



Leveraging Change Management:

*Innovating Infrastructures
For Collective Impact*



“ What you don’t
measure you
can’t manage

Peter Drucker

Meet Your Facilitators



Sharnnia Artis, Ph.D.

Top 5 Clifton Strengths

Relator
Strategic
Arranger
Maximizer
Connectedness



Miles Lowe, MPA

Top 5 Clifton Strengths

Strategic
Input
Intellection
Individualization
Learner



Erikca Brown, Ph.D.

Top 5 Clifton Strengths

Achiever
Input
Intellection
Learner
Responsibility

Learning Outcomes

Infrastructural Innovation

- How to quantify success and identify opportunities for growth
- Effective strategies for organizational alignment

Leveraging Change Management

- How to cultivate a deliberately developmental organizational
- Strengths-based culture as an inclusive excellence tool
- Data mediums and metrics

What is Transformational Leadership?

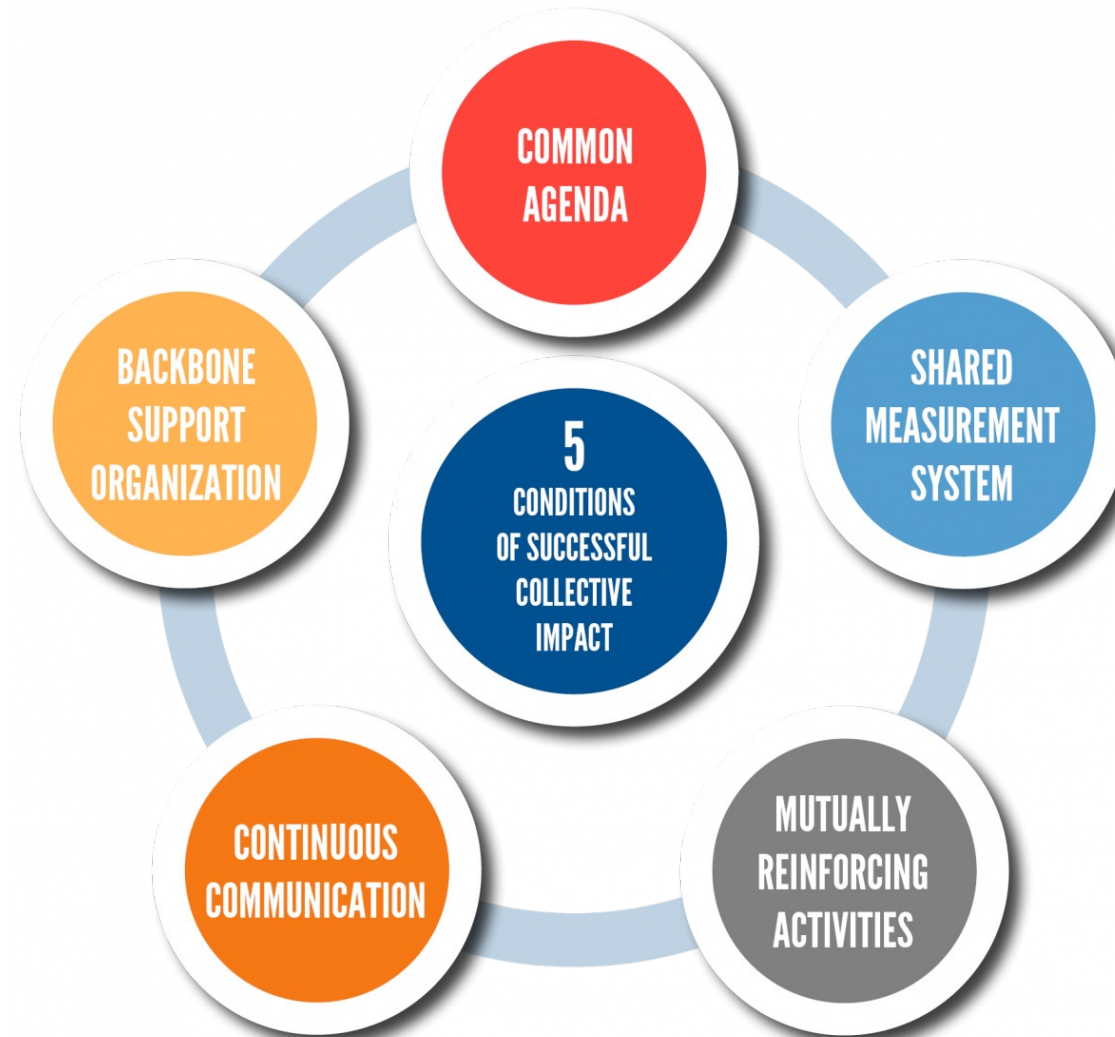
A strategic and relational approach to engage in self-work, identity exploration, trust development, consciousness-raising and organizational change

- ✓ The intentional innovation of systems and processes
- ✓ The actualization of opportunities for equity
- ✓ Requires all university stakeholders to contribute to building **and** sustaining an equitable work/learning environment

Why Invest in Transformational Change?

