The logic of this initiative rests on the idea that building CI's DEI leadership potential must begin with supporting members of our administrative ranks in ongoing effort to create with each other a shared vision and shared understandings of DEI vocabulary, history, concepts, theories, and goals necessary for helping to lead this work. Successful institutionalization of these values, embedding DEI in all that we do, requires it.

Purpose

The "Dismantling Racism: Text-Based Discussions for Campus Administrators" initiative provides funds to compensate 10-20 MPPs to serve as Dismantling Racism (DR) Facilitators of text-based discussions. Their goal will be to create dedicated, safe-as-possible-for-risk-taking (see Note 1) kinds of spaces for campus administrators to read and discuss texts that focus on promoting racial and social justice, and to find ways with each other to help operationalize these ideas at CI.

Group sizes will be held to a maximum of 12 participants, including the facilitator(s). While participation in this initiative is optional (see Note 2), each administrator’s decision to join a DR group and dedicate time to these essential conversations will be supported by their senior administrator in Cabinet. Group composition and invitations to all campus MPPs to participate will be the next step, after identifying DR Facilitators and creating a mechanism for compensating DR Facilitators (see Note 3) for this essential, emotionally and interpersonally taxing work.

- **Note 1: On “safe spaces”**
  A “safe space” is in no way intended to imply that participants must be free from discomfort. To the contrary, we hope for the creation of spaces in which discomfort can be experienced in the presence of caring colleagues. In this context, “safe spaces” must be intentionally and continuously co-created so that the work of dismantling engrained habits of thought and systems of oppression can begin. This initiative is modeled after the DR conversations that have been ongoing among Office of the President staff since Fall 2020. Please feel free to contact anyone in that office for details and/or their personal assessment of these conversations.
Note 2: On making these groups optional
We wrestled with this. On the one hand, every leader on campus – every person, really – needs to understand DEI-related concepts, issues, and histories in order to be able to participate meaningfully in these essential conversations throughout our society. This need is especially relevant to the goal of ensuring effective leadership at CI, with inclusive excellence established since 2018 as a core strategic initiative. While we will be working toward modifying position MPP descriptions to include requirement of the ongoing need to participate in professional and leadership development opportunities related to embedding the values of diversity, equity, and inclusion in all that we do in every division, our first step toward achieving that structural goal is to offer this IEAP initiative as a voluntary opportunity for campus administrators to meet with each other and to support one another in the lifelong work of becoming effective, inclusive leaders.

Note 3: On compensation
While participants will not be compensated, facilitators will be, given the level of responsibility and skills needed for leading this essential, sensitive work. DR Facilitators selected to lead a DR MPP Group on their own will be paid up to $3000 for facilitating up to 15 meetings Spr22-Spring23 (i.e., $200/meeting); DR Co-Facilitators will be paid up to $1500 (i.e., $100/meeting).

Because its importance is critical to CI’s long-term success in advancing racial and social justice and promoting the values of diversity, equity, and inclusion in every corner of campus, President Yao has approved one-time approval for compensating not only faculty who work to implement these 11 initiatives, but also staff members and administrators. As you know, additional compensation for 12-month employees is only granted for extremely significant above-and-beyond contributions by staff and administrators since, unlike faculty, they are year-round employees. President Yao is explicitly positioning our IEAP and DEI work as “extremely significant,” believing that our getting DEI right is foundational to getting a multitude of campus challenges right -- such as achieving our GI2025 retention, graduation, and elimination of equity gap goals, improving campus climate, ensuring reliable and effective communications, and achieving our enrollment goals. Advancing racial and social justice is emergency work.

That said, advancing racial and social justice at CI must be understood as every CI employee’s job. Beyond the heavy lift of launching IEAP 1, we do not anticipate ongoing compensation for advancing DEI at CI, which should become a specific responsibility identified in every employee’s position description.

Timeline
- April 2022: MPP facilitators are identified and groups are formed; texts are selected and purchased
- April 2022-June 2023: Up to 15 DR Text-Based Discussions for Admins I-IV
- April 2022, October 2022, June 2023: Pre-, Mid-, and Post- assessments to capture quantitative and/or qualitative impact data
**DR Facilitators: Responsibilities and compensation**

- Support the OTP planning effort, for example, help with:
  - Recruiting participants
  - Designing an assessment strategy/instrument for the “Dismantling Racism: Text-Based Discussions for Campus Administrators” initiative

- Plan, schedule, and facilitate up to 15 text-based discussions from Spr22-Spr23
  - Select texts for purchase
  - Determine a meeting schedule to aid with recruiting participants (e.g., once monthly for 15 months, starting in April 2022; or once every three weeks or twice monthly, with timing established to make 15 meetings possible by May 2023)
  - Select content for each meeting’s text-based discussion (e.g., book chapters and potentially relevant videos, artwork, poems, etc. to accompany chapters to be discussed)
  - Create group norms together once group is established; review norms routinely during subsequent meetings
  - Facilitate up to 15 hour-long text-based discussion meetings
  - Implement assessment strategy/instrument and support reporting-out process
  - Submit brief meeting summary notes for initiative reporting purposes (e.g., meeting dates, text(s) discussed, any key “aha” moments or incidents, number of participants present)

- Compensation
  - $200/meeting: $3000 for 15 meetings
  - $5K for purchasing texts (i.e., up three texts each for up to 100 participants)
    - $50 per participant for books to be selected by DR Facilitators (e.g., just as examples, these three books total about $40 + tax)
      - *How to Be an Antiracist*, by Ibram Kendi, $16
      - *White Fragility*, by Robin DiAngelo, $8
      - *Caste*, by Isabel Wilkerson, $15
    - Work with OTP Budget Analyst, Fope Adesina, to place text orders

**Possible Participants (as of 3/01/2022): 110**

- Admin I: 20
- Admin II: 57
- Admin III: 27
- Admin IV: 6

Once our 10-20 DR Facilitators are identified, we will work together to determine group composition and invite participants.