**Proposal for the IDEALS Institute at the University of Arkansas**

**Unit Responsible for Institute**: UA Office for Diversity and Inclusion

**Person Proposing Institute**: Dr. Yvette Murphy-Erby, Vice Chancellor

for Diversity and Inclusion

**Institute Type**: Research, service, and training

**Value of the IDEALS Institute to the University and State**

Home to three Fortune 500 corporations and the state’s Flagship and Land Grant University, Northwest Arkansas is a strategic location for the IDEALS (Inclusion, Diversity, Equity, Access, Leadership, & Strategy**)** Institute to deliver high quality diversity and inclusion (D&I) education and training to multiple constituencies. The IDEALS Institute will not only serve the University of Arkansas (U of A), but also offer its training and education services to external stakeholders around the state. In fact, the Wal-Mart Foundation invited the Office for Diversity and Inclusion to submit a proposal as the, and others, see a need for such an institute and the foundation desires to support the Institute’s quick and successful implementation.

The mission of the IDEALS Institute is twofold: 1) to undertake cutting-edge research in issues of D&I and be a research-hub of expertise, leadership, and support for equity, inclusion, and other dimension of diversity; and 2) to develop and deliver a comprehensive array of D&I educational and training components (courses, workshops, online seminars, etc.) that will provide knowledge, skills, and tools for stakeholders to create and sustain change in their organizations. Such change will foster a more creative, inclusive, respectful, and productive workforce and workplace and contribute to the type of climate and culture that will yield enriched learning experiences that foster academic and workforce success for all.

There exists no comprehensive resource center that offers D&I education and training for business and industry, institutions of higher education and Pre K-12, non-profit organizations, faith-based institutions, the medical community, and other potential clients in the state of Arkansas. The IDEALS Institute will help the U of A meet its land-grant mission by providing superior, evidence-based D&I education and training to the state. The IDEALS Institute will have two primary arms—research and education—and draw from existing expertise at the university. This brain trust will include faculty members who conduct research on topics related to diversity, inclusion, and equity, staff members who are credentialed experts in human resources and D&I training, and students who research topics in D&I.

1) The IDEALS Institute’s **Research Arm** will be led by a Senior Research Fellow and supported by a Junior Research Fellow. Faculty and staff from across several U of A colleges have served on research and discovery committees to develop a framework for research. The objectives of the Senior Research Fellow are to secure external funding support related to D&I, conduct sound research and assessment, engage in knowledge creation and research and discovery, and develop, implement and sustain Junior Faculty and Staff Research Fellow Programs.

2) The IDEALS Institute’s **Education Arm** centers on the delivery of high quality, research-based D&I education tailored to the needs of constituents (corporations, public agencies, faith-based organization, hospitals and medical facilities, college students, academic departments, etc.). IDEALS Institute will deliver education programs via traditional face-to-face courses and workshops, web-based or in-person presentations, one-on-one consultation, online courses, self-guided web-based trainings, and practical hands-on guidance and even via innovative immersive digital technologies.

Some examples of D&I education courses and workshops include:

* Unconscious/Implicit Bias Training
* Strategic Leadership Development from a D & I focus
* Leading with Effective & Inclusive Communication
* The Law of Equal Employment Opportunity
* Federal and State Compliance in Human Resources
* D&I in Hiring and Retention
* Accountability and Measurement in D&I Plans
* Workforce Reentry of Veterans, Active, and Prior Service Members
* Leading for Equity, Diversity, and Inclusion in Higher Education (& the Workplace)
* Gender Equality and Sexual Diversity
* Optimizing Diversity on Teams
* Creating an Inclusive Classroom
* Teaching for Inclusion: Diversity in the College Classroom
* Managing Hot Moments in the Classroom (making difficult discussions learning opportunities)
* Bystander Intervention to Address Discrimination

The IDEALS Institute aligns closely with the following UA guiding priorities:

1) **Advancing Student Success**: Promoting more inclusive classrooms, infusing D&I content across the curriculum, and mentoring first-generation college students are key to advancing student success at the University of Arkansas. The IDEALS Institute is poised to make discernible strides in manifesting **an inclusive campus**. Belonging or feeling a sense of community is integral to student success. IDEALS Institute initiatives will drive structural and attitudinal change to foster and reinforce community among all students.

