



# DDEEA's Role in Progressing the Strategic Diversity Agenda:

Leadership for Addressing Equity, Diversity, Inclusion & Belonging  
Opportunities and Challenges at the  
University of Wisconsin-Madison



LaVar J. Charleston, PhD  
Academic Staff Assembly Meeting  
Monday, March 14, 2022

# Agenda



- My background
- Foundations of Leadership for Equity, Diversity, Inclusion and Belonging (EDIB)
- Vision for Progressing DDEEA and broader EDIB Initiatives at UW

Agenda!





# Who Am I?



## Scholar

- **Research:** Graduate School Preparation and Success; Broadening Participation in STEM; Student Athlete Identity Development; Identity Courses Developed/Taught; Over 50 publications

## Practitioner

- **School Level Leadership:** Associate Dean, HIP and Scholarship Programs, Strategic Diversity Planning and Leadership
- **Campus Level Leadership:** Provost Office, Chancellor's Office; Committee Leadership and Work
- **Create and manage:** Recruitment, Retention, and HIPs; students, staff and faculty
- **Various Roles in Higher Ed:** Admissions, Dean of Students, Graduate School, PreCollege, Research Posts, Teaching Posts

## Leader

- **Thought Leadership & Strategic Direction**
- University and State Leadership
- National conversation designing, assessing and scaling HIPs; STEM Interventions (NSF); Editorials
- Local, Regional, National Awards for EDIB Leadership

# Forging a Path toward Inclusive Excellence



**Composition + Action = Environment**  
**Structure + Habits = Culture**



# 4 Pillars of Leadership for Organizational & Inclusive Excellence

## A Foundation for DDEEA's Approach



Charleston & Charleston, Forthcoming



# Building on UW's Commitment to Equity, Diversity, Inclusion & Belonging



***DIVERSITY is a source of strength, creativity, and innovation for UW-Madison.*** We value the contributions of each person and respect the profound ways their identity, culture, background, experience, status, abilities, and opinion enrich the university community. We commit ourselves to the pursuit of excellence in teaching, research, outreach, and diversity as inextricably linked goals.

The University of Wisconsin-Madison fulfills its public mission by creating a welcoming and inclusive community for people from every background - people who as students, faculty, and staff serve Wisconsin and the world.

