



## SHARED RESPONSIBILITY

Increasing diversity, promoting inclusion and ensuring access are critical to our shared success and the advancement of Mines and its mission. Shared responsibility means the entire Mines community participates in and is accountable for advancing the DI&A Strategic Plan goals and recommendations. To ensure shared responsibility, Mines established a consultation service model for DI&A. While Mines DI&A leads many institutional efforts, it also supports and collaborates with campus units, teams and individuals on implementation of the Strategic Plan. This shared services consultancy model helps ensure that increasing diversity, promoting inclusion and extending access are key priorities for, and responsibilities of, everyone in the Mines community and not just a centralized office.

### DI&A Strategic Plan Recommendation

## Integrate contributions to DI&A into individual and unit performance evaluations

A growing number of departments and campus units have started to embed DI&A expectations and objectives in individual performance goals. Of the 40 departments and units that submitted implementation plans in 2019, more than half stated they would include DI&A as part of their annual performance planning and evaluations. These objectives are driving participation in more campus-, community- and professional-led events, fostering healthy discussions and engaging more of the campus community in a shared responsibility for DI&A.

A template for DI&A-focused performance objectives can be downloaded for unit or employee use<sup>34</sup>. Units take one of two approaches: publish a list of options an employee can undertake to achieve the DI&A objective in their evaluation or, like CLASS, consult with employees during the performance planning stage to craft DI&A objectives that are of interest to the individual. DI&A in performance management is not required for all employees, but if undertaken, should be implemented in a similar fashion for all employees within a unit.

<sup>34</sup> [mines.edu/human-resources/performance-management](https://mines.edu/human-resources/performance-management)



## DI&A integrated into performance plans and evaluations

- **Campus Living and Student Success**
- **Chemical and Biological Engineering**
- **Communications and Marketing**
- **Computer Science**
- **Electrical Engineering**
- **Engineering Design and Society**
- **Geology and Geological Engineering**
- **Geophysics**
- **Human Resources**
- **Humanities, Arts and Social Sciences**
- **Finance, Administration and Operations**
- **Information and Technology Solutions**
- **Arthur Lakes Library and Mines Museum**
- **McNeil Center for Entrepreneurship and Innovation**
- **Mines Foundation**
- **Mining Engineering**
- **Petroleum Engineering**
- **Registrar's Office**
- **Research and Technology Transfer**
- **Trefny Innovative Instruction Center**
- **University Honors and Scholars Program**

### DI&A Strategic Plan Recommendation

## Require every unit to create a measurable, accountable action plan

Shared responsibility means participation and accountability for DI&A efforts across the entire Mines community. One key aspect to this model is the development and dissemination of campus unit implementation plans. Starting in 2019, each major unit across campus (40 entities) developed and submitted a DI&A plan uniquely tailored to their needs and interests. These plans were reviewed by the DI&A team and expert advisors.

Each spring, Mines DI&A delivers a report summarizing demographic data relevant to each unit. Departments and

campus units use these to monitor their DI&A progress. Starting in 2020, units submit a progress report and update their plan with new programs and commitments. Figure 15 shows the most common programs found in the implementation plan reports submitted in 2020. Figure 16 shows an estimate of the potential impact that each of the activities found within each unit's implementation plans has across campus. DI&A activities that may have the highest potential impacts across campus include individual units' professional development activities, implicit bias workshops and participation in self-assessment surveys.

