

# 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  
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**Art Dean**  
Special Assistant to the President  
James Madison University

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

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

# Meet our Presenters



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# Trends on the Horizon

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- ❑ 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

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DAVID OWUSU-ANSAH EXECUTIVE DIRECTOR FOR FACULTY ACCESS AND  
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# 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

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- ❑ 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 throughout 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

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





# When Crisis Occurs

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- ❑ 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

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- ❑ 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

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- ❑ 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

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- ❑ 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

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



# Questions

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

For more information, please contact:



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