RECOGNIZING WEAVERS OF DIVERSITY

In Fulfillment of the
Making Excellence Inclusive:
A UC Riverside Diversity Certificate Program (2011)

Project Team Members:
Sharla Desens * Amanda Gomes * Jill Hishmeh * Jan Wildman

Recognizing Weavers of Diversity

Executive Summary

Our paper, “Recognizing Weavers of Diversity,” builds on the Making Excellence Inclusive (MEI) project “We Are Champions of Diversity: A Reward and Recognition Program at UC Riverside (MEI Program Capstone Project Requirement 2010).” Guided by the goals of last year’s project – to design a campus recognition program, this year’s project recommends a low-cost, high-impact program that will shine a light on campus individual/s and Organizations/departments who have made significant contributions to discovering, embracing and developing the threads of diversity so necessary to strengthening the campus' learning, working, and living environment.

Wanting to find the best practices in the diversity reward/recognition programs, our group considered programs from campuses across the country. We conducted interviews with those programs and gathered materials from the internet. Armed with these documents, conversations, materials, and general research, we are recommending a program designed to recognize individual/s and organizations.

The program designed by this group allows for and, indeed, encourages nominations of notable advancements throughout the year in order to send strong and timely reinforcement for the values being promoted at UCR. Once a quarter, nominations will be reviewed by the Chancellor’s Diversity Council (aka Council on Climate, Culture, and Inclusion). (Ideally, the Council should be comprised of representatives from faculty, staff and students, representing all administrative and academic units.) Certificates and/or pins will be given in recognition of those selected as having the most outstanding contributions. These quarterly awards will be known as the Champion Weavers of Diversity Awards. Honorees will be spotlighted in the “Inside UCR” publication, recognized at a Staff Assembly, and some possibly noted in the announcement section at the end of the Chancellor’s Friday Letter. Nevertheless at the end of the year, all awardees throughout that year will be honored at a reception at the Chancellor’s Residence. To minimize cost, this will be held in conjunction with the already-existing reception for the Diversity, Education and Leadership Initiative (DELI) participants.

Any organization or department and individual or group of individuals that have demonstrated their initiative to discover and embrace diversity in their community or department may be nominated and, therefore, recognized and rewarded. From the nominations for organization or department, the UCR Diversity Council (aka Council on Climate, Culture, and Inclusion) will select the most outstanding campus unit each quarter, whose name will be engraved on a Champion Weavers of Diversity plaque that will hang in the Chancellor’s office.
Introduction

Diversity as defined by the Merriam-Webster Dictionary is “the condition of having or being composed of differing elements: variety; especially: the inclusion of different types of people (as people of different races or cultures) in a group or organization <programs intended to promote diversity in schools>”

For many years, the elements of diversity have only included a few categories such as race, age, disability and gender. In recent years, these elements have dramatically expanded to include, but are not limited to, the following: ethnicity, age, birth order, education, gender, sexuality, physical and developmental disabilities, religion, class, marital status, parental status, economic status, military service, health, interests, and languages spoken. Our own experiences and exposures, as well as those of our immediate families, provide us with our unique “cultural lenses”. We may be surprised to find that we are more similar to and have more in common with others than we appear to on the surface, given our age, race, or gender.

Our own experiences comprise many diverse cultural and life situations. These “threads of diversity” make us who we are and influence our perceptions of situations and other people. The motto of the University of California, “Fiat Lux” (“Let there be light”), symbolizes not just education in the traditional sense of studying a subject area in order to earn a degree, but also the dawning awareness of all the world has to offer. Every day we are faced with the challenge of the amazing and the mundane, the differences and commonalities, the new and the familiar. Every day, we face the opportunity to bring together these threads of life to weave a strong, welcoming fabric of diversity. Weaving together the individual parts into a whole takes energy, knowledge, commitment, and respect. When successfully accomplished, this deserves to be hailed and recognized.

To that end, our group has been tasked with designing/implementing a diversity reward and recognition program for campus individuals, groups, and organizations who have made significant contributions to discovering, embracing and developing the ever-evolving threads of diversity that are necessary to strengthen the campus' learning, working, and living environment.

The essential benchmarks for these achievements are:

- Discovering and assessing the diversity that exists in our current environment
- Embracing diversity and refining opportunities for inclusiveness
- Creating an expectation of acceptance, equity, and advancement
- Building a strong, stable framework through the interweaving of diversity.
Diversity within UCR

UCR values and is committed to diversity. The UCR student population is widely recognized as one of the most ethnically diverse among research universities in the nation. UCR’s current enrollment is over 20,746 students with a goal of 21,000 students by 2020.