- Institutions of higher education continue to perpetuate norms of dominant groups and colonization
 - Exclusive admissions & hiring practices
- Identity-neutral practices perpetuate/create these norms resulting in *Diversity Malaise* in higher education

A Collective Approach to Transformational Change



Key University Initiatives



Inclusive Excellence at Mason

Inclusive Excellence (IE) - Recognition that a community or institution's success is dependent on how well it values, engages and includes the rich diversity of students, staff, faculty, administrators, and alumni constituents.

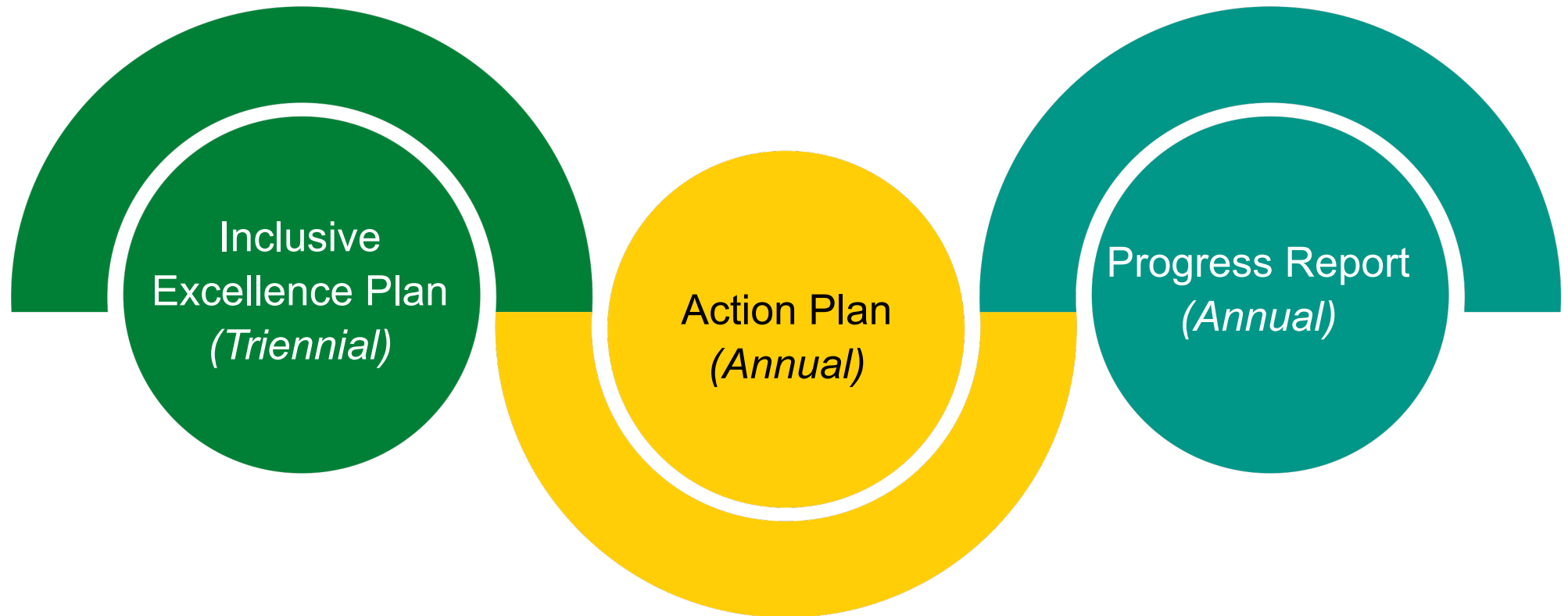
Inclusive Excellence Plans (IEPs) - Comprehensive, unit-specific plans designed to support academic and administrative units as they infuse inclusive excellence into their operations.

Success and Accountability - Academic year action plans serve as a roadmap to advance inclusive excellence while ensuring measurable success and accountability.