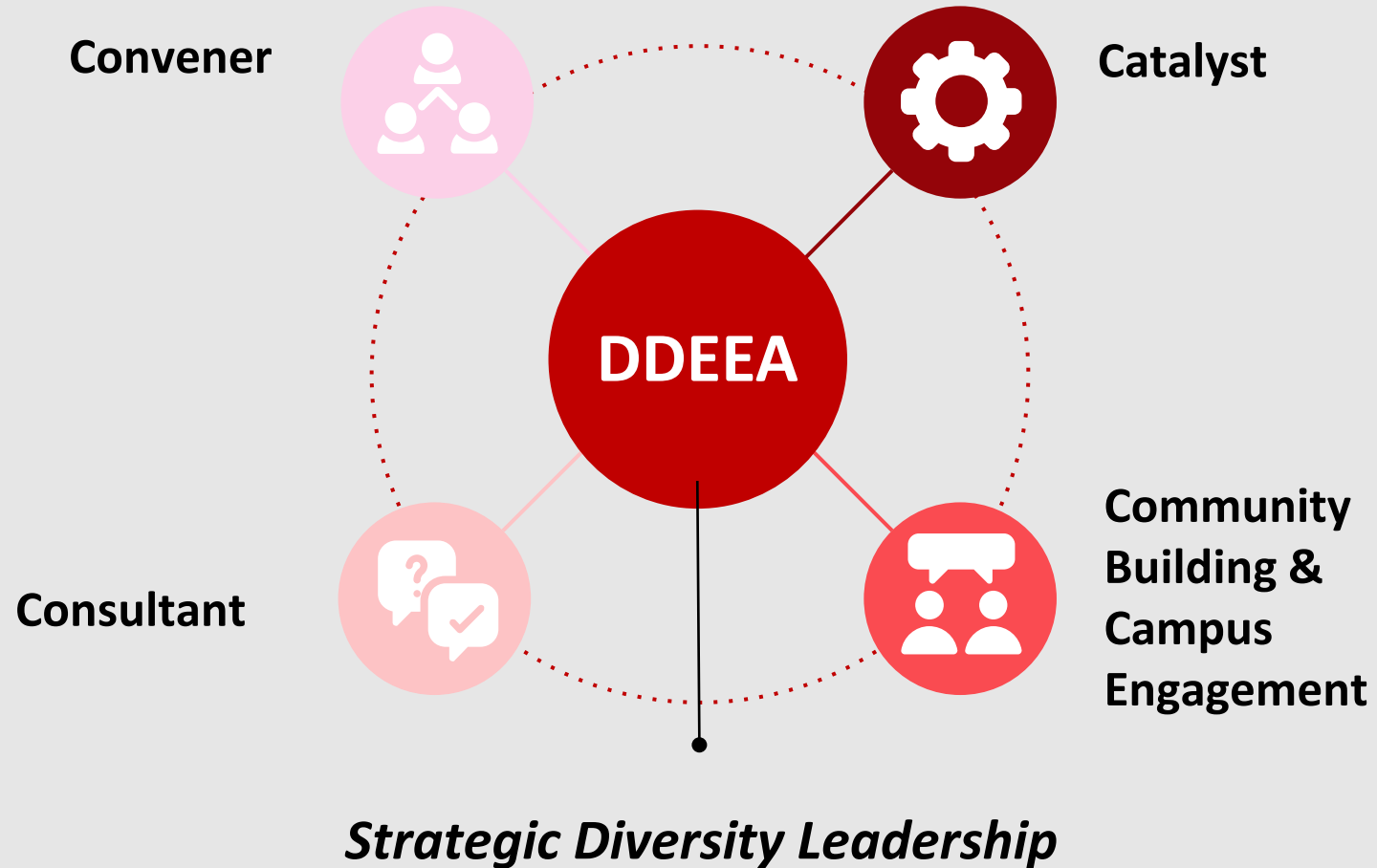


**The Diversity framework defines diversity as: race and ethnicity; sex; gender, and gender identity or expression; marital status; age; sexual orientation; country of origin; language; disability; socio-economic status; and affiliations that are based on cultural, political, religious, or other identities.**



# DDEEA Strategic Approach

Advancing equity, diversity, inclusion, and belonging at UW–Madison.



# Distributed Leadership for Inclusive Excellence



## A Model of Shared Responsibility and Commitment

### Shared Principles / Priorities

- Distributed Model of Strategic Diversity Leadership
- Explicated and well-communicated Campuswide EDI priorities
- Campus-wide EDI policies, practices, priorities, and procedures

### DDEEA Coordination

- Coordinated leadership
- Cross-campus initiatives
- Campus-wide EDI messaging
- R.E.E.L. Change strategic planning
- DDEEA/Campus partner projects/initiatives



### Local Planning

- Localized EDI governance (EDC, MDC, Senior Diversity Leaders)
- Localized Strategic Diversity Planning and Goal-setting
- Local EDI initiatives, programing, and professional development
- Collaborations with DDEEA events, programs & capacity building opportunities





# The R.E.E.L. Change Model in Action, and the Promise of Progress

Retain. Equip. Engage. Lead



# R.E.E.L.CHANGE MODEL

## Retain

- Improve institutional success through improved retention. (Framework Goal 5)
- Improve institutional access through effective recruitment of diverse students, faculty, staff and through effective

**Organizational Excellence**

## Equip

- Improve coordinaton of campus diversity planning. (Framework Goal 2)

**Asset-Based Approaches**

## Engage

- Promote shared values of diversity and inclusion. (Framework Goal 1)