Undergraduates

![Pie chart showing the composition of Undergraduates at UCR.

Although there is no question that diversity describes the student population, campus values, and future of UCR (per the UCR 2020: Path to Preeminence Strategic Plan), the ethnic composition of the faculty and staff differs from the student composition.

Staff

![Pie chart showing the composition of Staff at UCR.

Faculty

![Pie chart showing the composition of Faculty at UCR.

It is our goal that diversity, in all its dimensions, will continue to weave itself equitably throughout every corner of the campus community where it will strengthen the fabric of UCR.

Many individuals and organizations have made wonderful contributions towards the education, recruitment, and celebration of diversity.

The UCR site [http://diversity.ucr.edu/](http://diversity.ucr.edu/) references many of the efforts and programs that campus departments have implemented or are utilizing to promote and enhance their commitments to diversity:
• Diversity, Education and Leadership Initiative (DELI)
• Climate Survey 2006 – (Diversity section results)
• New Performance Evaluation Measures
• UC Staff Diversity Council Report
• Anderson Graduate School of Management Program
• Building Core Supervisory Competencies (Diversity Component)
• Chancellor’s Postdoctoral Fellowship for Cultivating Diversity in Science, Engineering, and Mathematics
• Diversity in Science and Engineering Lectures
• Emerging Leaders (Diversity Component)
• Inland Empire Librarians Educated to Advance Diversity and Service (IE LEADS)
• Making Excellence Inclusive: A UCR Diversity Certificate Program
• School University Partnership Initiative (SUP)
• Sponsors for Educational Opportunity (SEO) Information Session
• Peer Advisor Outreach
• C&C Employee Recognition Program
• ORBITS – Obtain Resources, Become Informed, Target Success
• Multicultural Advertising Training (M.A.T.) Program Internship
• INROADS Information Session (largest non-profit source of paid internships for undergraduate, minority youth in the US)
• Hispanic Association of Colleges & Universities Internship Program Information Session
• Partnership for Adaptation, Implementation and Dissemination (PAID Program http://paid.uci.edu)

Clearly, the campus is actively embracing and communicating the message of diversity, but we must continue to build upon these efforts with encouragement for individuals and campus organizations alike. A campus reward and recognition program will provide the sustenance to enrich the diversity fibers that have already established themselves here at the University of California, Riverside.

Research Findings

As described in the Virginia Department of Human Resource Management (DHRM) Employee Recognition Program Handbook, a reward and recognition program sends a clear message to community that certain actions are valued. Reward and recognition programs serve to “reinforce, recognize and motivate behavior” that the leadership wants to see. Most people want to be valued and appreciated, have advancement opportunities, and ways to be involved in the organization. Recognition and rewards play a critical role in attracting, promoting, and retaining staff. There are many benefits to implementing reward and recognition programs, but those that seem the most applicable to Diversity goals include the following:

• Increases productivity
• Builds loyalty and commitment
• Improves attitudes
• Generates positive feedback
• Empowers the workforce
• Satisfies recognition needs
• Educates the campus community
• Fosters open communication of appreciation
• Excites members of the community
• Creates pride
• Involves all employees (faculty, staff, student
• Develops a partnership with the community

Research also shows that “Non-monetary rewards generally have a longer lasting impact on the recipient than do monetary rewards” (We are Champions of Diversity: A Reward & Recognition Program at UC Riverside, 2010). Receiving a cash reward, even a gift card, provides a short-lived effect once the reward is spent.” Additionally, their research showed that adding a form of “public recognition by the leader of the organization and dissemination of that approval throughout the community” had longer lasting effects for the award recipients. Continuing this concept, we have designed a program to recognize excellence in diversity. The program will seek to provide awards in at least two major categories; 1) Individual/small group award and 2) Organizational or Departmental award.

**Description of the Award Program**

The Diversity Education and Leadership Initiative, defines the exemplars of Diversity for each of these major categories as follow, which will provide the basic criteria for the nominations of the Diversity Awards each quarter.

**Individual:** An individual who takes initiative to become more educated about diversity, enhances her/his level of knowledge, and takes action to pass on this knowledge, beyond the basic requirements of his/her position.

**Organizational:** Departments who are proactive in diversifying curriculum, presenting multicultural education or training, teaching a diverse student/staff/faculty body, learning outcomes with diverse “students”, supervising a diverse staff, bridge or support programs, accommodating those with disabilities, sponsoring international student/faculty-based programs, overseeing community outreach programs etc.

