

**Diversity Training Workshop Proposal**  
August 2002

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## Table of Contents

	<b>Page #</b>
Background	2
Diversity Defined at NC State	3
The Educational Benefits of Diversity	4
The Business Imperative for Diversity Training Workshops	4
Recommendations	6
Attachments	
A. Diversity Training at NC State	10
B. Diversity Training Survey Responses	12

## **Diversity Training Workshop Proposal**

August 2002

### **Issue:**

In May 2002, Chancellor Fox pledged that NC State University would develop a proposal for a series of diversity training workshops that deans and directors could encourage faculty and staff to attend. It was anticipated that such workshops could be made available at least twice a semester beginning in Fall 2002.

The focus is to provide diversity training opportunities for faculty and staff. While students are not explicitly mentioned, many of the diversity training workshops would be appropriate for student participation.

### **Action Taken:**

An inventory of current diversity training workshops was developed. See Attachment A. Campus units that provide diversity workshops were contacted in developing the inventory. Units contacted included Student Affairs, Human Resources, and Diversity and African American Affairs. Deans were contacted to learn information about diversity activities in NC State's colleges. Deans provided information about diversity training workshops that included (1) workshops currently sponsored by the colleges, (2) workshops sponsored by other units that deans encouraged faculty and staff to attend, (3) workshops deans would like to see developed and/or offered at NC State, and (4) identification of "internal experts" within the colleges who might be called upon to lead diversity training workshops. See Attachment B.

OEO and Human Resources (HR) developed the following proposal for diversity training workshops at NC State.

During the months of September, October and November 2002, the Diversity Training Workshop proposal was vetted with the following groups: Provost's staff, deans, Executive Officers, academic department heads, the facilitator of LEADS (Leadership Education for Academic Department Heads Series), Faculty Center for Teaching and Learning staff and the Diversity Advisory Committee. Comments from each group have been incorporated into the draft and feedback shared with the appropriate staff who will have responsibility for implementing the recommendations listed herein.

## **Diversity Defined at NC State**

Beginning in summer 1997, NC State University embarked on an ambitious “Diversity Initiative.” As the University community grappled with what we should be doing in regards to diversity, it was clear that the institution needed to define what was meant by the term “diversity” at NC State. For two years (1997-1999), various campus constituencies discussed the term diversity and tried to develop a consensus working definition for NC State’s Diversity Initiative. Feedback was sought from faculty, staff, and students as well as “official university bodies” such as the Faculty Senate, Staff Senate, Student Senate, University Council, college deans, university Executive Officers and the Board of Visitors. By spring 1999, the following definition was created after nearly two years of discussion and revision:

***“Diversity as an inclusive collection of individuals and groups who bring varied human characteristics, backgrounds, interests and points of view to enrich the university community. Such a community will:***

- ***enhance open access and opportunity for all and attract a diverse population;***
- ***enrich the educational experience and promote personal growth;***
- ***foster mutual respect and an appreciation of differences and promote cross-cultural understanding;***
- ***prepare leaders for a competitive global community.”***

In 1998-99, Chancellor Marye Anne Fox provided direction for all departments or units to be involved in advancing the University’s diversity efforts. Her articulation of three main University goals included one centered on diversity: ***“Building a diverse and inclusive campus community, fostering demographic and intellectual diversity.”*** In spring 1999, the introduction of “compact planning” at NC State provided yet another vehicle for departments and units to identify diversity initiatives that they would implement by themselves and in collaboration with internal and/or external partners. The compact planning process also called for timetables for completing diversity initiatives, measurable goals, and identification of resources needed to achieve the diversity initiatives proposed.

With a diversity definition and an articulated process for developing and measuring diversity initiatives, the University is poised to make meaningful strides in building a diverse and inclusive campus community. The development of diversity training workshops is a needed step in moving the University to the next level.

## **The Educational Benefits of Diversity**

Studies indicate that students benefit significantly from education that takes place within a diverse setting. Students learn more and think in deeper, more complex ways in a diverse educational setting. Students encounter and learn from others who have backgrounds and characteristics very different from their own. As we seek to prepare students for life in the twenty-first century, the educational value of such encounters will become more important than in the past.