2) **Building a Collaborative and Innovative Campus**: The IDEALS Institute builds meaningful **collaborations across disciplinary boundaries** and among internal and external stakeholders. Faculty members from various disciplines and colleges are involved in the creation of the institute. Many serve as co-investigators on various grants and publish together on issues of D&I. The IDEALS Institute will foster collaborations and provides graduate students the opportunity to join teams of scholars working on D&I research. Likewise, the IDEALS Institute will work with the Teaching and Faculty Support Center to foster the infusion of D&I content and pedagogical approaches into the curriculum.

3) **Enhancing Our Research and Discovery Mission**: D&I scholars at the University of Arkansas have **international reputations**. Many have won federal and foundation grants to undertake research on or related top underrepresented populations, including foci on educational opportunities and challenges, mental health, domestic violence, and student achievement among diverse communities. The IDEALS Institute will strengthen and expand these research teams to seek additional external funding, support UA faculty research development and grant submissions, publish findings in top-tier journals, and continue to produce scholarship that informs cutting-edge D&I education modules.

4) **Enriching Campus Diversity and Inclusion**

The IDEALS Institute is on the front line of the UA’s strategic plan to create an inclusive campus environment. Its initiative to provide evidence-based D&I education and training will benefit the campus and the state. The IDEALS Institute will be the go-to resource for all matters of diversity and inclusion as they relate to recruitment and retention efforts, committing to building a diverse and inclusive culture, creating employee resource groups, providing an unconscious bias training, including diversity and inclusion in performance conversation, and promoting diversity of ideas and perspectives. Research has shown that promoting D&I in the workplace and in leadership can help increase a company’s bottom line, drive innovation, attract more talent, and foster growth; outcomes that will contribute to positive outcomes for our campus, region, state and even beyond.

5) **Investing in Faculty Excellence**: One key to student success is developing a sense of **belonging** to the college community. Belonging is a key component for retaining faculty too, especially faculty of color. While the UA is committed to retaining faculty of color. There is much work to make this goal attainable. The IDEALS Institute serves as a resource center for all ranks of faculty to come together around **common interests in promoting diversity and inclusion**. The IDEALS Institute may bring faculty, staff, and students together for brown bag meetings, symposia, and diversity events, thereby providing ample opportunities for all faculty, regardless of rank, to make connections, network, and develop a sense of **community and belonging.** In addition, a specific mentoring program, also housed within the IDEALS Institute, can help the UA recruit and retain diverse faculty and staff.

6) **Promoting Innovation in Teaching and Learning:** The IDEALS Institute will support **innovative teaching**. For instance, the Institute can assist with course redesign support via workshops and presentations to infuse D&I values in the curriculum. Likewise, the IDEALS Institute will promote pedagogical approaches to train instructors in handling difficult discussions that might arise in classrooms related to race, gender, class, religion, or sexuality. The IDEALS Institute will also collaborate with the Teaching and Faculty Support Center in this initiative to promote D&I in the classroom (for instance, by co-sponsoring D&I related programming).

7) **Reaffirming Our Land Grant and Flagship Responsibilities**: The IDEALS Institute’s mission aligns with the UA’s land grant and flagship responsibilities. By its very design, the IDEALS Institute expands outreach and engagement efforts in the state of Arkansas by delivering high quality, evidence-based D&I education and training. In fact, the IDEALS Institute will be the only entity of its kind in the state. It will effectively communicate and promote its full range of services to internal and external stakeholders and potential clientele and serve as a primary point for cross-sector collaboration in our state.