**Individual Award**
The Individual award is meant to recognize both individuals and or small groups of individuals whose contributions embrace diversity beyond their specific campus unit. Instead, their initiatives towards diversity enhancement might be for the entire campus community, an outreach initiative to the public, an inclusive program for staff and students, or an educational program for the community at large. The contributions of the nominees for this award will help members of our campus community learn to recognize, discover, embrace, and develop the diversity that encircles all of us.

- All employees of the campus community are eligible (student, staff, faculty)
- Nominations will be accepted throughout each quarter for activities within the last 2 years.
- One can nominate him/herself, other individuals or, organizationally, cross-departmentally.
- At the end of each quarter, the Chancellor’s Diversity Council (aka Council on Climate, Culture, and Inclusion) will review the nominations and select the most outstanding nominee as the recipient of the quarterly Champion Weaver of Diversity Award.
- Nominations can be carried forward to the next quarter, providing the activity is still within the 2 year time period.
- Nominations may be submitted electronically at http://Diversity.ucr.edu
- Each submission should have at least one letter of support
- All nominees will receive a “Weaver of Diversity” pin
- The winners of Individual Award will receive the following:
  - Individual Certificate
  - Recognition in a spotlight article in “Inside UCR”
  - Recognition at Staff Assembly
  - Honored at the annual DELI reception at the Chancellor’s Residence
  - Picture with the Chancellor

Organizational Award

The Organizational award is envisioned to reward departments and organizations who either implement new organizational specific programs that celebrate and enhance diversity and/or make measured improvements towards established campus departmental objectives. Suggestions for measuring how organizations and departments have made improvements in their diversity goals include utilizing the DELI Scorecard, the proposed UCR Affirmative Action/Diversity Progress Report (AA/DP Report), Campus Climate survey results, Student surveys, new Job Performance Measure information.

- All employees of the campus community are eligible (student, staff, faculty)
- Nominations will be accepted throughout each quarter for activities within the last 2 years.
- One can nominate his/her own organization, or cross-organizations or departments.
• At the end of each quarter, the Chancellor’s Diversity Council (aka Council on Climate, Culture, and Inclusion) will review the nominations and select the most outstanding Organization as the recipient of the quarterly Champion Weaver of Diversity Award.

• The Vice Chancellor of the organization selected as the Champion Weavers of Diversity Award must provide final agreement for his/her group to be chosen as the quarterly Champion Weavers of Diversity Organization.

• Nominations can be carried forward to the next quarter, providing the activity is still within the 2 year time period.

• Nominations may be submitted electronically at http://Diversity.ucr.edu

• Each submission should have at least one letter of support.

• All nominees will receive a “Weaver of Diversity” pin

• The Organizational Champion Weaver’s Award will include the following:
  o Name of Organization or Department engraved on the “Champion Weavers of Diversity” plaque displayed in the Chancellor’s Office.
  o Individual Certificate for each contributor
  o Recognition spotlight article in “Inside UCR”
  o Recognition at Staff Assembly
  o Honored at the annual DELI reception at the Chancellor’s Residence
  o Group picture with the Chancellor

Selection of the Awards

The Champion Weavers of Diversity awards will be administered by the Office of Diversity, Excellence & Equality. Review and selection of the winners will be done by the Chancellor’s Diversity Council (aka Council on Climate, Culture, and Inclusion) members. Ideally this group should be equally represented by members from all campus areas to include; faculty, staff and students, representing all administrative, academic and student units. Members on this committee should serve one year, with one permanent member assigned by the Chancellor’s Office.

The committee will be charged with selecting two award winners from the nominees each quarter. Winners must meet one of the three criteria below, which has been adapted from the UCR Staff Assembly website:

1. Individuals or teams/groups who have demonstrated support of the University's Principles of Community, diversity, equal opportunity and affirmative action objectives by making significant contributions to UC Riverside in one or more of the following areas during the past 12 months.
   a. Valuing diversity and promoting cultural competency in individual/unit/division/department activities.
   b. Managing the dynamics of difference by using effective strategies to resolve conflict among people whose cultural backgrounds and values are different.
c. Assessing one’s culture by recognizing how culture, including the organizational culture, affects others.
d. Adapting to diversity by making paradigm shifts and behavioral changes to demonstrate cross-cultural recognition.
e. Institutionalizing diversity by incorporating cultural competency into the organization and by integrating knowledge and skills that enable effective cross-cultural interactions.