**Campus & Community Engagement**

## Lead

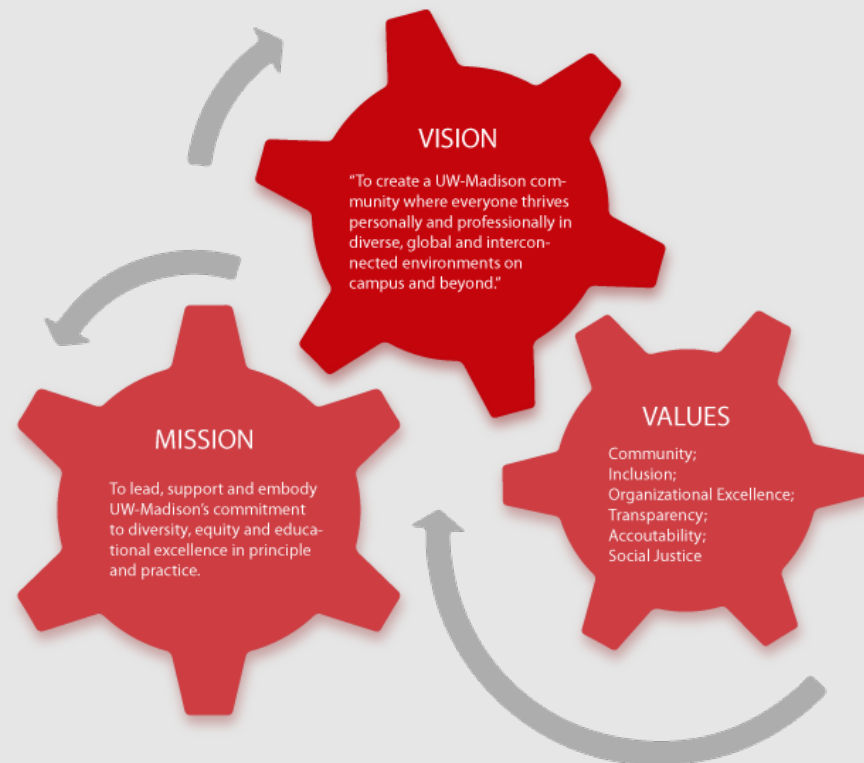
- Engage the campus leadership or diversity and inclusion. (Framework Goal 3)

**Research Informed Practices**



## STRATEGY 1: ESTABLISH OUR VALUE FOR CONSTITUENTS

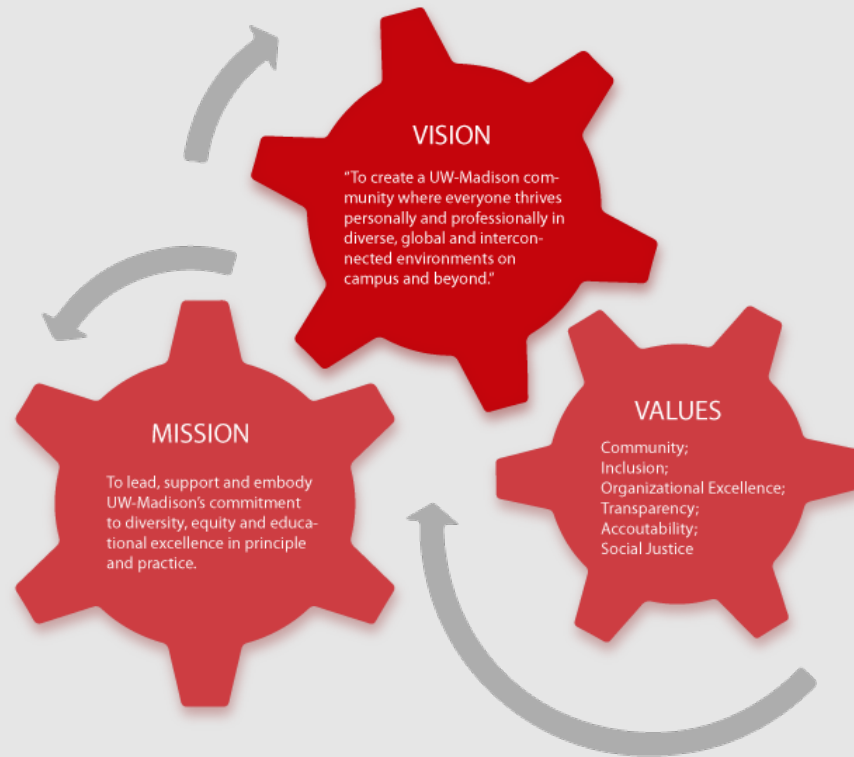
GOAL: Communicating programmatic mission, vision and goals by clearly establishing our value proposition within each unit, in line with the Divisional strategic priorities



- **Office of Affirmative Action Planning and Programming**
  - Resource for achieving hiring goals and diversification of faculty and staff
- **Student Programs**
  - Innovative models for Student Academic Success
  - Assessment of HIPs as a means to achieve measurable educational outcomes
  - Culturally relevant HIPs as a tool for retention and academic success
- **Office of Strategic Diversity Planning & Research**
  - Campus Resource for D&I Assessment and Evaluation
- **LCICE, EDI Education & Communications**
  - Community Engagement and Capacity Building

