

**From:** [Campus Climate Proposal form](#)  
**To:** [Libby Peterek](#); [Carrie Olson](#)  
**Subject:** New submission from Campus Climate Proposals  
**Date:** Thursday, April 21, 2016 10:42:47 PM

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**Group name (if applicable):**

Office of Human Resources (OHR) and the Office of the Vice Provost & Chief Diversity Officer/ Division of Diversity, Equity & Educational Achievement (OVPCDO/DDEEA)

**What is your affiliation with UW-Madison? For group submissions, please respond for main contact.**

- Limited Appointee

**Describe the concept. If already in use here or elsewhere, please indicate this.**

The concept is a strong partnership between the Office of Human Resources (OHR) and the Office of the Vice Provost & Chief Diversity Officer/ Division of Diversity, Equity & Educational Achievement (OVPCDO/DDEEA) to deliver a consistent message around diversity and inclusion content and positive practices – and our institution’s commitment to these principles. Specifically, we would build a program that has four elements:

- 1 – Implement a reconciliation and restoration process to facilitate safe spaces where members of the campus community can have dialogues about their experiences, whether as victims of hatred and bias, active perpetrators or as passive bystanders of such experiences (see [http://www.yesmagazine.org/peace-justice/finally-the-us-steps-closer-to-racial-healing-with-a-national-truth-and-reconciliation-commission-20160413?utm\\_source=YTW&utm\\_medium=Email&utm\\_campaign=20160415](http://www.yesmagazine.org/peace-justice/finally-the-us-steps-closer-to-racial-healing-with-a-national-truth-and-reconciliation-commission-20160413?utm_source=YTW&utm_medium=Email&utm_campaign=20160415));
- 2 – Expand communities of practice to create groups for employees who share a commonality in specific roles (HR representatives, managers/supervisors) with a focus on working on the intersection of their role and cultural competence;
- 3 – Develop and deliver skill-based educational programs that are customized with topics driven by needs identified in the first two elements and/or the needs of specific units; and
- 4 – Provide support for leaders in academic and administrative units by consulting, coaching and advising them on sensitive issues related to race and inclusion.

The program would be mirrored on both the employee (OHR) and student (OVPCDO/DDEEA) sides with overlap in approach and content. In this way, we can deliver a consistent message while still meeting the unique needs of employees and students, as well as the more specific needs of groups within the employee and student categories.

**How would this affect cultural change on campus?**

It would affect cultural change on campus in five ways, by:

- Offering an opportunity for racial healing across the campus community, a process modified from the

restorative justice model which is based on intentionally bringing together people with seemingly diametrically opposed viewpoints—particularly people who have harmed with people who have been harmed—in a carefully prepared face-to-face encounter where everyone listens and speaks with respect and from the heart no matter their differences ;

- Creating space for dialogue on personal and sensitive issues related to race, ethnicity and culture;
- Providing greatly expanded opportunities to increase knowledge and experience by learning in communities of employees or students in similar roles;
- Supporting leadership through advice, coaching and consulting on sensitive race and inclusion issues; and
- Expanding skill development through learning events that could be customized for schools, divisions and departments.

**For new ideas, how would you propose piloting this idea to see if it would work? If the idea is already in use at UW-Madison, how would you propose expanding or altering this program for greater impact?**

This idea is new but also builds on existing strengths in OHR and OVPCDO/DDEEA:

- OVPCDO/DDEEA understands student and employee issues, has established communities of practice, has deep subject matter expertise, and already focuses on climate and culture
- OHR has HR process and strategy expertise; understands unique employee needs; has demonstrated commitment and expertise in engaging employees across multiple shifts and multiple languages; has established communities of practice; has deep subject matter expertise; and focuses on creating healthy, inclusive and engaging work environments.

This proposal will enable the two units to solidify programming by supporting each other in areas of common interest that, given the existing resource-lean environment, and having staff whose sole focus is on the deployment of this program in contrast to employees whose time is already committed to additional tasks and they “try to fit this in.”

An existing and successful model for this partnership is UWell, where University Health Services (with a focus on students) and OHR (employees) have companion positions that work together to impact the UW-Madison culture around wellness and well-being.

**What resources would be needed to implement your suggestion?**

We would need two 100 percent positions, one in OHR and one in OVPCDO/DDEEA. Each staff member would:

- Convene and facilitate the reconciliation and restoration process (we would hire an experienced facilitator with engagement, inclusion and diversity background) – 35%;
- Consult with academic and administrative leaders throughout the university on cultural competence and help them address their priorities and solve complex problems (organizational development consultant) – 30%;
- Serve as a master trainer, delivering professional development workshops across diverse learning areas – 25%;
- Model a commitment to respect, inclusion, and diversity – 5%; and
- Demonstrate a commitment to engagement and organizational success – 5%.

Total cost = \$150,000 (\$75,000 per position). Additional costs would be absorbed by OHR and OVPCDO/DDEEA.

**If this proposal was developed in partnership with any other organizations, please list them below.**

The Office of Human Resources (OHR) and the Office of the Vice Provost & Chief Diversity Officer/ Division of Diversity, Equity & Educational Achievement (OVPCDO/DDEEA)

**Please use this space for any additional information about your proposal that you wish to share:**

Harry Webne-Behrman submitted an earlier proposal with the reconciliation and restoration process. His ideas have been incorporated into, and expanded on, in this partnership.