



explorations

Planning for a National Center for Institutional Diversity

U N I V E R S I T Y O F M I C H I G A N

welcome::

We are pleased to offer this first in a series of newsletters to inform a broad audience of readers on the progress toward creating a national Center for Institutional Diversity (CID) at the University of Michigan. This is a challenging yet exciting initiative for the University, and we seek your advice and counsel as we continue this important work.

We envision the Center as a think-tank, incubator, venture fund, clearinghouse, and publisher—as a site where leaders from many segments of society can join in creating the models, conversations, networks, and tools needed to fully address the spectrum of issues that accompany a sustained engagement with diversity. The intent of the Center is to draw upon wide-ranging modes of academia, from artistic exploration to philosophical investigation to quantitative study, to work with the challenges and opportunities of diversity both inside and outside of the academy.

The Center hopes to fulfill its mission through on-campus collaborations and through the many connections we have established across the nation. We have spread the word about the proposed Center at higher education association national meetings, before philanthropic organizations, and on college and university campuses. Support for the center concept has been overwhelming.

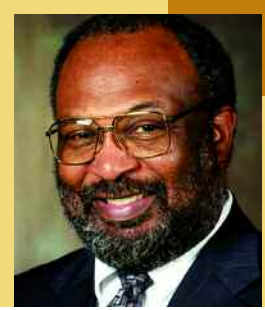
We are especially grateful to the Ford Foundation for its generous award of a planning grant and to University of Michigan President Mary Sue Coleman for her encouragement in this endeavor—one that extends far beyond the physical borders of our campus.

Progress in the planning process has benefited tremendously from the work of the faculty steering committee, which meets monthly to investigate and make key decisions about the Center's potential focus and structure. From within that committee, a smaller planning group serves in an advisory capacity, convening more frequently and concentrating on the conceptual planning of the "Futuring Diversity" conference scheduled for May 17–18, 2005, which will be the capstone of our planning process. The dedication, enthusiasm, and fresh ideas of the steering committee members have

been indispensable to the Center's development. Please see the names of committee members listed within this newsletter.

I look forward to your participation in this important initiative.

Lester P. Monts
Senior Vice-Provost
Senior Counselor to the President for the Arts, Diversity, and Undergraduate Affairs
Professor of Music
Project Principal Investigator
The University of Michigan



discover::

Diversity has been at the heart of the University of Michigan since its founding almost 190 years ago. And it resides at the core of our national struggle to define the parameters and norms of our increasingly diverse society.

The U.S. Supreme Court cases of 2003 put U-M at the center of the national discussion of diversity. We won those cases, and secured the right to continue to use temperate and moderate tools to seek diversity in our student community. But the Court's rulings were just the beginning of the hard work that lies before us.

A national Center for Institutional Diversity at the University of Michigan can be instrumental in this work.

Under the Center's auspice, many of the country's most astute minds and accomplished practitioners will examine diversity in all its complexity—race and ethnicity, gender and gender identity, economic status, physical abilities and disabilities, geographic origins, religiosity and political ideology. The Center will bring together leaders from throughout American society—educational, corporate, military, economic, cultural, and artistic—to reconcile the theoretical and the practical, to examine current best-practices and to develop those of the future.

Like people, institutions and entire nations must on occasion decide to make a leap forward. These are the occasions when we realize we can and must do better.

This is the time, these are the issues, and I believe the Center for Institutional Diversity will be instrumental in moving this vast effort forward.

Mary Sue Coleman
President
The University of Michigan



consider::

In 2003, the fundamental principle of a compelling state interest in diversity in higher education was secured with the U.S. Supreme Court's decisions in *Gratz v. Bollinger* and *Grutter v. Bollinger*, the University of Michigan admissions cases. Those who filed amicus briefs on the University's behalf—corporations, universities, retired military and political leaders, civil rights organizations—recognized that the path to leadership must be open to all and that leaders must have the ability to address whatever problems arise in the future. To do so, they must be familiar with and appreciative of cultures, people, and ideas different from their own. Cultural agility—valuing and placing confidence in difference—is key. Honest, sustained, and frequent interaction with others is critical to developing this ability.

Justice Sandra Day O'Connor suggested in her opinion that we should not need affirmative action twenty-five years from now. But the Court offered little guidance on how to create the educational world we argued for in the lawsuits. The Center for Institutional Diversity will enable us to make important strides toward realizing the promise that we secured in the Court and doing so in a way that will be helpful to others. Research, study of best practices, public discussions, development of knowledge, and a wide-sharing of ideas will make the Center a leading force in developing and sustaining the diverse world and excellent educational environment that we envision for the future.