A very substantial portion of the NC State curriculum is enhanced by the discourse made possible by the heterogeneous backgrounds of our students. Equally, a significant part of education in the university takes place outside the classroom, in extracurricular activities where students learn how to work together, as well as to compete, how to exercise leadership, as well as to build consensus. If, as studies indicate, students benefit from education within a diverse setting, it is imperative that we provide educational opportunities for students to understand and appreciate the diverse student population in which their education will take place.

One of our most important educational goals is the development of character, conscience, citizenship, respect for others, and social responsibility. In addition, we must do more to expose students to a variety of cultures and international perspectives in order to adequately prepare them for the future. Diversity training workshops will help NC State in fostering a humane University community in which everyone feels welcome, by eliminating disrespect and harassment and by working toward the goal of civility and acceptance of everyone. The diversity training workshops can help achieve these goals and prepare students for life and work in a civil democracy in the 21<sup>st</sup> century.

## **The Business Imperative for Diversity Training Workshops**

Before NC State can successfully implement a diversity training workshop proposal, the University must create an overarching strategy for diversity. The University has many initiatives in support of diversity, but without an overall diversity strategy, it is difficult for University faculty and staff to understand how the various initiatives lead to a competitive advantage or add value to the success of the University over time. Without an overarching strategy, diversity initiatives are at risk of being perceived as "nice to do" and are at risk of not being taken seriously.

At present, each unit's compact plan initiatives provide a framework, albeit loose, for diversity at NC State. It is strongly recommended that strategies identified in this proposal be incorporated into the diversity initiatives and strategies being developed by the campus Diversity Advisory Committee. In addition, it is recommended that campus units include diversity training workshops for faculty and staff as one of the initiatives in compact plans developed during the second round of compact planning scheduled to take

place in 2002-03. The incorporation of diversity training workshops into a department's compact plan initiatives can help to promote an efficient business model.

Understanding the "business imperative" for diversity initiatives is an integral step in explaining why managing diversity is important. Below is outlined the business imperative for diversity initiatives.

1. **Return On Investment:** Diversity initiatives can improve the quality of an organization's workforce and can be the catalyst for better return on investment (ROI) regarding human capital. An organization's largest budget item is the amount it spends on human resources in the form of salaries, benefits, training, development and recruitment. In order to get a healthy ROI in human capital and maximize competitive advantage, it is important to recognize that the workforce will grow in the number of women, people of color and immigrants every year.
2. **New Customers:** Customer bases are becoming even more diverse than the workforce. Employing resources (personnel) that mirror the customers we serve (students), benefits an organization. Diverse employees can understand customers, identify their needs and suggest potential new markets and new services.
3. **Attract and Retain New Talent:** Recognized diversity initiatives and results will attract the best and the brightest employees to an organization. As the value of diversity continues to grow in the business community and elsewhere, recruiting and retaining talented potential employees who are diverse is even more important to organizational success.

For NC State's diversity initiatives to be successful, there must be ongoing diversity training workshops for faculty and staff to help the NC State community deal more constructively with diversity. This includes engaging in "difficult dialogues" that are inevitable in a diverse society and seeking to "establish common ground" necessary for constructive dialogue. Participation in diversity training workshops will enable faculty and staff to develop their confidence and capacity to deal more constructively with future inter-cultural encounters.

## **Recommendations:**

### **1. *Enhance publicity about existing diversity training workshops at NC State.***

***Implementation Date:*** August 2002 and ongoing.

NC State currently has several diversity training offerings that are available for faculty and staff to attend. Enhanced publicity is needed to better inform faculty and staff about the diversity training workshops.

#### ***Strategies***

- Post diversity training offerings on the OEO, HR, and DAAA websites.
- Publicize new diversity workshops through campus media (Bulletin, Staff Voice, the Technician, the Nubian Message), Personnel Connections Listserve, and the aforementioned websites.
- Direct department heads to disseminate and discuss detailed information about the University's diversity initiatives to new and existing employees.

### **2. *Provide centralized coordination of diversity training activities.***

***Implementation Date:*** Fall 2002.

It is recommended that the Office of Diversity and African American Affairs coordinate diversity training efforts at NC State. Centralized coordination would facilitate the success of the University's diversity initiatives. The coordinating unit would review the content and scope of existing diversity training efforts with a specific focus on program content.

