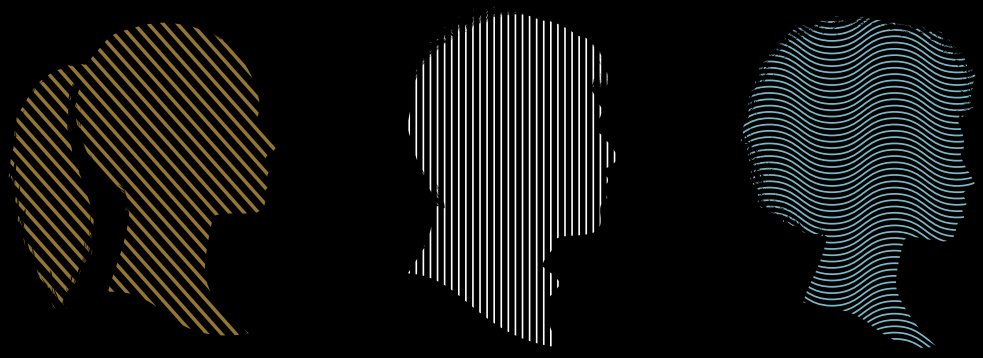


OFFICE *of* DIVERSITY *and* INCLUSION

Embrace the strength in our differences

WAKE FOREST
UNIVERSITY

In 2007 President Nathan O. Hatch appointed a Strategic Planning Committee to articulate our vision of what Wake Forest — already strong and vibrant — could become in our next phase. All of us had great reason to be excited about this important step. We thought then — and we know now — that the plan contained all the right elements.

Developed in 2009, the Strategic Plan to Foster Diversity and Inclusion is a material representation that Wake Forest respects and values diversity and is committed to creating a culture of inclusion where everyone in our campus community can thrive — a culture that unlocks our enormous reservoirs of innovation and talent, and eradicates barriers to engagement and collaboration.

Now the challenge is for us is to think hard together about our strategic priorities — the highest levels of academic quality, the best faculty of teacher-scholars, the right students and the right mix, and a campus community that promotes vibrant intellectual exchange — and what could happen at the intersections of these values if we work collaboratively towards building a more diverse and inclusive campus community.

Accomplishing this extensive mission promises to be a challenging endeavor; but we consider this an opportune moment in history to further elevate Wake Forest's position as a premier collegiate university, not only in America, but in the world.

DIVERSITY

is the mix

AND

INCLUSION

is making the mix work.

We view diversity as the composition of individuals in a group. Inclusion is the requisite programs and organizational strategies that welcome and embrace the strengths each person brings to the mix.

WHY WE VALUE DIVERSITY AND INCLUSION AT WAKE FOREST

Wake Forest believes in providing a diverse learning community to develop the whole person – intellectually, morally, spiritually and physically. Our motto, Pro Humanitate, and our mission for academic excellence guide the university's intellectual and co-curricular pursuits. The heightened awareness and acceptance of difference underscores our commitment to shape informed leaders ready to serve humanity.

Inclusion fosters engagement. When inclusion is practiced, faculty, staff and students demonstrate engagement by promoting the university, supporting the mission and committing to do their best. We maintain an inclusive campus by celebrating various cultures, religions, ethnicities, sexual and gender identities; infusing inclusive excellence into our faculty initiatives; offering curricula that are reflective of a global society; and developing cultural competence education programs that equip our constituents with skills and knowledge to build global citizenship.

It is imperative to provide students an example of the world they will be called upon to lead. Our students must learn respecting others, embracing diversity, and valuing difference are keys to influencing individuals, groups, organizations, and systems that are unlike their own. The commitment to diversity and inclusion also ensures Wake Forest remains relevant in a rapidly changing global society.

HOW WE ACHIEVE DIVERSITY AND INCLUSION AT WAKE FOREST

LEADERSHIP

We have a leadership infrastructure comprised of faculty, administrators, staff and students that informs institutional policies and organizational structures around diversity and inclusion. We work collaboratively to create a campus culture that transforms the driving assumptions underlying our policies, the allocation of resources, and the synthesis of institutional practices to assure our increasingly diverse population receives equitable treatment.

Diversity and Inclusion Executive Advisory Council

The Diversity & Inclusion Executive Advisory Council (DIEAC) is comprised of tenured faculty and administrators who foster dialogue over the diversity and inclusion strategic planning process for the Reynolda Campus. DIEAC also establishes the shared framework of performance indicators to measure progress throughout the strategic planning cycle.

Diversity and Inclusion Partners Council

The Diversity & Inclusion Partners Council (DIPC) is an action-oriented team of inclusion champions that serves primarily as a resource to the Office of Diversity & Inclusion. DIPC is comprised of staff and administration advocates who help establish actionable goals and implement inclusion initiatives within their respective units.

