Leading with Courage

A professional learning experience on the African American presence at UC

Tricks of the Trade: Launching an African American Initiative on UC campuses- an Insider’s View

Brooke Hendrickson, Development Director Student Experience & Diversity
Takiyah Jackson, Director African American Student Development
Therese Leone, Deputy Campus Counsel
Mia Settles-Tidwell, Chief of Staff/Assistant Vice Chancellor
Overview

- Goals & objectives of UCB African American Initiative
- Mistakes to avoid- the do’s and don’ts of launching an initiative
- Building an effective team & committee structure
- Action planning & political mapping
- Marketing and programming best practices
- Developing a diversified funding source
- Legal support & innovation despite constraints
- Small Group Activity- Scenarios
- Q&A
African American Initiative Objectives

1. Raise $20M endowed and current use scholarship funds for undergraduate freshman and transfer students
2. Improve the recruitment and yield of African American undergraduate and graduate students
3. Boost the social, personal and academic support to current and future African American students
4. Target a range of efforts to improve the classroom and campus experiences for African American/Black students
5. Increase African American staff presences in senior management
6. Improve the recruitment and retention, boost professional development and target efforts to improve the campus experiences of staff and faculty
Mistakes are a fact of life. It is the response to the error that counts.
Nikki Giovanni
Wrong Way

- Launching without funding sources
- Lack of unity amongst administrators, students and staff
- No clear roles and responsibilities across the campus or accountability for outcomes
- Missing engagement plan with key Black stakeholders - students, staff, faculty
- Failure to involve legal counsel prior to the launch
- No accountability measures in place at the senior leader levels
I come as one, but stand as 10,000! - Maya Angelou
AAI Phase 1-Committee Structure

Executive Sponsor/Dept:
Division of Equity and Inclusion

AAI Committees led by Co-Chairs (1 student, 1 staff/faculty):

- Sub-committee on outreach, engagement and raising scholarship funds
- Sub-committee on Recruitment and Yield
  - Sub-committee on students’ social, personal and academic support.
  - Sub-committee on improving classroom and campus climate
- Sub-committee on increasing Black Senior Management
- Sub-committee on staff and faculty recruitment, retention, and experience
AAI Phase 2-Moving the Needle

Executive Sponsor/Dept. Division of Equity and Inclusion

AAI Steering Committee Moving the Needle, Roles, Accountability

AAI Committee and Structure Leadership

UDAR Leadership

E&I Leadership

Admissions Leadership

Financial Aid Leadership

Alumni House Leadership
**Action Planning is a Plan with Purpose**

The Action Plan engagement enables leaders at all levels of colleges and universities to better achieve specific institutional goals and objectives by aligning values to budget, resources, collective action and responsibility with strategic vision.
Marketing & Programming

**AAI Scholarship & Reception**
- Obtain 3rd party external partner and CAA
- Offer a competitive scholarship
- Roll-out the red carpet reception
- Programming to support retention, improved campus experiences

**Faculty Diversity**
- Cluster Hire Model
- Review data on diversity within academic departments
- Develop academic DEI plans and hold departments accountable for outcomes

**Leadership Career Enhancement for People of Color**
- Select staff of color
- Offer a career enhancement program
- Provide them job posting information directly
- Staff Diversity Initiative
- Work closely with BSPO
- Use data with managers to assess diversity in departments

**Campus Experience**
- Change the narrative simultaneously while recruiting
- Avoid students carrying the load for the needs of the community
- Address issues proactively
- Establish a Black Cabinet
- Produce reports on the Black experience
- Partner with alumni and donors to hold the campus accountable for change
Diversified Budget & Fundraising Strategy

Share your vision (transformation vs. scarcity); support vision with data and expected outcomes

Develop comprehensive fundraising strategy to achieve goals; engage fundraising community, campus leaders and supporters with plan; prepare students, staff, faculty for donor engagements

Launch donor recognition and stewardship opportunities; show impact of support and how we are working to achieve the vision
Innovation Despite Constraints

• We can share our values for equity, diversity, inclusion and belonging

• We do not have to be “blind” to race and gender

• We can explicitly outreach on the basis of race and gender; create and maximize access and yield.

• Outreach to targeted populations is fine as long as we provide information to all;

• We can consider an individual’s contributions to equity, diversity and inclusion when hiring staff and faculty; selecting students based on their body of work in this area

• 3rd party non-profit partner to administer the scholarship
Initiative Scenarios
(In small groups, you will use your “Action Plan” worksheet for your Scenario)

Scenario 1: You want to launch an Initiative on your campus:
• What kind of data/information will you use to support the need for your Initiative?
• What campus leaders will you engage to gain support?
• What steps/strategies will you take to gain the support of the identified campus leaders?
• What will their role be in the Initiative?
• How will you keep campus leaders committed and hold campus leaders accountable?

Scenario 2: Your campus is in support of your initiative but is looking to you to lead the Initiative:
• What structure would you use to move the needle?
• What is your rationale for creating the structure you chose?
• Who will be the key stakeholders in this process?
• Who will give input, make recommendations and make decisions?
• How will you ensure that you keep the ball rolling once you get your initiative structure started?

Scenario 3: Your Initiative structure has led to the development of specific recommendations for each objective in your Initiative:
• What will you do next?
• How will you move from the recommendations phase to implementation phase?
• How will you sustain the work and progress? (even if the initiative leader leaves)
• Who (position/positions) will be responsible for keeping the ball rolling?
In times of crisis, the wise build bridges, while the foolish build barriers. We must find a way to look after one another as if we were one single tribe.”
- T’Challa, Black Panther