**Organizational Structure**

The **Executive Director** of the IDEALS Institute will hold a university staff position and report directly to the Vice Chancellor for Diversity and Inclusion. The Executive Director will be hired through a formal search process and vetted by a search committee that includes student, staff, faculty, and external stakeholder representation. The Executive Director will have authority over the operations of the IDEALS Institute, including but not limited to education and training content development, marketing, outreach, managing finances, staffing, budgeting, and oversight of all expenditures. Because much of the D & I work originated in and relates to the human resources profession, the Executive Director should have experience or a background related to human resources or have served as a sr. leader in the area of diversity and inclusion. The Vice Chancellor for Diversity and Inclusion will evaluate The Executive Director annually.

IDEALS will hire three Research Associates or **Trainers** to facilitate and deliver diversity and inclusion related content and programs to IDEALS Institute clientele. The trainers will assess the needs of potential clients and engage in curricula development. They will also provide individualized and customized consulting and coaching functions. They will report directly to the Executive Director. One Trainer will be a **Senior Trainer** who will coordinate the training activities and take a leadership role over the training team. Another trainer will have the bilingual ability to provide written and oral English, Spanish translation. This trainer will also provide translation services as needed to the research arm of the institute. Trainers will also participate in the evaluation/assessment of IDEALS D&I educational programs and the process to provide feedback on unit-level D & I plans.

A **HEI Program Coordinator** will report to the Executive Director and be responsible for providing office management and administrative support. This person will assist the Executive Director with clerical, event, and project-related duties. Duties include acting as a liaison between the public and university community, processing travel and purchasing, meeting due dates and deadlines, preparing correspondence and other forms, assisting with workshop coordination, registration, and other duties as assigned.

Shared services positions associated with the IDEALS Institute will provide the following functions: **Fiscal/HR, Technical/IT, Graphics,** and **Social Media/Communications**. Each of those positions will have direct reports outside of the IDEALS Institute but have dotted lines to the Executive Director for their responsibilities to the IDEALS Institute. In addition, the institute will contract with the U of A Global Campus for other supportive services on an as needed basis.

**Constituent Units and Personnel**

There will be no faculty lines assigned to the Institute. A Senior Research Fellow will oversee the research arm of the IDEALS Institute. However, he or she will remain a member of their home department. Likewise, teams of faculty and staff will participate in research and education teams, but will maintain primary affiliations with their home departments. The Institute is also independent of any academic unit on campus. Units on campus will likely be service clients of the Institute as they seek diversity and inclusion training for their faculty, staff, and/or students.

**Student Involvement**

The Institute will enlist work-study students, hourly students or student interns on an as needed basis to assist with special projects, provide administrative support, collect pre- and post-training evaluative data, and engage in other duties as needed. Graduate students may serve on research teams to study issues related to D&I and to create content for education and training modules. Some students may also assist with training delivery.