#### ***Strategies***

- Delegate responsibility for coordination of diversity training efforts to the Office of Diversity and African American Affairs. The training will be coordinated with OEO, HR, Student Affairs, the Faculty Center for Teaching and Learning (FCTL), and the Associate Vice Provost for Faculty Development.
- Develop a "diversity resource center." The unit that is charged with coordinating campus diversity training efforts should develop resources to maximize diversity training efforts at NC State. Resources would include an annual diversity training calendar, Listserve, web site for diversity training, diversity library, "directory" of diversity training workshop facilitators, etc.
- Hire a Coordinator of Diversity Programs to implement the strategies outlined above. This staff would report to the Vice Provost for Diversity and African American Affairs and would serve as liaison to other campus unit providing diversity programming.

3. ***Include diversity training as part of New Employee Orientation.***  
***Implementation Date: Spring 2003.***

One way to foster the university goal of promoting a diverse and inclusive campus environment is to include diversity as a part of new employee orientation. Orienting new employees to the university's multicultural environment will clearly define the expectation and responsibility of every member of the NC State community to foster diversity at the University.

***Strategies***

- Develop a diversity training workshop for new employees. Such a workshop could include a video about campus diversity with an introduction from the Chancellor. Human Resources has responsibility for New Employee Orientation and should develop a one-hour diversity training workshop as a required element for New Employee Orientation..
- Include a segment on diversity as part of new faculty orientations conducted by the colleges. While this proposal is limited in focus to employees, students could easily participate in college diversity training, where appropriate. [NOTE: New Student Orientation offers a diversity program for incoming freshmen.]

4. ***Develop new diversity training programs to meet the needs identified by college deans and administrative units***  
***Implementation Date: Fall 2002/ongoing.***

New diversity training offerings should be developed in response to the needs identified by college deans and administrative units and to complement compact plan diversity initiatives. A crucial factor in the recruitment and retention of a diverse workforce is the development of managers and supervisors within the staff and faculty who have the skills to recruit, manage, and mentor diverse populations. Effective mentoring in a multicultural setting involves offering opportunities for faculty and staff to learn about diverse people and cultures. It means understanding diverse learning styles and approaches to problem solving. Even more importantly, mentoring in a diverse workplace requires provision of appropriate feedback to those being supervised about the contribution of their work and behavior to a multicultural NC State.

Areas of need identified for the development of new diversity training workshops include:

- curricular diversity assistance
- advising students of color
- mentoring women and minority faculty
- hiring practices that produce diversity

***Strategies:***

- Provide consultation to campus units and develop customized diversity training workshops. DAAA, HR, and OEO currently provide consultation to campus units and should continue to offer and expand this service.
- Offer consultation and develop workshops on the issue of diversity and teaching and learning. FCTL and Undergraduate Affairs should continue their curricular diversity efforts and develop at least one workshop during 2002-03 on curricular diversity (FCTL) and advising students of color (UGA).
- Incorporate detailed information about the University's diversity initiatives in orientation sessions for new department heads. The existing LEADS program could be used to implement this strategy.
- Develop a workshop on mentoring women and minority faculty. Since mentoring faculty is an integral part of the reappointment, promotion and tenure process, it is recommended that the Associate Vice Provost for Faculty Development work in conjunction with FCTL to develop the mentoring faculty workshop.
- Develop and implement strategies to improve the success of search processes in producing diverse candidates for faculty and staff positions. OEO and HR will provide resources to hiring units (e.g., search committee orientations and recruitment guidelines) to facilitate the identification of strong and diverse candidate pools.

***5. Mandate diversity management training for all faculty and staff who serve as supervisors or managers with responsibility for recruitment and selection of employees as well as general "people management responsibilities."***

***Implementation Date: Spring 2003.***

It is important for persons who serve as supervisors or managers to have a degree of cultural competence and a basic understanding of diversity. It is not enough to offer diversity training or workshops. Employees with management responsibilities at NC State should be required to attend a diversity management workshop.

***Strategies***

- Include diversity training as a required component in existing management training programs offered by HR (Pathways, Supervisory Series), Academic Affairs (LEADS), and OEO (Equal Opportunity Institute).
- Evaluate managers and supervisors on their demonstrated actions and accomplishments in promoting diversity awareness for themselves and employees under their supervision.