## STRATEGY 2: COLLECTIVE PROGRESS THROUGH SHARED ACTION

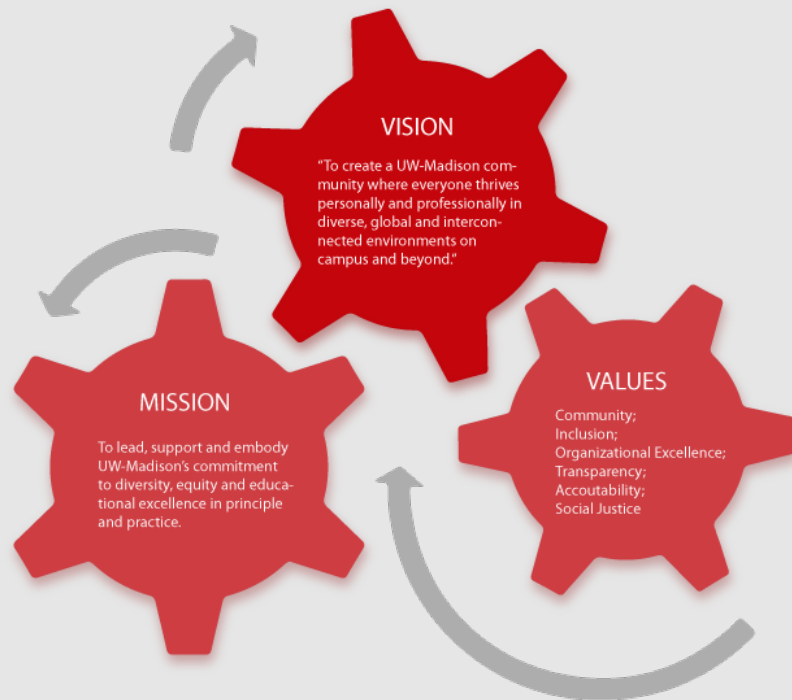
GOAL: Act collectively, leveraging a number of different initiatives and activities so as to achieve clearly articulated outcomes.



- **Campus Climate** - Use of the Campus Climate Survey as a galvanizing tool for collective action and shared vision setting
  - Recommendations from the CCS
  - Utilization of the shared governance structure to activate progress
- **Student Programs as a model for campus**
- **Stewardship of the Strategic Diversity Plan**
  - Shepard progress for the R.E.E.L. Change Framework
  - Shepard directions of Strategic Plans for Schools, Colleges and Units

## STRATEGY 3: ORGANIZATIONAL LEARNING

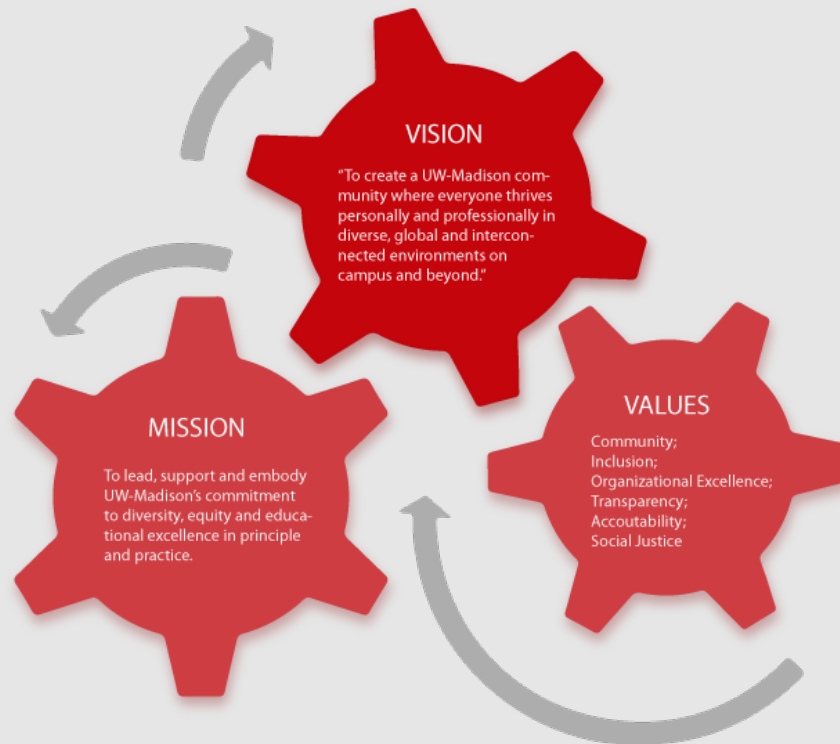
GOAL: Engage in big-picture thinking grounded in an evaluation of programs and efforts, leveraging institutional and national best-practices and guidance from the literature base to realize goals.