**Projected Annual Budget for the Institute**

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| **IDEALS Institute Financial Budget** | | | | | | | | | | | | | | | | | | | | | | | |  | |
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| **1** | | **Sources** | | **Comments** | | **FY 2019** | | **FY 2020** | |  | |
|  | | UA Central Funds Committed\* | | FY19 Estimate explained in Details; FY20 unknown; this line includes already committed central funds of $227,606 | | $227,606 | | $227,606 | | FY20 Round up for merit raise pool | |
|  | | UA Central Funds to Request | | The projected balance in Diversity Growth for the end of FY19 is $217,758.68 which will be used in VCID rather than the Institute over the next 3 years for about $72,586 per year. *The highlighted numbers are the adjusted central commitment.* | | $350,000 | | $150,000 | | FY20 Round up for merit raise pool | |
|  | | Salary Savings from Grants | | FY20 unknown until grants rec'd | | $64,656 | | $13,000 | |  | |
|  | | Wal-Mart | | Grant is $200k with $20k dedicated to cost indirect | | $100,000 | | $100,000 | |  | |
|  | | Other | | Includes Shobe HRSA summer research salary, funding from Strategic Hiring, and VCID Scantlebury gift | | $57,407 | | $57,955 | |  | |
|  | | VCID and IDEALS Sources | | Source of funding is anticipated to be a combination of VCID carry forward and one-time funding + any FY19 IDEALS carry forward | | $0 | | $125,283 | |  | |
|  | | Projected Revenue | |  | | $0 | | $300,000 | |  | |
|  | | **\*\* Total** | | **UA Commitments FY19=$577,606; FY20=$377,606** | | **$799,668** | | **$973,844** | |  | |
|  | |  | |  | |  | |  | |  | |
| **2** | | **Financial Uses** | | **Comments** | | **FY 2019** | | **FY 2020** | |  | |
|  | | All Other Salaries | |  | | $241,029 | | $257,729 | |  | |
|  | | Executive Director | |  | | $28,750 | | $117,300 | |  | |
|  | | Trainers | | Note: Walmart grant funding will cover $140,000 of Trainers salaries over a 2-year period | | $60,000 | | $243,000 | |  | |
|  | | HEI Program Coordinator | |  | | $0 | | $30,713 | |  | |
|  | | \*\*\* | |  | |  | |  | |  | |
|  | | Fringes | |  | | $89,368 | | $188,323 | |  | |
|  | | Office/ Materials Supplies and Other | | Note: Walmart funding will cover $60,000 of these expenses over a 2-year period. | | $135,940 | | $101,780 | |  | |
|  | | Travel | |  | | $10,000 | | $20,000 | |  | |
|  | | Course Design | |  | | $34,582 | | $15,000 | |  | |
|  | | One-time construction | | Estimate only | | $200,000 | | $0 | |  | |
|  | | **\*\* Total** | |  | | **$799,668** | | **$973,844** | |  | |
|  |  | |  | |  | |  | |  | |
| \* | **The Provost has committed to $227,606 in support for both FY19 and FY20.** | | | | | | | | | | | | | | | |  |  | | |  | |
|  | **For FY19 and FY20**: The full 227,606 committed comes from **Performance Funding** | | | | | | | | | | | | | | | |  |  | |  | |  | | |
|  | **as previously suggested.** | | | | | | | | | | | | | | | |  |  | | |  | |
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**Estimated Fiscal Resources and Potential Sources of Funding**

The Institute aims to generate revenue and be, in part, self-supporting upon full implementation or in approximately 3 years. Several CEOs have expressed interest to the Chancellor and to the Vice Chancellor for Diversity and Inclusion in the services and supports the institute will provide. A majority of the D&I content that the Institute offers either face-to-face, in physical workshops and courses, or online will be fee-based. The institute will provide some content free-of-charge to non-profits in alignment with our service mission. The Office for Diversity and Inclusion will provide budget funds as well. Shared service positions will be funded outside of the Institute. The director will leverage all possible sources of funding, including private monies, endowment opportunities, federal and state grants, and contract revenues to offset operating and staffing expenses.

**Space and Equipment Needs of the Institute**

The Vice Chancellor for Diversity and Inclusion is working with the Vice Provost for Planning to renovate physical space for the IDEALS Institute in the Garland Center on Garland Avenue adjacent to the Pat Walker Health Center. The space is in close proximity to the Office for Diversity and Inclusion and has ample parking in the Garland Parking garage for clients and visitors, this space will require renovation at approximately $200,000. Besides physical space, the IDEALS Institute will need computers and peripherals, high-resolution projector, and other office equipment at approximately $10,000.

**Administrative Control of the Institute**

The chief administrative control of the Institute resides with the Vice Chancellor for Diversity and Inclusion, who reports to the Executive Vice Chancellor and Provost, and to the Chancellor of the University of Arkansas. The Executive Director of the IDEALS Institute reports directly to the Vice Chancellor for Diversity and Inclusion. The Executive Director of the Institute has seven direct reports: a HEI Program Coordinator (office manager), three Trainers, and three shared services positions (IT/Technical, Graphics, Social Media). Faculty/Staff research teams will vary and they will report to the Executive Director. However, the Senior Research Fellow will coordinate their activities and work flow in conjunction with the Executive Director.

