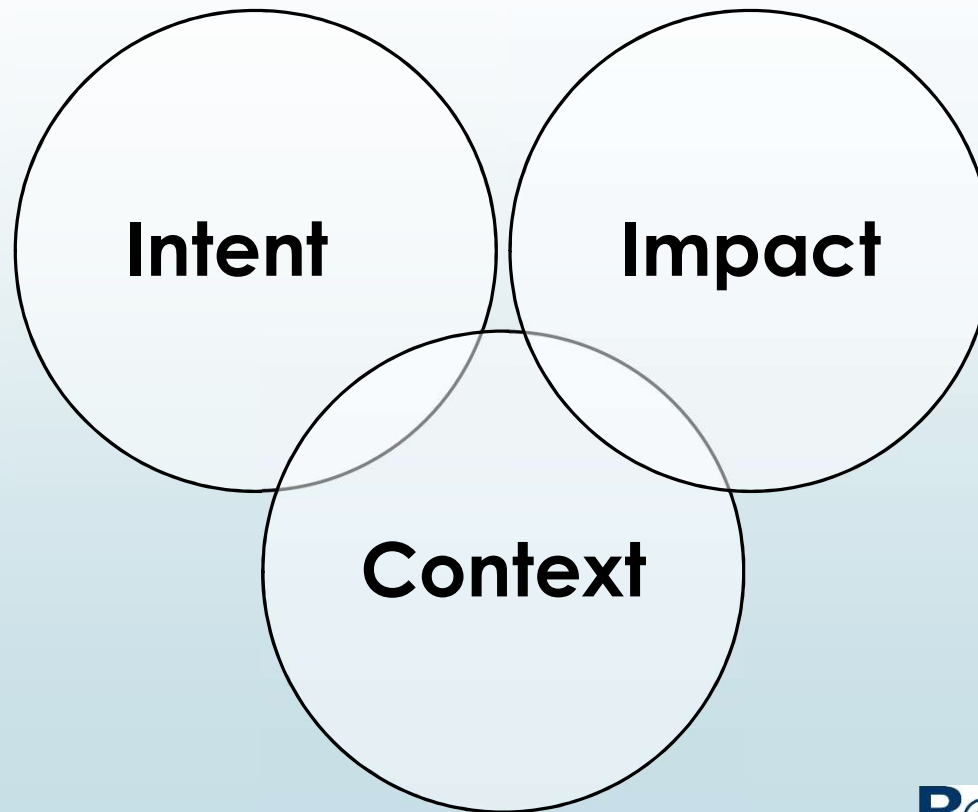
Sense of Belonging

Rock Valley College

DIVERSITY, EQUITY & INCLUSION



Key Considerations to Social Justice



The System and Politics of Building Facilities at RVC



Trustees pick Belvidere for site of Rock Valley College's Advanced Technology Center



By Breane Lyga Jun 18, 2020



Rock Valley College

DIVERSITY, EQUITY & INCLUSION

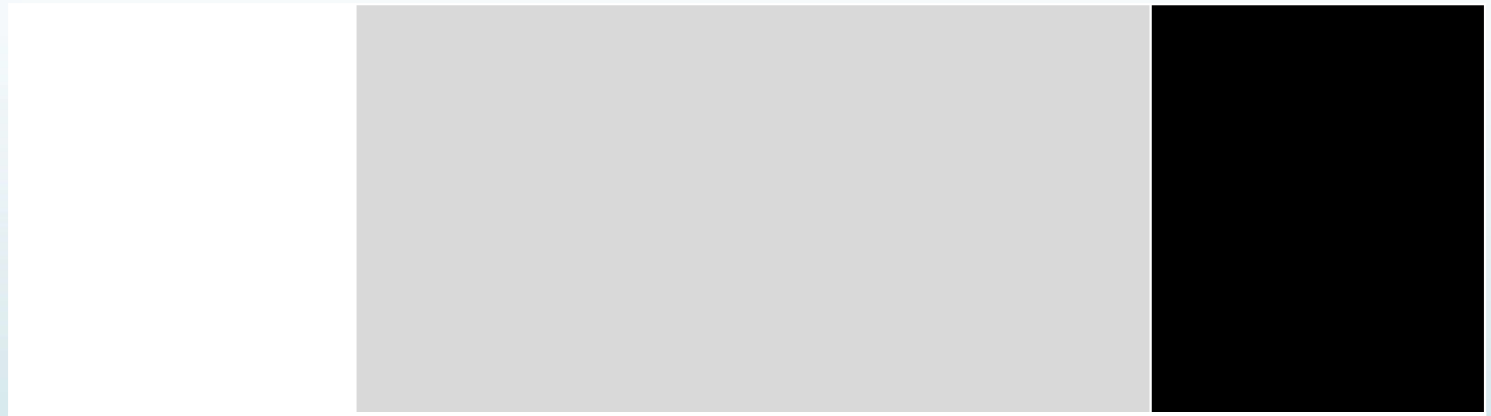
Proposed RVC Downtown Campus



(Photo by Kevin Haas/Rock River Current)



Recognize the Complexity of Social Justice



Black and White Thinking
doesn't Work in a Gray World
Byron Williams, 2011

Poll Question and Discussion?

1 - Start up * 2 - Transitional *
3 - Mature Implementations *4 - Inclusive Excellence

What level is your institution in the quest to achieve Inclusive Excellence?



Who Are We Really?



Optimist and a Realist



Closing Thought

But CDO position or not, an institution that does not have the **political will to change** student, faculty, and staff demographics with necessarily **well-funded and otherwise aggressive** recruitment, admissions, and hiring, *and* retention programs will either fail at diversity altogether, or only move diversity forward in superficial ways.

(Clark, 2011, p.57)