- **Build an efficient Infrastructure** for research and program assessment and evaluation to promote sharing of best practices
- Establish and/or **build upon collaborations with institutional research and faculty**
- Establish and/or **build upon metrics for program assessment and evaluation**
- Provide ongoing **professional development for staff**

## STRATEGY 4: GOAL SETTING FOR EFFECTIVE CHANGE

GOAL: Act in a consistent, ongoing manner to achieve results that are then assessed and used to further improve organizational culture, promoting deep, multi-level organizational change.



- Ask the questions: ***What are the learning outcomes and experiences we want to see our students/faculty/staff have?***
- **Utilize the data collected** on campus climate, student programs, etc. to improve the experience of all students
- **Set clear goals for improvement** (faculty retention, faculty cultural humility, positive reporting of the student experience)
- **Align Diversity Inventory, Provost's Diversity report, School and College reporting, and increase assessment and evaluation capacity**

# UW Units, Departments, Divisions, Schools, & Colleges



Shared Values

Shared Action

Shared Responsibility

Shared Accountability



Shared Commitment

# DDEEA Strategic Priorities



## Strategic Priorities (Spring 2022-Spring 2024)

- I. Build a culture of organizational learning for the professional development and capacity building of EDIB principals among Faculty and Staff
- II. Foster a culture of belongingness while enhancing the recruitment and retention of underrepresented students
- III. Facilitate an effective model of distributed strategic diversity leadership for shared visioning and implementation
- IV. Utilize and maximize data to inform equity-minded policies, practices, and decision making





# Probing Questions



## Questions to key UW-Madison Constituents:

1. What are some potential intersections of the DDEEA and your S/C/D in relation to your EDIB efforts?
2. How could DDEEA's priorities, statements, values and resources be used to elevate your work around EDIB?
3. What else could/should the OVPCDO/DDEEA be doing to help realize university-wide goals around the holistic development of all students, staff, and faculty?

# Mainstays of Diversity and Inclusion



- Diversity is about inclusion and engagement...leave no one behind!
- Success is the ability to *effectively* work collaboratively.
- Prejudice and bias can be significantly reduced by developing high performing, high quality, diverse teams and educational products.
- True diversity includes ensuring diversity of thought at all levels of the institution.
- Everyone can add talent and value and must be afforded the best opportunity to develop and achieve.
- Diversity is a noun, inclusion is an action, equity is a goal. Diversity is everyone's responsibility.
- It is not necessary to be "one of" to stand with. We must all seek to eliminate blind spots.

# Closing Thought



“

Oak trees don't set an intention to listen to each other better, or agree to hold each other tight when the next storm comes. Under the earth, always, they reach for each other, they grow such that their roots are intertwined and create a system of strength that is as *resilient* on a sunny day as it is in a hurricane.

”

Adrienne Maree Brown,  
*Emergent Strategy*





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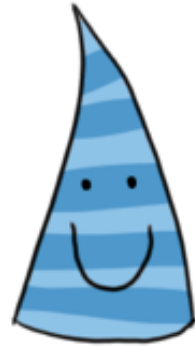


# Mainstays of Equity, Diversity, Inclusion & Belonging



- **Equity mindedness:** Diversity is a noun, inclusion is the action, and equity is the goal...Take down the fence.
- **Diversity=inclusion + engagement...**leave no one behind!
- **Organizational effectiveness** can be achieved by developing high performing, high quality teams and utilizing tested research-based approaches.
- **Inclusive Organizations:** True diversity includes ensuring diversity of thought at all levels of the organization.
- **Talent Development:** Everyone adds talent and value and must be developed and afforded the best opportunity to achieve.

INTERSECTIONALITY IS THE BELIEF THAT OPPRESSIONS ARE INTERLINKED AND CANNOT BE SOLVED ALONE.



OPPRESSIONS ARE NOT ISOLATED.  
**INTERSECTIONALITY NOW!**