Organizational Analysis: What Messages are Being Sent About Inclusion

Graduate School
University of Missouri

Purpose of Analysis

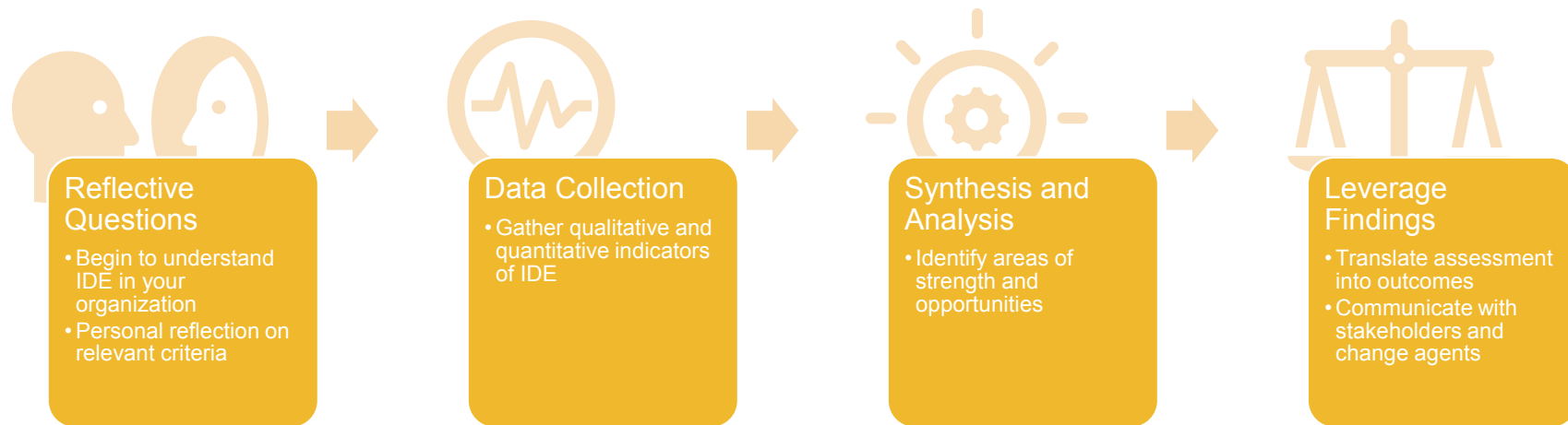Climate has profound impact on student, faculty, and staff success

Assess

Monitor

Improve

Process

Reflective Questions
- Begin to understand IDE in your organization
- Personal reflection on relevant criteria

Data Collection
- Gather qualitative and quantitative indicators of IDE

Synthesis and Analysis
- Identify areas of strength and opportunities

Leverage Findings
- Translate assessment into outcomes
- Communicate with stakeholders and change agents

Diversity 3.0 Framework

Institutional and social context
History • Geography • Political/Legal Environment • Local Community

Structures and Policies
Strategic Plan • Mission and Vision • Funding • HR Policies • Metrics & Goals • Leadership Structure • Team Culture • Community Advisory Board

Human capital

Administrators
Commitment
Accountability
Reporting structure

Professional staff/ nonfaculty
Training
Promotion
Professional development

Cross-cutting factors
Compositional diversity
Recruitment and retention (attraction and thriving)
Perceptions, attitudes, behaviors
Community engagement
mentorship