Paul N. Courant
Provost
The University of Michigan



The Center for Institutional Diversity aims to prepare people for active engagement in a diverse society and works toward building productive inclusive communities at the University of Michigan and beyond.

working mission statement

Inspired by the overarching vision of higher education's critical role in promoting knowledge, justice, and opportunity in a diverse democracy and global economy, the Center engages in several core practices:

- 1 Investigating the value of diversity through multiple perspectives;
- 2 Identifying, evaluating, and supporting best educational, institutional, and community practices for pursuing and benefiting from diversity;

3 Cultivating and moderating public and academic discourses on diversity, providing tools to help sustain connections across differences; and

4 Anticipating, preparing, and planning for an increasingly diverse and interconnected world

These practices are enacted by convening scholars, practitioners, and leaders to study, evaluate, and design programs and initiatives that are models of successful, robust diversity. The CID's research and activities occur in a variety of contexts: K–12 education, industry, law, government, medicine, technology, public policy, arts, culture, and higher education.



MEMBERS OF THE CENTER FOR INSTITUTIONAL DIVERSITY STEERING COMMITTEE

Paula Allen-Meares, Dean of the School of Social Work, Professor of Social Work and Education

John Burkhardt, Professor of Education, Director of National Forum on Higher Education for the Public Good

Barry Checkoway*, Professor of Social Work and Urban Planning, founding director of Edward Ginsberg Center for Community Service and Learning

Mark Chesler, Professor Emeritus of Sociology

Mary Corcoran, Professor of Public Policy and Social Work

Sheldon Danziger, Professor of Public Policy, Co-director of National Poverty Center

Eric Dey, Executive Associate Dean of the School of Education, Professor of Education

David Featherman, Director of the Institute for Social Research, Professor of Psychology and Sociology

Alec Gallimore, Professor of Aerospace Engineering and Applied Statistics

David Gordon*, Associate Dean for Diversity and Career Development at the Medical School, Professor of Pathology

Patricia Gurin*, Professor Emerita of Psychology

Lorraine Gutiérrez, Professor of Social Work and Psychology, Director of Edward Ginsberg Center for Community Service and Learning

Ada Sue Hinshaw, Dean of the School of Nursing, Professor of Nursing

James Jackson*, Professor of Psychology, Director of Program for Research on Black Americans

Charlotte Johnson, Assistant Dean of Students in the Law School

Valerie Johnson*, Special Counsel to the Senior Vice Provost, Office of the Provost

Michael Kennedy*, Vice Provost for International Affairs, Director of International Institute, Professor of Sociology

John King, Dean of the School of Information, Professor of Information and Computer Science

Marvin Krislov*, Vice President and General Counsel, Office of the General Counsel

Maureen Martin*, Director of Foundation Relations, Office of Development/Corporate and Foundation Relations

Lester Monts*, Senior Vice Provost for Academic Affairs, Senior Counselor to the President for the Arts, Diversity and Undergraduate Affairs, Professor of Music

Patrick Naswell*, Assistant to the Counsels, Office of the President

Scott Page, Professor of Political Science, Economics, and Complex Systems

Marvin Parnes*, Associate Vice President for Research, Office of the Vice President for Research

William Schultz, Professor of Mechanical Engineering and Applied Mechanics

Tobin Siebers, Professor of English, Director of Comparative Literature Program

Abigail Stewart*, Professor of Psychology and Women's Studies

Amy Stillman*, Associate Professor of American Culture and Musicology, Director of Asian/Pacific American Studies in the Program in American Culture

Dorceta Taylor, Associate Professor of Environmental Sociology, Program Director of Minority Environmental Leadership Development Initiative

Gretchen Weir*, Assistant Vice Provost for Academic Affairs, Office of the Provost

Lynn Wooten*, Assistant Professor of Corporate Strategy and International Business

Yu Xie, Professor of Sociology and Statistics

* also on the CID Planning Group (a smaller advisory group)



May 17-18
2005

Futuring Diversity: Creating a National Agenda

The University of Michigan announces a national working conference to set priorities for its proposed Center for Institutional Diversity (CID).

Following through on its longstanding commitment to diversity, the University of Michigan will convene national experts to envision the future of our diverse society and to identify next steps in the movement toward an inclusive, productive democracy.

