



College and University Professional Association for Human Resources

CUPA-HR POSITION STATEMENT

INCLUSION CULTIVATES EXCELLENCE

OUR CORE VALUES AND BELIEFS

CUPA-HR values diversity, advocates inclusive and equitable practices and engages its members in establishing a culture in higher education that welcomes, learns from and celebrates differences among people. CUPA-HR recognizes that a commitment to diversity, equity and inclusion is essential to achieving excellence for our Association and our member institutions.

OUR SHARED INSTITUTIONAL RESPONSIBILITY

Higher education human resource professionals, and others responsible for managing the higher education workforce, directly affect institutional excellence by fostering individual commitment to and engagement in building a diverse, equitable and inclusive community. This means that we all must work together to build institutional capacity and individual capability, to shape culture and to cultivate supportive and inclusive learning environments that advance organizational effectiveness and success.

OUR UNIQUE POSITION TO PROVIDE LEADERSHIP

HEHR professionals are uniquely positioned to, and therefore must, provide leadership for institutional efforts to expand the opportunities and address the challenges created by the changing workforce and the local, global and environmental forces prompting those changes. CUPA-HR programs and services will include resources to develop the knowledge, skills and cultural competence that members need to help institutions manage these significant opportunities and challenges. CUPA-HR programs and services also will help members explicitly replace barriers of discrimination, exclusion and bias (both conscious and unconscious) with inclusive and equitable practices. The role of higher education to develop the talent and capabilities of the future global workforce makes this work imperative.

OUR CALL TO ACTION

This statement has been broadly vetted by U.S. and international CUPA-HR members. To specify the proactive commitment of CUPA-HR to excellence through diversity, equity and inclusion, the board of directors and the staff have engaged members in developing the appended action plan to ensure that this statement is supported by clear and definitive actions by the Association and by its members. CUPA-HR will periodically assess our efforts to make certain they yield positive results, and we will update our action plan annually to confirm that our commitment is sustained.



College and University Professional Association for Human Resources

INCLUSION CULTIVATES EXCELLENCE: CONNECTING OUR COMMITMENTS TO OUR WORK

CUPA-HR 2011 - 2014 STRATEGIC ACTION PLAN

Core Values and Beliefs

CUPA-HR values diversity, advocates inclusive and equitable practices, and engages its members in establishing a culture in higher education that welcomes, learns from and celebrates differences among people. CUPA-HR recognizes that a commitment to diversity, equity and inclusion is essential to achieving excellence for our association and our member institutions.

Goals

- Communicate clearly the position, values and beliefs of CUPA-HR regarding diversity, equity and inclusion as imperative for excellence in higher education.
- Manage effectively the communication and feedback process from the start of the rollout such that CUPA-HR staff and board volunteer leadership maximize their learning about how to respond productively to both positive and negative feedback about the Position Statement and Action Plan to contribute to the evolution of the elements of the Action Plan over time.
- Disseminate broadly the Position Statement and Action Plan to the public through a variety of local and national media outlets.

Actions January-June 2011

- Shared Position Statement and draft Action Plan with national board and national office staff at March board meeting.
- Shared Position Statement and Action Plan with region conference participants and encouraged feedback to be given to board members or via the new diversity@cupahr.org e-mail address.
- Created talking points for task force and board members to standardize the message and emphasize why this work is so important.
- Held preconference roundtable discussions at all four region conferences; additional concurrent sessions were offered at the Southern and Eastern Region conferences.
- Posted [entry](#) on CUPA-HR Higher Ed Workplace blog regarding the importance of our diversity and inclusion work. Regular blog posts regarding our work will continue.
- Secured corporate partners' support and agreement to disseminate the Position Statement and Action Plan within their communities. Corporate Advisory Council members will include brief articles to emphasize their organizations' commitment to diversity, equity and inclusion in the Inclusion Cultivates Excellence: Making a Difference booklet at the annual conference.
- Offered a session at each region conference on diversity, equity and inclusion.
- Secured agreement from a group of Corporate Advisory Council members to present jointly a diversity session at the annual conference.

- Established a dedicated space on the CUPA-HR website (in the Knowledge Center) that will serve as a repository for feedback about the Position Statement and Action Plan from members.
- Arranged for member volunteers, national office staff, board members and other CUPA-HR leaders to capture member feedback in the venues where the Position Statement and Action Plan is discussed, including regional conferences and chapter meetings.
- Made changes/additions to action plan to reflect feedback received at region conferences.