2. Individuals or teams/groups responsible for increasing the representation of underrepresented minorities including; women, people of color, people with disabilities, special disabled veterans and covered veterans over the past 12 months. This criterion will also consider the placement goals for all under-represented groups that have been met during this period.

3. Individuals or teams/groups whose accomplishments have had local impact and/or national influence/global reach.

Nomination forms will be available online and should include at least one letter of support. These will be accepted throughout the year and awarded quarterly, with award recipients acknowledged, in a spotlight article in “Inside UCR”, recognized at Staff Assembly, and Honored at the annual DELI reception at the Chancellor’s Residence.

Risks

The 2010 MEI Program Capstone Project defined the risks of a reward program in terms that remain valid still, including:

- Possible resistance due to increasing burden on an overworked staff.
- Creating another departmental committee to create, manage, and participate in
- Challenges of time commitment with so many competing priorities
- Coordinating all levels of staff to be represented on the evaluating committees
- Perceptions that departments or individuals will be rewarded undeservedly.
- Those that genuinely deserve recognition and reward may be overlooked
- And adding a few more practical considerations:
  - Managing the quarterly frequency of the decision and reward process

Benefits

However, also as noted in the 2010 paper, there are significant reasons to initiate a program despite the cited risks in order to reward and recognize desired behaviors and outcomes. Mainly, “a campus that promotes, encourages, and regularly recognizes and rewards the value of diversity and inclusion of its workforce will inspire individuals to perform to the best of their abilities.” (Greenberg). Such a program will result in:

- Increased communication
• Dialog of ideas and ideals
• Expansion of research collaboration
• Respect for others, especially underrepresented groups
• Reduced stereotyping
• Diminished prejudices and the resulting behaviors
• Improved employee morale
• Increase retention efforts
• Enhanced institutional reputation
• A safer campus environment for all

Measurements

Appropriate measurements were defined in the 2010 paper. We would like to reinforce those and also add/amplify the need for Human Resources to repeat the Campus Climate Survey more regularly – repeat it immediately and then again every three years. While this is not exclusively a diversity measurement tool, with a thoughtful diversity section, trends can be examined and progress documented.

Next Steps

Once recommendations are put into place, the campus can move forward to implement the program. Next steps will include the following:

• Integrate program information and nomination forms into existing Diversity website
• Eliminate redundancy by merging with the Staff Assembly Diversity Award
• Review make-up of Chancellor’s Diversity Council (aka Council on Climate, Culture, and Inclusion) to ensure inclusion of all levels
• Expand DELI reception to include the Weavers of Diversity awards
• Create a brochure based on poster project

Resources and References


Gladys Brown, Assistant Vice Chancellor, Office of Faculty and Staff Affirmative Action, UC Riverside

Sue Anderson, Education and Development Manager, Human Resources, UC Riverside
Chancellor’s Council on Climate, Culture, and Inclusion [http://www.insideucr.ucr.edu/cgi-bin/display.cgi?id=1727](http://www.insideucr.ucr.edu/cgi-bin/display.cgi?id=1727) UC Riverside

Frances Fernandes, group mentor, Senior Writer, Chancellor’s Office, UC Riverside

Dr. Yolanda Moses, Associate Vice Chancellor, Diversity, Excellence and Equity (AVC-DEE) UC Riverside

Penn State University [https://wikispaces.psu.edu/display/REW/RGS+staff+Diversity+Award](https://wikispaces.psu.edu/display/REW/RGS+staff+Diversity+Award)

UCR Office of Diversity, Excellence and Equity demographic charts for Staff and Faculty

UCR Principles of Community: [http://affirmativeaction.ucr.edu/toolkit/community.pdf](http://affirmativeaction.ucr.edu/toolkit/community.pdf)

UCR Diversity [http://diversity.ucr.edu/](http://diversity.ucr.edu/)

UCSF [http://diversity.ucsf.edu/](http://diversity.ucsf.edu/)

UCSD [http://blink.ucsd.edu/HR/policies/affirmative/awards/index.html](http://blink.ucsd.edu/HR/policies/affirmative/awards/index.html)

University of Maryland [http://president.umd.edu/PCEMI/awards.html](http://president.umd.edu/PCEMI/awards.html)


Appendices (refer to attachments)

- Results of the DELI Assessment and Evaluation Sub-Committee
- DELI Scorecard
- Sample Nomination Form
- Climate survey section on Diversity
- AA/Diversity Program Report
- Sample Webpage [http://cncrecognition.ucr.edu](http://cncrecognition.ucr.edu)