Priority Areas



Inclusive Excellence Planning Process



Inclusive Excellence Plan Template

Inclusive Excellence Plan Template

Priority:	
Goals/Objectives	Action Step(s)
Timeframe	Quantifiable Metrics

Timeframe	Quantifiable Metrics
DEI Strategic Goal Alignment	
Office(s) or People Collaborating	Financial and Other Resources that will be Deployed

Action Plan Template

Action Plan Template

Identify and describe outcome data (retention, attendance or degree attainment) that serves as basis for goal:

Priority:															
Goal 1:															
Action Step(s)		Quantifiable Metrics													
Evaluation/Assessment:															
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Strategic Direction (DEI Priority)															

Unit Progress Report Template

Unit:	
Goals/Objectives	Strategic Direction Alignment

Action	Timeline	Metric	Progress to Date	Status to Update

Comments:
What is going better than you hoped?
What is one thing that you need more support on (I.e. top priority need)?

Data Guide

This tool is designed to support units in the data review. Below are tutorial videos that can assist with unit data review.

OIEP Dashboard Tutorial



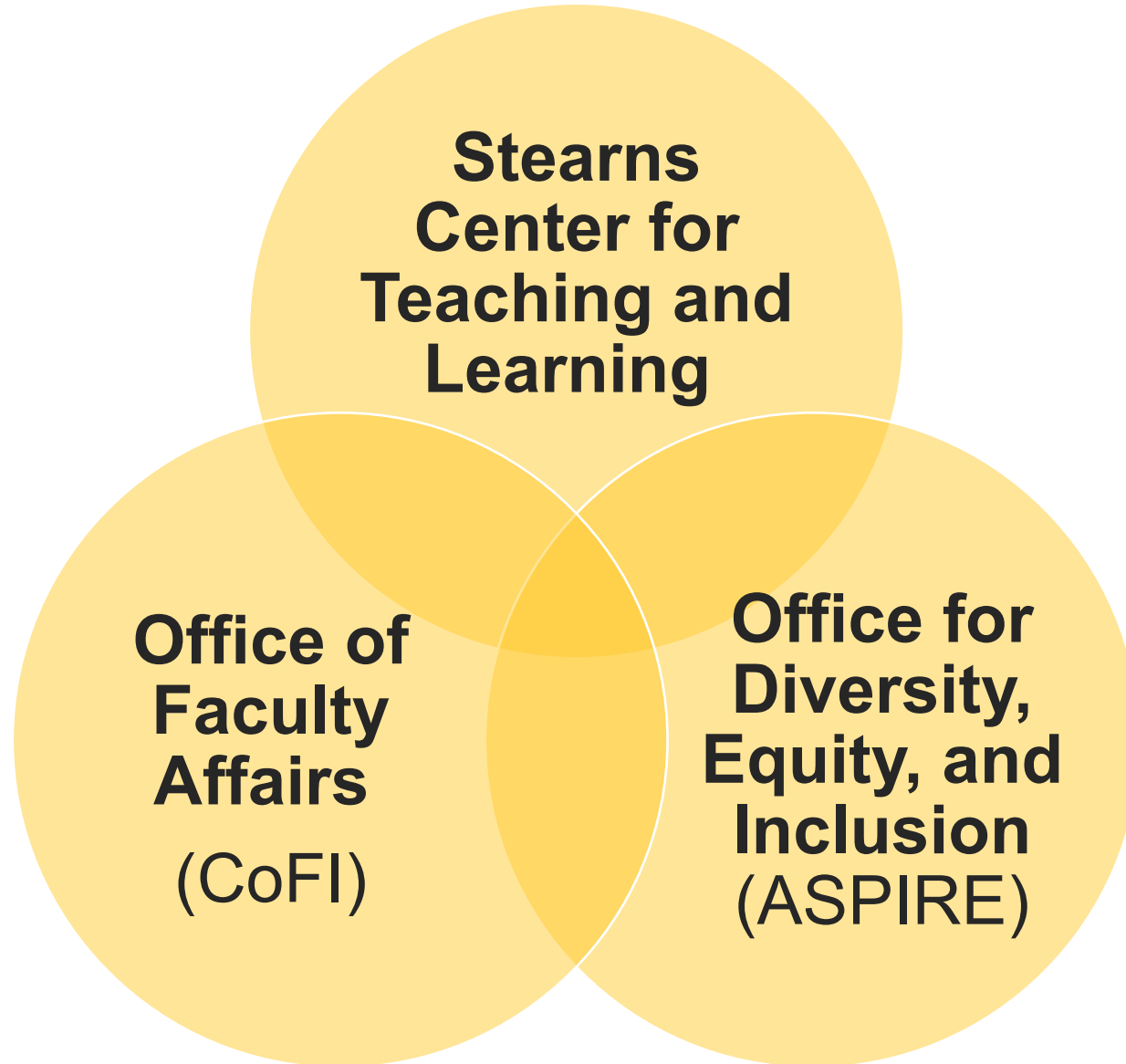
Activating Inclusive Excellence at Mason (AIEM)

Program Goal: To serve as a catalyst for cultural change that promotes cultural competency, inclusive teaching, and improving recruitment and retention of students, faculty, and staff across campus.