Actions July-December 2011

- Share Position Statement and Action Plan at the Association Leadership Program and help region and chapter leaders develop actions to support and augment the Action Plan.
- Roll out the CUPA-HR Position Statement and Action Plan at the annual conference in Orlando.
- Arrange for broad media coverage of the Position Statement and Action Plan at the annual conference (for example, issue press releases).
- Develop Position Statement and Action Plan talking points for staff, board members and region and chapter leaders to create a unified voice in speaking to and responding to the media.
- Invite and host opportunities for the media to interview key staff, board members and region and chapter leaders as well as individual members at the Annual Conference.
- Review progress toward achieving CUPA-HR Values and Beliefs goals.
- Engage staff, volunteer leaders, members and corporate partners in making meaning of the knowledge gained, progress made and lessons learned with the goal of enhancing their capability to articulate the broader CUPA-HR message as well as their own understanding about diversity, equity and inclusion.

Actions January-June 2012

- Work with region and chapter leaders to support diversity, equity and inclusion actions.
- Highlight in the Knowledge Center exemplary efforts by regions and chapters to communicate diversity, equity and inclusion values and beliefs to their members.
- Encourage feedback and input about the Inclusion Cultivates Excellence work through the Knowledge Center and diversity@cupahr.org.

Actions July-December 2012

- Review and revise action plan based on input, feedback and progress made during the 2011-12 fiscal year.
- Post progress report in the Knowledge Center.

OUR SHARED INSTITUTIONAL RESPONSIBILITY

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Goals

- Become the national repository of information that documents the influence of diversity, equity and inclusion on improving workplace environments and strengthening the viability of higher education.
- Foster a culture within the CUPA-HR community that respects the individual, embraces diverse perspectives and models inclusive membership and leadership development practices.
- Sustain CUPA-HR's commitment to partner and collaborate with other higher education organizations, such as the Council of Higher Education Management Associations (CHEMA), and its corporate partners to expand national leadership in higher education focused on achieving excellence through diversity, equity and inclusion.

Actions January-June 2011

- Andy Brantley's service as chair of the Council of Higher Education Management Associations (CHEMA) diversity and inclusion committee created the opportunity for CUPA-HR to partner with other CHEMA associations to focus the May 2011 CHEMA meeting on diversity and inclusion. The outcome is that the group has created guiding principles regarding diversity, equity and inclusion that will be shared with all CHEMA association boards. Each CHEMA association will report back regarding progress at the December 2011 CHEMA meeting.
- Alma Clayton-Pedersen did an outstanding job as facilitator of the CHEMA discussion at the May meeting. Lauren Turner, CUPA-HR's then chair-elect, was also an active participant in the May CHEMA meeting.
- Created the diversity, equity and inclusion section of the Knowledge Center and began posting readings, web links, programs and education resources. Weekly Knowledge Center e-mails to members highlight at least one item related to diversity, equity and inclusion.

Actions July-December 2011

- Establish a national board committee charged with regular review and oversight of diversity, equity and inclusion goals; assign members responsibility for monitoring and assessment of progress for defined action items. The committee will also ensure that national office staff and volunteer leader responsibilities are clear.
- Roll out the CUPA-HR Position Statement and Action Plan at the Association Leadership Program and introduce guides (for example, template, process guidelines, talking points) that regions and chapters can use to facilitate developing action plans that align with, support and expand upon the CUPA-HR Action Plan.
- Configure the Knowledge Center to become a means of storing data, disseminating lessons learned and sharing effective practices.
- Leverage the data storage capacity of the Knowledge Center to monitor progress in CUPA-HR's influence in fostering the creation of inclusive environments.
- Work with region/chapter leaders to develop plans for outreach and recruitment of candidates from historically underrepresented groups to fill vacant leadership positions at all leadership levels within the CUPA-HR community.
- Build pathways and pipelines for advancing diversity, equity and inclusion within the CUPA-HR community through the Emerging Leaders and committee structure.