## **Attachments**

**Attachment A**

**Diversity Training at NC State University**

<b>Program</b>	<b>Audience</b>	<b>Sponsoring Unit</b>
<p><b><i>Affirmative Action: Trouble in the Land</i></b>                      This workshop explores the psychology of affirmative action.                      For more information visit <a href="http://www.ncsu.edu/equal_op/outreach/programs/PC/">http://www.ncsu.edu/equal_op/outreach/programs/PC/</a></p>	Faculty, Staff, Students	OEO
<p><b><i>Basic Race Awareness Seminar (CT Vivian)</i></b>                      This seminar provides participants with an opportunity to openly explore their feelings and beliefs about the "black-white" issue, and come to a better understanding of a complex issue through honest communication.                      For more information visit <a href="http://www.ncsu.edu/equal_op/outreach/programs/RA/">http://www.ncsu.edu/equal_op/outreach/programs/RA/</a></p>	Faculty, Staff	OEO
<p><b><i>Building Bridges (NCBI)</i></b>                      The NCBI Prejudice Reduction Workshop is a one-day program that helps participants: celebrate their similarities and differences, recognize misinformation they learned, heal from internalized oppression, explore discrimination, claim pride in group identity, and learn hands-on tools for dealing effectively with bigoted comments and behavior.                      For more information visit <a href="http://www.ncsu.edu/equal_op/outreach/programs/NCBI/">http://www.ncsu.edu/equal_op/outreach/programs/NCBI/</a></p>	Faculty, Staff, Students, Departmental Request	OEO
<p><b><i>Equal Opportunity Institute</i></b>                      This thirty-hour certificate program works toward a non-discriminatory and harassment free environment through increasing participant's knowledge of equal opportunity issues.                      For more information visit <a href="http://www.ncsu.edu/equal_op/eoi">http://www.ncsu.edu/equal_op/eoi</a></p>	Faculty, Staff, Students, General Public	OEO, LDS, HR
<p><b><i>Intercultural Communication</i></b>                      This program introduces participants to different cultural communication styles and exposes the need to improve the quality of communication between employees of diverse cultures.                      For more information contact <a href="mailto:hanya_redwan@ncsu.edu">hanya_redwan@ncsu.edu</a> or 515-2961</p>		
<p><b><i>Intercultural Communication (Advanced)</i></b>                      This class explores theoretical applications in intercultural communication and teaches techniques for communicating across cultures.                      For more information contact <a href="mailto:hanya_redwan@ncsu.edu">hanya_redwan@ncsu.edu</a> or 515-2961</p>	Faculty, Staff, Students, Departmental Request	OISSS
<p><b><i>Cultural Specific/ Regional Specific Programs</i></b>                      These programs are focused on understanding specific cultures or cultures within regions. Examples include Exploring Chinese Culture, Exploring Latino Cultures.                      For more information contact <a href="mailto:hanya_redwan@ncsu.edu">hanya_redwan@ncsu.edu</a> or 515-2961</p>	Faculty, Staff, Students, Departmental Request	OISSS, HR
<p><b><i>Project Safe</i></b>                      This program is designed to increase awareness of gay, lesbian, and bisexual issues, needs, and concerns through education, exposure, and training. By serving as allies for individuals who are dealing with gay, lesbian, and bisexual issues, Project SAFE members are striving to promote understanding and acceptance of all members of the NC State University community.                      For more information visit <a href="http://www.ncsu.edu/safe/index.html">http://www.ncsu.edu/safe/index.html</a></p>	Faculty, Staff, Students	Division of Student Affairs

