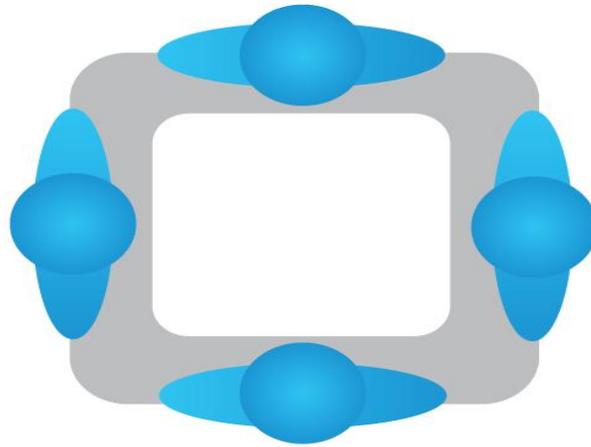


Inclusion Fosters Excellence

Recommendations for Implementing Inclusive Excellence
at the University of Wisconsin Colleges and University of Wisconsin-Extension

Executive Summary



Submitted by the Cross-Institutional Task Force on Inclusive Excellence

December 2011

Introduction

A UW-Extension and UW Colleges cross-institutional task force was created in February 2011 to develop a framework (vision and goals), shared language (terms and definitions), and a set of recommendations that would guide the two institutions towards achieving and sustaining Inclusive Excellence.

Definition of Inclusive Excellence

Inclusive Excellence (IE) is the intentional engagement of the broadest range of perspectives, backgrounds, needs, experiences, and circumstances in order to maximize the success of the institution's mission.

Recommendations

1. Adopt the IE guiding framework and goals (Appendix A), and set of recommendations laid out in this report by UW Colleges campuses, UW-Extension divisions, and central offices.
2. Have the institutions identify measurable outcomes and articulate behaviors and practices (see Appendix C as a foundation for this work).
3. If one does not exist already, each UW-Extension division, UW Colleges campus, and the Extension Conference Centers creates by March 31, 2012, a team/committee or integrates IE into an already existing team/committee to help coordinate and facilitate the work needed to plan, implement, assess, and communicate IE efforts. It is important that these groups reflect diverse perspectives represented in the division or on a campus. This includes the perspectives of classified staff, faculty, academic staff, and senior administrators. (Due to Division of Entrepreneurship and Economic Development's small size, it may be difficult to create an action team. One or two individuals could be asked to play a similar role.)
4. UW Colleges Senate Inclusive Excellence Committee works closely with campus IE teams/committees.
5. Create separate UW-Extension and UW Colleges Inclusive Excellence advisory and implementation teams. UW-Extension team includes representatives from each UW-Extension division. The UW Colleges team includes representatives from Senate Inclusive Excellence Committee and each of the thirteen campuses.
6. Each institution, division, campus, and smaller units uses the guiding framework as a tool to identify Inclusive Excellence goals, and develop and implement strategic, operational and assessment plans at the local level.
7. Integrate accountability for implementing plans and achieving Inclusive Excellence goals into the planning process being developed by the chancellor's office.
8. Divisions, campuses, central offices, and departments prioritize and support the allocation of resources to support the work of IE.
9. Senior administrators support the professional development of classified staff, faculty, and academic staff around IE issues.
10. The Office of Inclusion develops an interactive website for the framework.

Framework and Goals

An accessible version of the [Inclusive Excellence framework](#) is available online at the Office of Inclusion website.

Inclusive Excellence

Intentionally engaging the broadest range of perspectives, experiences, needs and circumstances to best achieve our institutions' missions

- Strengthens the institution's long-term viability
- Lays the foundation for the Wisconsin Idea and a strong, pluralistic democracy
- Provides the skills and knowledge required by organizations and communities to live and work effectively in an intercultural, global world

Inclusive Excellence Goals

- **LEADERSHIP AND GOVERNANCE**
Plan, implement, assess, make decisions and communicate effectively. Understand and integrate existing institutional and community perspectives, needs and interests.
- **CIVIL RIGHTS, AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY**
Be aware of and fulfill the institution's legal responsibilities.
- **RECRUITMENT, RETENTION AND SUCCESS**
Recruit diverse staff, students, faculty, volunteers, clients, audiences, and board members. Recruit staff, faculty, volunteers, and board members who value inclusion. Support their success.
- **CLIMATE**
Individuals and groups feel valued and are able to learn and work at their full potential and contribute to institutional success.
- **CURRICULUM, CO-CURRICULUM, PROGRAMMING, AND PEDAGOGY**
Incorporate diverse perspectives in the development and implementation of educational offerings and programs. Help build the skills, knowledge and mindset needed to participate effectively in our multicultural world.
- **SCHOLARSHIP & RESEARCH**
Understand and integrate multiple perspectives and experiences into topics, methods, and processes.
- **COMMUNITY ENGAGEMENT**
Develop and maintain trusting relationships that value and engage diverse community perspectives and experiences.