Actions January-June 2012

- Build strong leadership alliances, share knowledge and work collaboratively with Council of Higher Education Management Associations (CHEMA) members to ensure our joint efforts are mutually reinforcing for our shared membership.
- Develop a recognition structure to acknowledge and showcase region and chapter initiatives that advance diversity, equity and inclusion.
- Assist region and chapter leaders in integrating a focus on diversity, equity and inclusion into the professional development offerings at regional conferences and chapter meetings.
- Create a “CUPA-HR diversity, equity and inclusion scorecard” to reflect metrics of accountability and measures of success.
- Establish a means of collecting data through online surveys administered by the national office that will assist region/chapter leaders in gathering information about their efforts.
- Assess outcomes of CHEMA association efforts shared at the December CHEMA meeting to identify potential collaborative opportunities.
- Identify potential sources of funding to develop education resources and facilitation tools for learning about diversity, equity and inclusion.

Actions July-December 2012

- Create and offer innovative and effective programs and professional development opportunities that build the knowledge, skills, capabilities and experience necessary to engage in constructive dialogue on diversity, equity and inclusion.
- Create tool concepts (for example, printed/online guides, multi-media simulations) that support the effective facilitation of difficult dialogues on diversity, equity and inclusion (work in collaboration with existing and new partner relationships).
- Secure resources to develop facilitative tools.
- Define specific recognition awards that focus on achieving excellence through diversity, equity and inclusion and incorporate into CUPA-HR awards program. Nominations solicited and recipients chosen by board during spring 2013 and awarded at annual conference in fall 2013.
- Solicit corporate partner support for recognition awards that focus on achieving excellence through diversity, equity and inclusion.

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Goals

- Become a leading voice on issues of diversity, equity and inclusion in developing higher education environments that strive for excellence in all endeavors and in recognizing that effectively engaging all its human resources is at the core of these efforts.
- Acknowledge explicitly that some groups of people have historically been underrepresented in and underserved by higher education and continue to be subject to systematic discrimination; hence, initial change efforts by CUPA-HR will focus priority attention on these members of the workforce.
- Develop and make accessible expertise in inclusive leadership within CUPA-HR and its volunteer leaders.
- Advance knowledge of the benefits of a broadly diverse learning community.

Actions July-December 2011

- Engage the national office staff in a two-day *Intergroup Dialogue* session to enhance individual staff members' capabilities and build organizational capacity to lead diversity, equity and inclusion work.
- Engage all members to understand better the challenges of people of color in the workplace — through the regions and chapters and through web communications and other innovative approaches that encourage and establish open dialogue. (ongoing)
- Ensure that the principles and models of inclusion cultivating excellence permeate the planning for all professional development. (ongoing)
- Engage higher ed HR professionals in thinking strategically about issues of diversity, equity and inclusion and develop a culture within higher ed HR that expects HR to be a strategic partner across the institution in affecting the culture and climate of the workplace and having a positive impact. (ongoing)
- Engage CUPA-HR volunteer leaders and members at all levels of the organization in this work — chapter, region and national. (ongoing)
- Establish an infrastructure to develop the expertise of volunteer leaders and members at all levels of the organization in this work.
- Infuse the expertise throughout all levels of leadership and CUPA-HR work in order to make it accessible to all members.
- Build greater understanding about diversity and inclusion as an institutional opportunity and an organizational imperative that requires new attention and innovation. (ongoing)

Actions January-June 2012

- Develop strategic partnerships with member associations that serve other key higher education stakeholders (for example, the National Association of College and University Business Officers, the American Council on Education, and the Association of American Colleges and Universities) to work toward a better understanding of the challenges of the diverse workforce and to jointly pursue funds for collaborative work.

- Collect input from members that helps in identifying challenges and opportunities.
- Secure resources to undertake the work of exploring and documenting current challenges of people of color in the higher education workforce and use results to strengthen professional development programming and tools.
- Work with members and experts to develop and validate materials that explicitly address and improve environments that impede performance.
- Expand existing and create new innovative models for how to develop, foster and sustain inclusive workplaces — including recognizing the role of managers, ensuring representation of diversity, and maintaining work climates that are welcoming and inclusive for all — and how to create high performing, inclusive work environments.
- Disseminate information about education materials via various communication channels.

Actions July-December 2012

- Continue all ongoing actions included above.
- Provide our members with a clear perspective on diversity, equity and inclusion through programs and services that build capability to guide their institutions in creating and maintaining communities of learners that reflect the world in which we live. (ongoing)
- Analyze systematically the input from members and make meaning of the data to help in identifying appropriate means to address challenges and influence action.