This will be an unprecedented gathering of distinguished participants from wide-ranging segments of society:

- Corporate heads
- Public policymakers
- Social activists
- Military leaders
- Legal experts
- Arts and culture scholars
- Foundation leaders
- K-12 educators and administrators
- University faculty, administrators, and practitioners

Sponsored by the Ford Foundation

Keynote Address:

The Nancy Cantor Distinguished Lecture on Intellectual Diversity

Richard Atkinson,
President Emeritus of the University of California

For ongoing updates, contact Valerie Johnson at futuringdiversity@umich.edu. The full conference brochure will be available soon.

CRLT THEATRE PROGRAM ENACTS DIVERSITY

You thought that you were prepared to teach today's lesson on correlation coefficients. But when you presented the graph on infant mortality, your plans went awry. Within seconds, an interesting classroom conversation escalated into a heated argument about low-income mothers—culminating in harsh words that left one student in tears. Now,



@michigan

several hours later, you can't begin to imagine how you can salvage this statistics class.

Magically, the lights in your classroom go up again. You return to the very same moment of conflict, but this time your colleagues join you. To your surprise, you can look into the minds of your students to discern their thoughts, and you begin to understand the ways that gender, social class, and race are playing out in the most everyday classroom exchanges. With new insight, you collaborate with your colleagues to develop productive responses to the students in the very moment of the heated argument — and it becomes an opportunity for learning.

Through interactive theater, the University of Michigan's Center for Research on Learning and Teaching (CRLT) regularly proves that this sort of "second chance" can be a reality. Since its inception four years ago, the CRLT Theatre Program has conducted more than 100 performances, reaching over 5000 instructors. Its sketches center on topics such as classroom experiences of students of color; gender dynamics in faculty meetings; and responses to students with physical and learning disabilities. Directed by Jeffrey Steiger, the Theatre Program is the first and only full theatre program in the United States devoted to performing for faculty and graduate students to improve instruction.

This is how a typical performance works: after the facilitator summarizes relevant research, actors perform a sketch that dramatizes issues of diversity in the classroom or academic setting. Audience members then engage in a facilitated conversation with the characters to explore the dynamics in the classroom scene, eventually generating strategies for improving the learning environment. In many cases, a second scene incorporates audience suggestions.

"The CRLT Theatre Program is a particularly innovative and powerful way to improve teaching," says Connie Cook, Director of CRLT. "We are lucky to have a talented director and group of actors who can customize performances on demand and respond to the real needs of the campus."

For further information, contact Jeffrey Steiger at pixi@umich.edu.

STEERING COMMITTEE CONVENES FOR RETREAT

When scholars from a variety of fields gather to discuss diversity, you can be assured of a lively dialogue. But when a forward-thinking group of campus leaders meets to envision the potential work of a national diversity center, the conversation becomes exceptionally energetic. Such was the case at the fall retreat of the CID Steering Committee, which centered on exploring outcomes for the proposed Center for Institutional Diversity.

The retreat began with discussion of the Center's working mission statement, as well as areas of difference and balance that emerged during the drafting processes over the summer.

Carol Schneider, President of the Association of American Colleges and Universities and the leader of its Greater Expectations and American Commitments initiatives, delivered the keynote address.

As the first of the Center's national consultants to visit the CID Steering Committee, she emphasized that the University of Michigan is uniquely positioned to convene people from the broader community around questions of where our diverse society is going.

Dr. Schneider recommended three projects for the Center: bringing together university administrators from across the nation to develop a statement of leadership in diversity; uniting researchers to identify key questions and to develop consistent protocols for cross-institutional diversity studies; and preparing the next generation of institutional leaders devoted to diversity.



"Although primarily African American, the multi-ethnic makeup of the Detroit Public Schools enjoys the presence of, but is not limited to Hispanic, Arab, Chaldean, Bangladeshi, Asian and Hmong citizens. The University of Michigan's plan to focus on preparing people for active engagement in a diverse society and working toward building productive inclusive communities is enthusiastically supported by the Detroit Public Schools. Attention to diverse cultures, languages, and traditions, as well as human relations and human resource responses, is critical."

Kenneth Stephen Burnley, Ph.D.

Chief Executive Officer
Detroit Public Schools



"While the 2003 Supreme Court decision affirming the constitutionality of affirmative action was momentous, it is clear that much more remains to be done to ensure that today's college students graduate with the skills and commitments they need to thrive in a diverse democracy that continues to struggle with profound inequities. I can think of no better place than the University of Michigan for a new Center for Institutional Diversity. The University of Michigan has been a leading institution not only in defending affirmative action, but in developing innovative programs designed to help students learn about diversity and practice the arts of democracy in a diverse college setting. The work of the Center will prove invaluable to institutions across the country as they continue to improve their own diversity initiatives—and, through them, the education of all today's college students."

Carol Schneider

President of the Association of American Colleges & Universities