Serving Units: This programming helps units, departments, and colleges define and meet goals set in their Inclusive Excellence Plans.

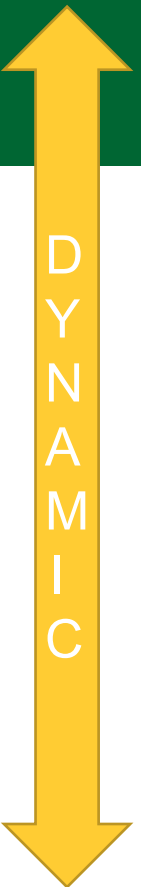
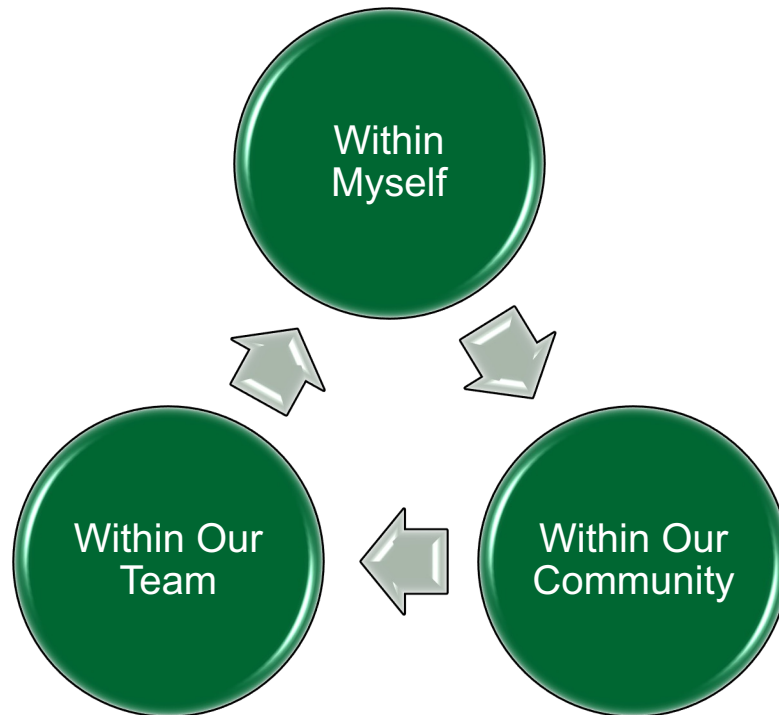
Supporting Individuals: These workshops help individuals prepare for and engage with situations they may find themselves in professionally (teaching, committees, units, etc.), as well as meet expectations they set for themselves, or the unit strives to achieve to create an inclusive workplace environment.

Key Partners



ASPIRE

A Path Forward.....



Metrics for Transformation

- Identify skills for communication and interaction across cultures.
- Increase awareness of one's own world view
- Developing positive attitudes towards cultural differences
- Gain knowledge of different cultural practices and world views

Metrics for Participation & Engagement

- Total # of participants who have completed at least one professional development opportunity
- Total # of professional development opportunities offered
- Total # of participants who have earned badge

Building a Culture of Belonging

Community of Continuous Learners

- University-wide professional development opportunities
- Leadership-led learning engagements

Data Mining for Inclusive Excellence

- The Belonging Index
- Attrition, retention and satisfaction surveys
- Participation and accountability

Data Mining for Inclusive Excellence

Participation & Accountability

- Inclusive excellence goals are apart of unit leaders' performance evaluation
- Measurable goals are aligned with strategic plan and reviewed twice per year

The Belonging Index

- A recurring(weekly or monthly) 1-2 question check-in

Gallup Employee Engagement Survey

- An annual, comprehensive, rapport-building survey that measures Basic Needs, Individual Contribution, Teamwork and Growth

Common Language Through Clifton Strengths

Bridging the Gap of Difference

- Cultivate and sustain a strengths-based culture
- Communicate across difference using common language
- Workplace coaching vs strengths coaching

Inclusive Excellence: As-Is vs. To-Be



Mandatory Annual Training

=

Lack of application and efficacy



Blanket Statements

=

Diversity-Malaise in higher education



Constant Change Management

=

Iterative, Innovate, Intentional & Impactful



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