Gauging Your Inclusive Excellence

- In what ways is inclusion important to your work?
- What are your priorities and goals relative to inclusion for the next year, three years?
- What are you currently doing to reach these goals?
- What is further needed to help you reach your goals?
- How do you know when you've achieved your goals?

Sample Effective Practices and Assessment Tools for Inclusive Excellence

LEADERSHIP & GOVERNANCE

Effective Practices

- Transparent structures & processes
- Communicated and shared expectations and accountability
- Shared understanding of decision-making processes
- Collaborative decision-making processes
- Dialogue and deliberation during meetings
- Regular and open communication
- Assessment and accountability systems in place
- Long-term plans and short term actions in place
- Coherences between goals, actions, and funding
- Support of professional development via equitable funding and time allocation

Assessment Tools

- Climate survey

RECRUITMENT, RETENTION & SUCCESS OF COLLEAGUES AND LEARNERS

Effective Practices

- Culturally competent advising for students
- Intergroup dialogue programs and training for students, staff, faculty, and administration
- Mentoring, coaching and support systems are established and monitored to help assure the success of all colleagues
- Search committee members have gone through a workshop to understand effective approaches to searches and related legal responsibilities
- Broad implementation of high-impact learning practices

Assessment Tools

- Diverse classified staff, academic staff, student body, faculty, clientele, and audience (e.g. geography, gender, sexual identity, ethnic, racial, age, ability, culture, socio-economic class, veteran status)
- Graduation rates of all students, including first-generation students, adult students, veterans, and underrepresented groups
- Retention rates of all students including first-generation students, adult students, veterans, and underrepresented groups
- Equity Scorecard
- Affirmative action plan

CLIMATE

Effective Practices

- Constructive interpersonal and intergroup relationships, processes, and structures including informal and formal conflict resolution processes
- Restorative justice processes for students
- Education and professional development related to creating a respectful workplace
- Education and professional development on intercultural communication
- Education and professional development on conflict resolution

- Education and professional development on dialogue and deliberation
- Education and professional development on systems thinking and design
- Education and professional development on transforming social structures of oppression e.g., ageism, classism, ethnocentrism, gender oppression, nationalism, disability oppression, racism, religious oppression, sexism, heterosexism, etc., into more inclusive and equitable systems
- Intergroup dialogue programs for students, staff, faculty, and administration

Assessment Tools

- Climate study
- Number of harassment, discrimination, and retaliation complaints
- Employee turnover rate

COMMUNITY ENGAGEMENT

Effective Practices

- Intentional reaching out to groups who have been traditionally underrepresented
- Diverse volunteers who are recruited from all communities who are engaged with and supportive of our institutions
- Diversity of organizational partnerships and intentional reaching out to organizations that include potential learners and underrepresented students
- Attendance at community events through intentional expansion of community relationships among underserved groups
- Diverse students, program participants and other learners attracted through special recruitment and special outreach efforts
- Diverse representation on institutional boards and advisory groups

Assessment Tools

- Event and program assessment
- Civil rights review (Cooperative Extension)

SCHOLARSHIP

Effective Practices

- Engaging multiple perspectives in the research process
- Cross-cultural collaboration (e.g., among scholars, communities, and countries)
- Connecting issues of Inclusive Excellence at the local, national, and global levels
- Interdisciplinary approach
- Comparative research and scholarship related to diversity and inclusion
- Action, participatory research projects
- Community-based research projects
- Culturally appropriate design, development and implementation
- Valued and rewarded in the promotion and tenure process

Assessment Tools

- Number and type of projects and dissemination

CURRICULUM, CO-CURRICULUM, PROGRAMMING AND PEDAGOGY

Effective Practices

- Engagement of diverse perspectives and facilitate inclusive and intercultural learning
- Culturally appropriate educational design, development and implementation
- Use of dialogue and deliberation in educational settings
- Integration of universal design in teaching and educational programs
- Courses and programs related to:
 - global issues
 - intercultural issues
 - democracy and civic engagement
 - inclusive organizational and social systems
- Broad integration of high-impact learning practices

Assessment Tools

- Number of high-impact learning practices
- Diversity of students and clients in a course or program
- Pass/failure rates of students in courses
- Student learning objectives related to intercultural and civic knowledge and skills (national and global dimensions)

CIVIL RIGHTS, AFFIRMATIVE ACTION, AND EQUAL OPPORTUNITY EMPLOYMENT

Effective Practices

- Effective affirmative action plan
- Effective and routine education of all colleagues about the responsibilities of administrators, supervisors, colleagues, students and all learners associated with both institutions
- Effective facilitation of accommodation requests to assure equal meaningful access to education
- Clear policies and procedures

Assessment Tools

- Regular reporting against the goals in the affirmative action plan that demonstrates progress
- Number of harassment, discrimination, and retaliation complaints