Faculty
Professional development
Promotion and tenure
Research

Students
Pipeline initiatives
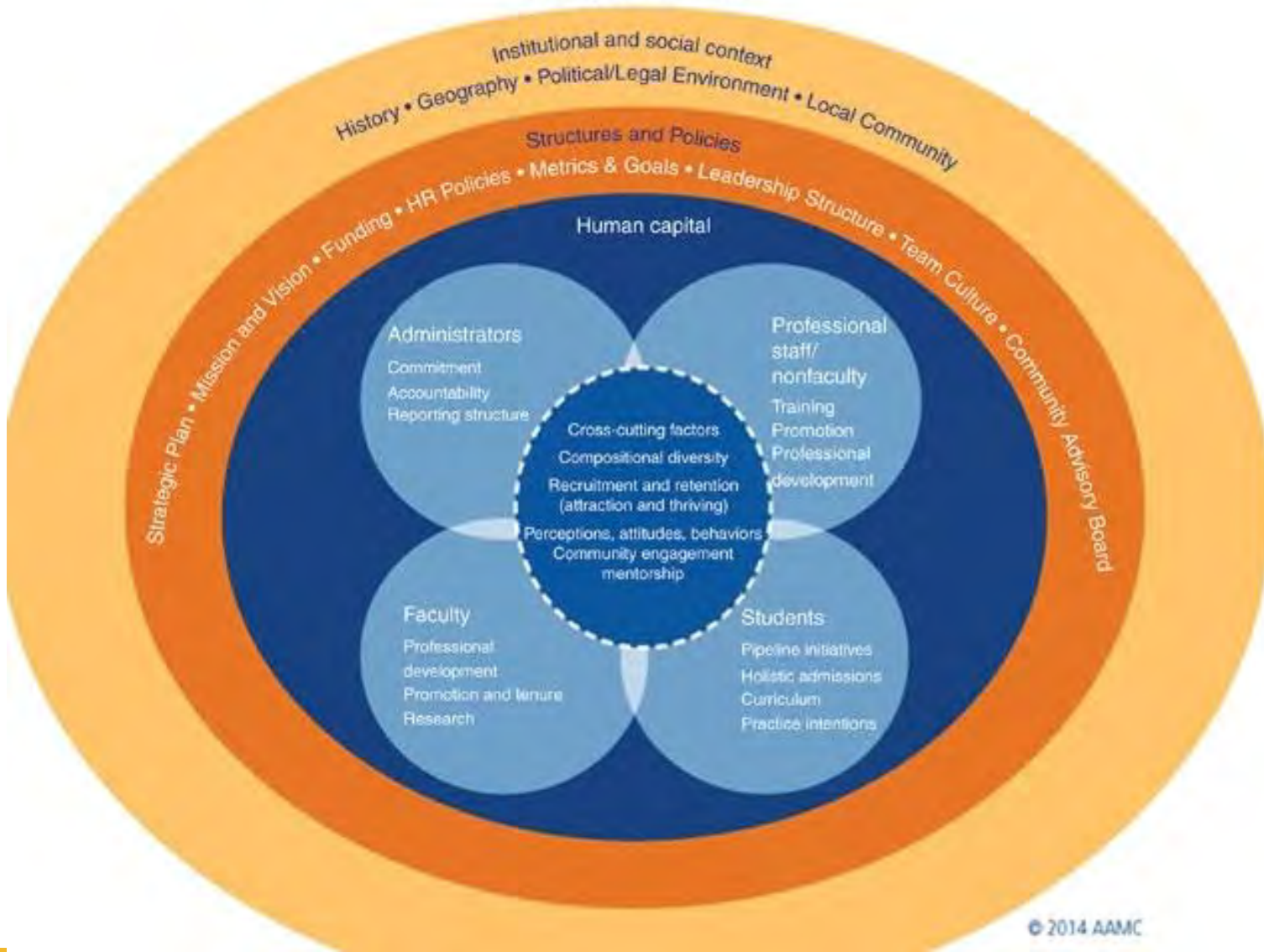Holistic admissions
Curriculum
Practice intentions

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Organizational Context

- History
- Geography
- Political/Legal Environment
- Local Community

Structures and Policies

- Strategic Plan
- Mission and Vision
- Funding/Budget
- HR Policies
- Metrics & Goals
- Leadership Structure
- Team Culture
- Advisory Board(s)

Human Capital

- Administrators
  - Commitment
  - Accountability
  - Reporting structure
- Professional and non-faculty staff
  - Training
  - Promotion
  - PD

Human Capital

- Faculty
  - PD
  - P&T
  - Research
- Students
  - Outreach initiatives
  - Holistic admissions
  - Curriculum
  - Career outcomes

Cross-cutting Factors

- Compositional/structural diversity
- Perceptions, Attitudes, Behaviors
- Community Engagement
- Mentorship
- Recruitment and retention
  - Attraction & thriving

Assessment Tool

- How to use it
  - Individual assessment
  - Group/stakeholder assessment
- What are the next steps?
  - Organizational discussion
  - Additional data needed?
  - Determine action plan
  - Establish cycle of improvement

Sample Questions

- Organizational displays are reflective of diversity in our organization.
  - ☐Agree ☐ Agree Somewhat ☐ Disagree
- IDE goals are fully incorporated into the organization's strategic plan.
  - ☐Agree ☐ Agree Somewhat ☐ Disagree
- The organization has policies in place to protect and support members from demographic groups and identities who are historically minoritized and underrepresented in the organization.
  - ☐Agree ☐ Agree Somewhat ☐ Disagree
- Everyone in the organization is engaged in IDE work.
  - ☐Agree ☐ Agree Somewhat ☐ Disagree

Resources

- NERCHE. (2016). *New England Resource Center for Higher Education Self-Assessment Rubric for the Institutionalization of Diversity, Equity, and Inclusion in Higher Education*

- Association of American Medical Colleges. (2013). *Assessing Institutional Culture and Climate.*

- O'Mara, J., & Richter, A. (2017). *Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World*. Centre for Global Inclusion. https://centreforglobalinclusion.org/downloads/

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Thank you!
Questions?

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