



Office of the Vice President for Inclusion and Equity
Chief Diversity Officer
Title IX Coordinator

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Administrative Activities Review (AAR) Guidelines Due by August 6, 2018

The review is an opportunity for your unit to reflect on its mission, the services you provide, your strengths and challenges, and your future plans. It will be used to inform decisions about resource allocations across the campus. This document should be used as a guideline and you should address only the sections that are applicable to your unit.

I. Basic Facts and Description of the Unit.

1. Mission and goals. Describe your unit's mission/role on campus and its near term/long-term goals.

The Office of Inclusion and Equity provides strategic leadership for campus diversity, program oversight, diversity advising and mentoring, community relations and outreach and policy duties such that the learning and workplace environment will be welcoming, supportive, inclusive and equitable. This goal will be achieved by promoting diversity, equity and inclusion as essential elements of the University's values and mission. As a Cabinet level leader representing the Office of Inclusion and Equity, I aspire to be a strategist and adviser responsible for guiding efforts and creating opportunities to define, assess, and promote diversity and inclusive excellence, educational and employment opportunity and cultural proficiency throughout the University and through its relationships. This includes responsibility for Title IX of the Education Amendments guaranteeing gender equity in education.

The near term goals are to continue to promote diversity and build programs attending to the complex relationship-based and community-oriented environment of the University and the City of Akron; to build consensus and community by developing relationships and garner support for the institution and when necessary reconcile competing interests; and work effectively with diverse constituencies in an objective and impartial manner to foster a campus climate that respects and values differences and diversity among all constituents.

The long-term goals are to become a highly regarded thought partner on all aspects of equity, inclusion and diversity; to establish the Office as the place to which faculty, staff, and students will turn to report and seek support for incidents of discrimination and harassment; to collect and use data to evaluate and enhance the effectiveness of programs working toward the success and achievement of students; to execute programs through which we can demonstrate positive measurable results; to work with academic affairs to build a more diverse faculty that

more closely mirrors the population of the students we serve; to renew the University's commitment to Inclusive Excellence.

- 2. Services.** Describe the primary services provided by your unit, organizing them into major categories. Indicate how your unit prioritizes its services in terms of importance or effort. Describe the relative magnitude of the major categories (e.g., by department workload, students or customers served, revenue generated, etc.).

The Office of Inclusion and Equity supervises the Office of Multicultural Development (which now includes the Multicultural Center as well), The Academic Achievement Programs, the Confucius Institute, The Shirla R. McClain Gallery for African American History and Culture, Title IX, The Women's and Gender Resource Center (which seems gradually to have become indistinguishable from Women's Studies), and a dual reporting line for the Office of Accessibility Services.

Accompanying this report will be reviews of the Office of Multicultural Development and The Confucius Institute. Within the body of this review will be information about the McClain Gallery. Because of the bifurcated design of Title IX, the respective Deputy Title IX Coordinators will submit reviews of their Title IX responsibilities with their primary responsibilities – Dean of Students, Director of Labor and Employee Relations, Senior Associate Athletic Director, Director of EEO/AA, and Assistant Dean for Student Success at Wayne College. The Office of Accessibility is primarily housed within Student Affairs. The Academic Achievement Programs are grant funded.

The Office of Inclusion serves the University in two essential ways. There is the "above the line" work, and the "below the line" work. The "above the line" work includes the many programs that we create in an endeavor daily to promote diversity, and give every member of the community the opportunity to work and learn in an environment that feels fair and equitable. The "below the line" work, includes those challenges that surface when member(s) of the community feel they are not being treated equitably – the unfortunate situations we cannot discuss openly. These situations create an environment where individuals feel they cannot participate fully in the resources that the University offers, because someone in the community or something in the culture prevents fair access.

With valuable team effort of multiple offices within the unit, the University of Akron plans and executes the Black Male Summit, which has become a nationally recognized annual event promoting leadership and discussing best practices about how to build better pathways to recruit, retain and graduate African American males in higher education.

- For each primary service, describe the following:
 - **Critical partners.** List your key partnerships with other units inside and outside of the University. Note if there is overlap or duplication of services with other units at UA

We acknowledge the University of Notre Dame's administrative unit self-study process, which served as a basis for this document (<https://ospir.nd.edu/administrative-unit-reviews/tools/>)

The critical partners for this unit are most definitely both within and outside of the University. It is by serving as an esteemed and magnanimous partner within the many units of the University and with various external agencies that the Office has been successful in developing support and key relationships for multiple constituencies. The Office has afforded the opportunity to serve on various diversity councils, steering committees, and working groups. These affiliations have positioned the University to continue to build partnerships and develop critical relationships.

- **Customers or end-users of your services.** List your customers (e.g., departments, divisions, organizations/groups inside and outside of UA, etc.) or types of students served and include some indication of the relative volume of service provided to each.