## Common programs in unit implementation plan reports

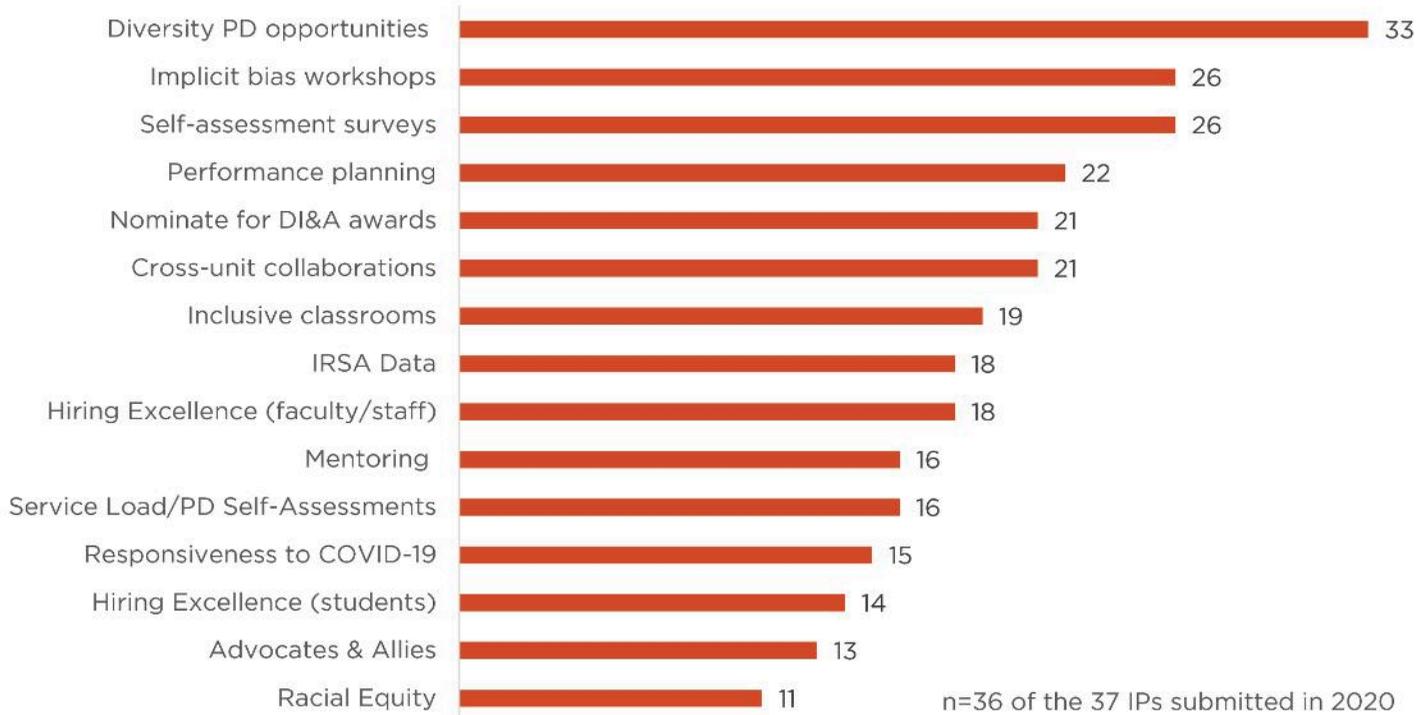


Figure 15: Most common DI&A programs or activities cited in units' 2020 implementation plan reports. For example, out of 36 reports included in this data set, 33 of them noted that the unit is dedicated to including diversity professional development (PD) opportunities. Notes: IRSA Data = data collected from Institutional Research and Strategic Analytics; Hiring Excellence for (faculty/staff) and (students) = unit is implementing best practices from the Hiring Excellence program. All academic departments included inclusive classrooms in their implementation plan reports.