**Advisory Board**

An advisory board will be formed to provide educated counsel to the Executive Director of the IDEALS Institute. The advisory board will have ten seats—three university faculty members, three university staff members, two students (undergraduate and graduate levels that are members of the Student Diversity Ambassadors Group/RSO), and two non-university seats for individuals in governmental, for-profit, or non-profit lines of work. The Executive Director will chair the Advisory Board. Advisory board members will serve three-year terms. The student seats on the board will be refilled or reappointed every year. Non-student board members may be reappointed for a second, consecutive three-year term; however, they must sit off the board for three years before they may be reappointed for another three-year term. The advisory board will meet at least twice per year. In addition an advisory expert board consisting of faculty and staff experts will serve as a smaller working, expert counsel group.

All advisory board members will be selected based on their experience and expertise related to D&I initiatives and education and research abilities. The Vice Chancellor for Diversity and Inclusion and the Executive Director of the IDEALS Institute will also entertain nominations for the board. Potential candidates may conduct research in the area, teach courses related to D&I values, or have unique experiences that might benefit the operations and knowledge generation of the Institute. Current Institute fellows are not eligible to serve on the advisory committee.

**Metrics and Evaluation**

It is imperative to assess the effectiveness of the D&I education and training efforts developed and delivered by the IDEALS Institute. The assessment tools used to evaluate the effectiveness of IDEALS training components will follow the S.M.A.R.T. (specific, measurable, achievable, results-focused, and time-bound) formula. The approach will be to collect qualitative and quantitative data to measure the success of Institute programs and to make programmatic changes as needed.

IDEALS will use the following metrics and tools to evaluate the IDEALS Institute’s success:

**Metric 1: Inclusion, Engagement, Productivity**

Measurement tools:

* **Surveys/evaluations.** The Institute will use environment/climate surveys to access the general climate of the workplace or setting. Depending on the content being evaluated, the survey design will assess constructs such as the emotional connection that employees have to their organization, their level of engagement with their work, colleagues, and supervisors, and their perceptions of diversity and inclusion. The assumption is that D&I training will result in closer engagement of the employee to their work, higher personal achievement goals at work, and a heightened sense of D&I awareness and learned skills to contribute to a more inclusive workplace
* Interviews with managers and supervisors about the perceived impact of D&I training

IDEALS will use the Kirkpatrick scale to evaluate training modules. See explanation below:

The Kirkpatrick Model

Level 1 Reaction: Measure your participants’ initial reaction to gain an understanding of the training program and valuable insights into material quality, educator, and more.

Level 2 Learning: Measure how much information was effectively absorbed during

the training and map it to the program or individual learning objectives using embedded measurement and evaluation approaches.

Level 3 Behavior: Measure some months later the influence that IDEALS D&I training has on the behavior of the participants and evaluate how they apply this information on the job.

Level 4 Results: Measure and analyze the impact IDEALS D&I training has had at client level, and tie it to the individual or program.

**Metric 2: Recruitment**

Measurement tools:

* Collect statistics over time on hiring and promotion data related to a diverse workforce from organizations that have completed IDEALS D&I training.

**Metric 3: Retention**

Measurement tools:

* Track and compare retention rates of diverse employees prior to and following supervisor and employee IDEALS D&I training completion.

**Metric 4: Development and Advancement**

Measurement tools:

* Assess D&I educational and training efforts relative to the metrics above. Evaluate which initiatives promote sustainable behavior change and more inclusive workplace environments

**Metric 5: Market Impact**

Measurement tool:

* Work with managers that have completed IDEALS Institute training to analyze the cost-benefit of D&I initiatives for their companies.
* Measure how inclusive management practices that have impacted sales, market share, and underlying cost structures