As the University's commitment to promote inclusivity and equity incorporates the entire campus, the work involves all faculty, staff and students.

- **Key performance analysis.** Present the most important metrics (in charts, tables, etc.) you track to measure performance. Provide the most recent three-to-five years of results, targets, and comparisons to peer institutions, as available. For every metric, provide the corresponding analysis, including a comment on important trends, conclusions, or insights drawn from the data.

This is an area where the office is just beginning to create metrics to be able to show measurable results. The Office has just begun to build partnerships with the deans and work closely with the provost to develop key initiatives for retention and success of students.

- **Brief assessment.** Highlight (in a couple of sentences) any noteworthy strengths, challenges, or opportunities.

The greatest strengths are the many well-intentioned and concerned faculty and staff at the University. There are many challenges and some are significant, however there are also a number of opportunities that will continue to develop through collaboration and sharing of expertise toward a common goal.

c. Resources. Describe your resources as outlined below. Highlight (in a couple of sentences) any noteworthy strengths, challenges, or opportunities related to your resource allocation.

- **Personnel.** Include an organizational chart of your unit, supplemented with a table that includes titles, a short description of the key functions of each position-type, and the number of people in each position-type (including number of FTEs, if applicable). (The appendix should include an org chart showing how your unit fits into the larger University structure.)

The Office of Inclusion and Equity is essentially an office designed for collaboration. Most of our work is accomplished through excellent teamwork by individuals in the unit and also through collaboration with external constituencies. Please see the attached organizational chart.

- **Financials.** Provide a line-item summary of the unit's budgeted and actual expenses (and revenues, if applicable) over the past five years. Briefly explain key takeaways (e.g., causes of budget deficits, trends in expenditures).

Please see the attached budget information. AY 2018-2019 was the first budget cycle in which I have participated.

- **Equipment and technology.** If applicable, describe the equipment and technology critical to your unit's operations.

The technology most important to the success of the unit is computers, for the team to accomplish their work, and the University's data network to access student information for advising and other purposes.

- **Space.** If relevant to your unit's operations, describe your unit's location(s) and space allocation.

The location of the Office in Buchtel Hall is critical the commitment of the University to the Office and the work therein. Both to the campus as a whole and the interested partners in the community, positioning the Office of Inclusion and Equity in a central location and in a location with other key university administrators is important.

II. Future Plans. This section should provide insight into the future of your unit, based on your mission and goals, opportunities you intend to pursue, and/or emerging trends that will likely impact your operations.

- 1. Potential changes. Are there specific ways you are planning for your unit to evolve (e.g., new/discontinuation of services, changes in strategies for how you operate) in the next 3-5 years? If so, what are you planning? Why do you believe these changes will be necessary?**

Through the Office, I hope to operationalize in increasingly significant ways, my commitment to making the work we do have a strong academic component – partnering with faculty in our programming and inviting them to share their research, bringing research and respected academics to campus to address salient topics in the field, partnering with Akron and other local schools to strengthen the pipelines for admission, especially for diverse populations. It will also be important to build traditions and create new ones to strengthen alumni relations, and to strengthen civic and corporate partnerships, which have long been the hallmark of the University's essential position within Akron.

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Through the Office of Multicultural Development, an important initiative is to plan and execute a bridge program and other wrap-around support services to help the academic success of our students, focusing on the underrepresented and first-generation students.

Though the work of the Academic Achievement Programs, both federal TRiO Programs and the University's STEP Program, the Office will continue to support initiatives and provide vital college-readiness programming for underrepresented and low-income middle and high school students. These programs are primarily academic, but also offer social, cultural and experiential learning opportunities that the participants would be unlikely to have otherwise. The programs are responsible for bringing many students to the University of Akron. The STEP Program offers a full tuition scholarship through Bridgestone for students who participate in the program and attend the University of Akron.

Through the Confucius Institute, the University has built a partnership with Henan University and offers Chinese language in local high school and supports the language program on campus.

Through the Shirla R. McClain Gallery, African American history and culture of the University and within Akron is highlighted and exhibited in important ways. This will be strengthened with the celebrations of the upcoming Sesquicentennial of the University.

Through the Multicultural Center and the Women's and Gender Resource Center, and programs like Rethinking Race, the Office supports programming to recognize and celebrate the many diverse constituencies of our campus and surrounding community.

2. Trends. As you think about factors external to your unit (at UA, in your field/industry, or nationally/globally), are there emerging trends that will significantly impact your unit (and are not addressed above)? How do you plan to respond?

The University of Akron developed a strategic diversity plan and established a commitment to Inclusive Excellence some time ago. I hope to revisit the good plan and commitment that the University made and through emerging best practices work to renew, revise and revitalize previous work that seems to have become dormant.