## Program name, # impacted employees, # impacted students

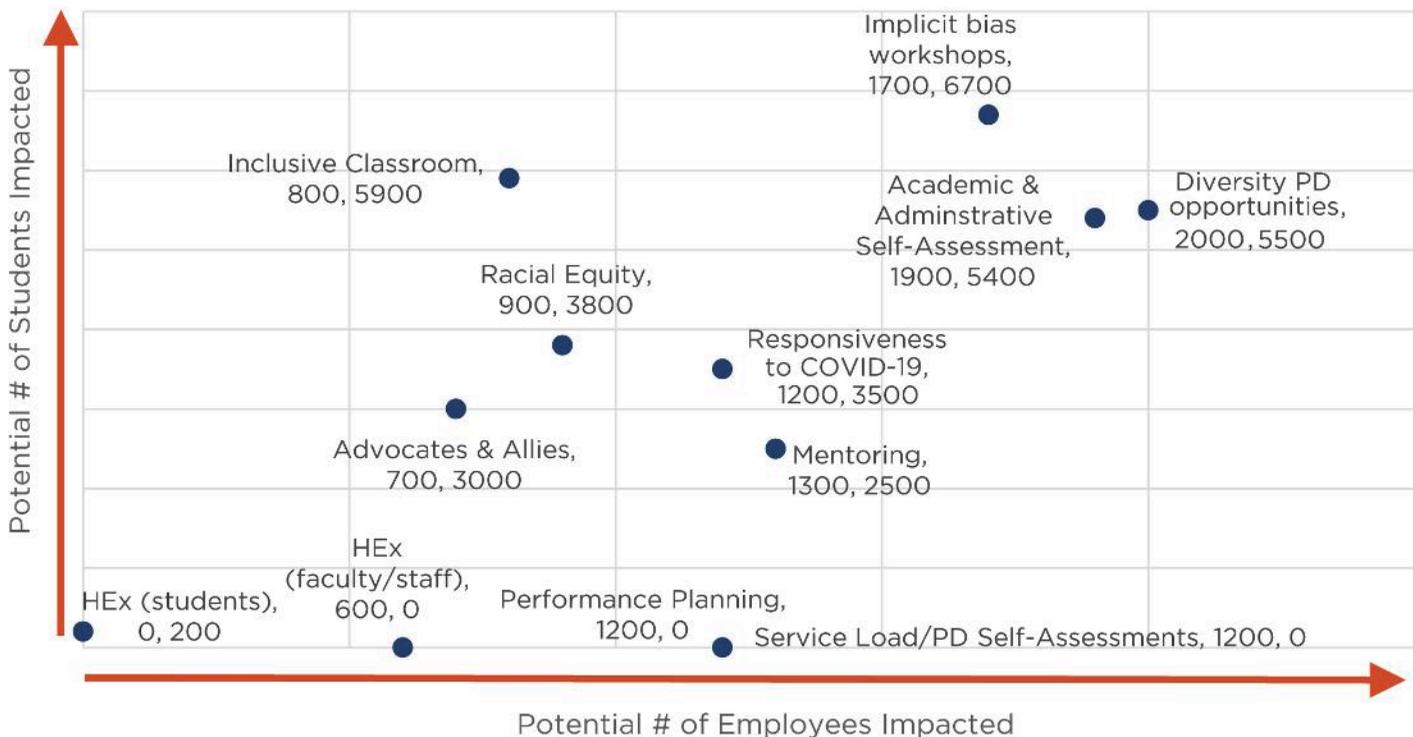


Figure 16: Estimated potential impact of DI&A-related activities that were cited in the 2020 implementation plan reports submitted by 36 major units across campus. Each point represents: DI&A activity name, estimated potential number of employees impacted, estimated potential number of students impacted.

## Cultivate advocates and allies for professional development programming

Advocates and allies are men at Mines who are committed to personal action in support of women and gender equity. The nationally recognized Advocates and Allies program was developed by experts from North Dakota State University<sup>35</sup>. In April 2019, consultants trained Mines advocates over a two-day, intensive learning and development program and spent two semesters studying, talking to their women colleagues about their experiences with gender inequity and designed a workshop for campus. Mines currently has five trained advocates, who offer their gender allies workshop to those who identify as men at Mines. This workshop equips men with the knowledge, skills and strategies to effect positive personal, unit and organizational change. This workshop emphasizes men working together to address gender inequity, bystander intervention and maintaining accountability to women.

Allies are men who complete a workshop hosted by advocates and act to promote gender equity through an emphasis on personal and organizational action. Advocates are allies with an established record in support of gender equity and dedicate significant time and effort to the Advocates and Allies program. Applications for new advocates are invited each fall.

In April 2019, more than 80 male faculty and staff completed allies learning and development activities. Mines advocates crafted their Advocates and Allies mission statement<sup>36</sup>, objectives, principles and actions.

They work in partnership with the Women's Advisory Board, who advise the work of the advocates and communicates feedback on gendered environments from their women colleagues and peers at Mines.

In fall 2020, Mines DI&A launched the DI&A Ambassadors Program, a strategy used to help meet the growing requests for diversity and inclusion workshops across campus. Mines DI&A Ambassadors<sup>37</sup> engage in deeper learning on implicit bias, microaggressions and other diversity, equity and inclusion topics as they relate to fostering a culture of inclusion and enacting positive social change on campus. Mines DI&A Ambassadors are a group of undergraduate and graduate students, academic faculty, administrative faculty and classified staff who participated

in a nine-week program and received certificates to host workshops on mitigating implicit bias and minimizing microaggressions. The student ambassadors are financially supported by ConocoPhillips. Mines community members can schedule a DI&A Ambassador-led workshop for their campus unit, academic department or student organization<sup>38</sup>.

It's important to note that participating in one workshop isn't enough to drive long-term culture change at an institution. Workshop participants need time to digest new information, discuss complex concepts and practice new skills learned. Mines DI&A hosts a regularly scheduled learning community for DI&A advocates and allies to reconvene and practice what they've learned in the workshops. Another way Orediggers can engage is by facilitating "practice scenarios" designed by Mines DI&A at the beginning of their group meetings. These activities will foster more active bystanders and allies who have practiced the skills necessary to create an inclusive campus culture.

### Shared responsibility: Ongoing and future activities

- **Expand and update** Advocates and Allies and the DI&A Ambassadors programming
- Vertically **integrate culturally inclusive best practices** throughout the student experience
- Provide continued and additional **support to all units who submit implementation plan reports**
- **Assess the impacts of DI&A in performance management** and investigate ways to expand to other units

<sup>35</sup> [nds.edu/forward/advocates\\_and\\_allies\\_project/about\\_advocates\\_allies/](https://nds.edu/forward/advocates_and_allies_project/about_advocates_allies/)

<sup>36</sup> [mines.edu/diversity/wp-content/uploads/sites/278/2019/11/AA\\_Mission\\_Objective\\_Actions-1.pdf](https://mines.edu/diversity/wp-content/uploads/sites/278/2019/11/AA_Mission_Objective_Actions-1.pdf)

<sup>37</sup> [mines.edu/diversity/mines-dia-ambassadors/](https://mines.edu/diversity/mines-dia-ambassadors/)

<sup>38</sup> [mines.edu/diversity/workshops-training/](https://mines.edu/diversity/workshops-training/)