<p><b><i>The Protected Class Series</i></b>  The purpose of the "Protected Class Series" is to provide more information to the campus community regarding the ten protected classes that are included in the university's policies and procedures.  For more information visit <a href="http://www.ncsu.edu/equal_op/outreach/programs/PC/">http://www.ncsu.edu/equal_op/outreach/programs/PC/</a></p>	Faculty, Staff, Students	OEO
<p><b><i>Spanish in the Workplace</i></b>  This program is designed as an introduction to Spanish for non-Spanish speaking individuals. The focus is on the ability to comprehend basic work related questions and respond in Spanish as well as understand Latin culture.  For more information visit <a href="http://www2.acs.ncsu.edu/hr/prodevelopment.html">http://www2.acs.ncsu.edu/hr/prodevelopment.html</a></p>	Staff, Faculty, Departmental Request	HR/ Wake Tech
<p><b><i>Study Circles</i></b>  A Study Circle is a small, diverse group of 8 to 10 individuals who meet once a week for five weeks to share individual stories, learn from others and take action steps to improve race relations.  For more information visit <a href="http://www.ncsu.edu/equal_op/outreach/programs/RA/">http://www.ncsu.edu/equal_op/outreach/programs/RA/</a></p>	Faculty, Staff, Students	OEO, YWCA
<p><b><i>Understanding Diversity</i></b>  This workshop defines diversity in the broadest of terms including race, gender, ethnicity, age, national origin, religion, disability, sexual orientation, values, education, physical appearance, lifestyle, beliefs, geographic origin, longevity with the organization, and economic status. It explains diversity and a diverse work environment as a key University business strategy.  For more information visit <a href="http://www2.acs.ncsu.edu/hr/prodevelopment.html">http://www2.acs.ncsu.edu/hr/prodevelopment.html</a></p>	Faculty, Staff, Departmental Request	HR

- OEO - Office for Equal Opportunity
- LDS – Leadership Development Series
- HR – Division of Human Resources
- OISSS – Office of International Scholar and Student Services

**Attachment B**

**Diversity Training Survey Responses**

College	Workshops Offered	Existing Workshops Encouraged	Diversity Workshops You Would Like	Internal Experts
Agriculture and Life Sciences	Diversity in ALS 103 Nothing for Faculty and Staff		Starting a Diversity Management Team. This team will make recommendations.	Brenda Alston-Mills
CHASS	<p>Each semester CHASS conducts "hot topics" forums, which provide students, faculty and staff the opportunity to discuss sensitive and thought-provoking research from faculty and other members in academia outside NC State community.</p> <p>We have reoriented the "hot topics" forums to focus on race and ethnicity.</p> <p>Fall 2002, the college will host a forum for faculty, staff and students entitled "Does Diversity Matter in the Classroom" addressing the issues from the book <i>Does Diversity Make a Difference: Three Research Studies on Diversity in College Classrooms</i> published by American Council on Education and American Association of University Professors. This volume demonstrates how racial and ethnic diversity influences teaching methods, course content, learning environment and overall academic quality.</p> <p>In spring 2003, our newly-created Center for International Ethnicity Studies, chaired by Tony LaVopa (anthony_lavopa@ncsu.edu), is planning a major conference on "Understanding Ethnicity: Explorations Across the Disciplines." Among the invited speakers is Stuart Hall, from the United Kingdom's Open University, one of the founders of the field of cultural studies and an</p>	Encouraged faculty, staff and students to attend all diversity programs when they get information.	<ul style="list-style-type: none"> <li>• More central planning. Develop ways to get word out on things already happening.</li> <li>• Annual diversity brochure with diversity training. The brochure would pull together all things that are happening all over campus.</li> <li>• List serve and web site with e-mail (<a href="mailto:Diversity@ncsu.edu">Diversity@ncsu.edu</a>) that will include diversity training and events that are happening on campus. Also, this will allow for faculty, staff and students to submit ideas regarding diversity training.</li> </ul>	Vicky Gallagher (COM), Risa Ellovich (SOC), Rupert Nacoste (PSY), Monica Leach (MDS/Dean's Office), Barbara Risman (SOC)

	expert in black diasporas, particularly in the Caribbean and the United Kingdom.			
Design	Will host a Diversity Colloquium - probably in October - for College faculty, staff and students.	None at this time	Nothing to add to the list	
Education and Psychology	None at this time	BASIC Race Awareness workshop	The current list is comprehensive.	Patricia Marshall Don C. Locke
Engineering	Some components of Diversity are covered in E 144	BASIC Race Awareness workshop	Something that allows faculty, staff and students to share and interact, in a collegial, non-threatening manner.	Alisa Hunt-Lowery Laura Bottomly
Graduate School	One-day faculty mentoring program as a component of our National Science foundation minority education grant	BASIC Race Awareness workshop	Stronger emphasis on faculty mentoring focused on equipping faculty with the knowledge and skills needed to mentor students from diverse groups, especially in terms of race, ethnicity, and national origin.	David Shafer Duane Larick
Management	None at this time	Study Circles Understanding Diversity Basic Race Awareness Seminar Intercultural Communication	"Diversity in the Workplace" by Floyd and Jacqueline Dickins	TBA
Natural Resources	None at this time	All, but not many attend	<ul style="list-style-type: none"> <li>Hiring practices that produce diversity (e.g., how to develop position descriptions, expectations, advertising, recruitment, reviewing processes that build a diverse pool and keep diverse candidates in it)</li> <li>Recognizing different approaches to scholarship and interactions that different people bring, rather than a single model, women's perspectives on things (our approach to most of our daily work is predominantly male-based)</li> <li>Understanding communication styles and intelligence styles that different people have (remember Cuba Gooding in Jerry Macguire: "you think we're</li> </ul>	Kathy Hamilton-Brown, Erin Sills, Toddi Steelman, Larry Nielsen

			<p>arguing, but I think we finally started communicating"; Asian and Native American approaches to communication)</p> <ul style="list-style-type: none"> <li>• Gardner's different forms of intelligence--very powerful stuff</li> </ul>	
Physical and Mathematical Sciences	Diversity in PMS 100 Intermittent Departmental Workshops	Basic Race Awareness Seminar	<ul style="list-style-type: none"> <li>• Offer workshops to faculty and staff in individual colleges or a few colleges at a time</li> <li>• Workshops already being offered sound terrific</li> <li>• Mentoring faculty and students from minority and underrepresented groups</li> <li>• Recruiting minority and underrepresented faculty and students</li> </ul>	Wandra Hill
Textiles	None	<p>Programs offered by OEO: EOI, Millennium Game, Protected Class of Race and Color, Cultural Communication Search Committee Orientation ECD 525 Cross Cultural Counseling</p>	<ul style="list-style-type: none"> <li>• Need Identification for Students of Color.</li> <li>• How to better advise Students of Color.</li> </ul>	Dr. Banks-Lee
Veterinary Medicine	<p><i>CVM Cultural Awareness Modules</i> – First Series of (6) modules were initiated in Spring 2001 and were facilitated by Ms. Eureka Daye from the Associate Vice provosts office of diversity. The most recent series of (2) modules occurred in March of 2002 and were facilitated by Dr. Theresa Edwards.</p> <p><i>Spanish in the Workplace</i> – CVM students and faculty initiated Spanish for veterinarians study circle 1999-2001.</p> <p><i>Lesbian and Gay Veterinary Medicine</i></p>	<p>BASIC Race Awareness workshop held June 2002. We had a group of 10 ((3) Students, (2) Administrators (1) faculty and (4) staff attend. Follow up meeting and open forum discussions for the CVM will be planned.</p>	Continued support from the university for the College and University sponsored workshops would work great for our efforts.	CVM Director of Diversity

	<p><i>Association</i> – The CVM has and supports an active lesbian and gay veterinary medical association here at the college.</p> <p><i>Career and Life Skill</i> – The CVM sponsors a diversity awareness session through a career and life skills program for our first year veterinary students. The purpose is to emphasize the importance of diversity within the veterinary profession.</p> <p><i>Iverson Bell Symposium</i> – The CVM hosted the most recent Iverson Bell Symposium in March 2001. This is a biennial event that deals specifically with issues of diversity within the veterinary profession.</p> <p><i>Future of Veterinary Medicine</i> – CVM sponsored a guest lecture and seminar by Dr. Michael Blackwell, Dean at the University of Tennessee College of Veterinary Medicine. Dr. Blackwell was the highest ranking veterinarian ever to hold a federal position and is currently the first black dean at a non historically black college of veterinary medicine.</p> <p>Diversity within the Veterinary Environment – CVM sponsored an event inviting Dr. Frances Kendall (Diversity expert from California) to come present a (3) day seminar to CVM faculty, staff students and university administration. She is a highly respected expert that was very well received at the Iverson Bell Symposium.</p> <p><i>* This event has been postponed due to budget freeze/cuts.</i></p>			
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