DIVERSITY AND INCLUSION TEAM

Barbee Myers Oakes, Ph.D.
(BS '80, MA '81)
Assistant Provost for Diversity and Inclusion

J. Matthew Williams
(BA '09)
Program Coordinator
Office of Diversity and Inclusion

Shayla Herndon-Edmunds
Manager of Diversity Education
Office of Diversity and Inclusion & Human Resources

Alta Mauro, M.Ed.
Director
Office of Multicultural Affairs

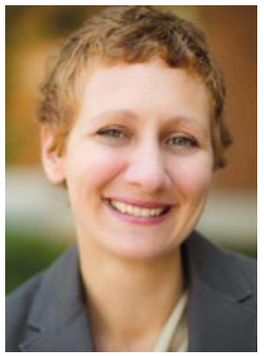
Angela Mazaris, Ph.D.
Director
Lesbian, Gay, Bisexual, Transgender, Queer and Questioning (LGBTQ) Center

Barbee Oakes

J. Matthew Williams

Shayla Herndon-Edmunds

Alta Mauro



Angela Mazaris

THE OFFICE OF DIVERSITY AND INCLUSION

The mission of the Office of Diversity and Inclusion is to develop and articulate the institutional approach to fostering a diverse and inclusive campus community. Through programs that embrace difference as a means to cultural enrichment and engagement, we uphold the Wake Forest tradition of challenging the way University constituents think; educating our students; communicating with peers and colleagues; approaching recruitment and retention; and working together.

GOALS

- Align faculty, staff and student leaders to establish institutional commitment to diversity as a catalyst for educational excellence in the campus, local, and broader communities
- Enhance faculty diversity representation by devising recruitment & retention strategies that cultivate cultural competence & inclusion
- Proffer cultural competence education programs & hiring policies that build a diverse and engaged staff constituency
- Equip students to work and lead in a global society by increasing student diversity representation, facilitating cultural immersion and instituting curricular expansion
- Develop a framework of performance indicators to establish priorities, monitor impact, evaluate resource allocation, and acknowledge key accomplishments

SIGNATURE PROGRAMS & INITIATIVES

GateKeepers Workshop Initiative is a cultural competence education program that helps to shape a campus community that understands how to leverage diversity and build trust around our differences while equipping participants with tools to have meaningful intercultural dialogue.

Visiting Scholars for Inclusion Excellence (ViSIE) welcomes prominent diverse faculty scholars, renowned for teaching or research in academic disciplines related to inclusion, globalism issues and cultural competence, to campus for lectures and engagement with the University community.

Wake~UP~Winston Association unites Wake Forest faculty and staff of diverse cultures and ethnicities to build community as well as enhance recruitment and retention of talent. Wake~UP~Winston strives to provide a social and professional network that link the Wake Forest community to colleagues in the greater Triad area.

Diversity Pipeline Initiative was launched to establish partnerships with Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Minority Serving Institutions (MSIs), Tribal Colleges and national organizations to increase faculty and student diversity representation.

IMPACT OF RECENT STRATEGIES TO INCREASE DIVERSITY AND INCLUSION

- Racial minority student applications are up an average of 40 percent in the past three years
- Students of color now comprise 20 percent of total undergraduate population
- The LGBTQ Center was created to address the needs of LGBTQ faculty, staff and students and to foster cultural competence among non-LGBTQ individuals
- Religious diversity representation expanded with addition of Associate Chaplains for Jewish and Muslim life
- First generation college students comprise 10 percent of the first-year class
- Undergraduate International student recruitment and admission has increased significantly
- Graduate and professional schools now average more than 20 percent student racial diversity
- Support services expanded to accommodate significantly larger student population with disabilities
- Enhanced hiring practices have led to strides in recruitment and retention of faculty and staff from diverse populations

THE OFFICE OF MULTICULTURAL AFFAIRS

The Office of Multicultural Affairs (OMA) works to recruit and retain students of color, and engage all members of the University community in meaningful cross-cultural exchange. Coupling creative programming with a dedicated staff, OMA also seeks to enhance students' personal, intellectual, and social development.

GOALS

- Assist the Office of Admissions in recruiting undergraduate students of color
- Plan and execute social programs to promote the understanding of cultural diversity, inclusion, social justice and cultural competence
- Develop and implement cultural competence training programs to bolster intercultural understanding of students, faculty, and staff, and to prepare students for global leadership
- Assess academic and financial needs of students of color and serve as a liaison between students and various academic and campus resources
- Implement student leadership development initiatives

SIGNATURE PROGRAMS & INITIATIVES

Hosting Prospective Students of Color (in collaboration with the Office of Admissions) so that they can shadow a current upperclass student and get a real feel for the Wake Forest Community.

The Protégés Mentoring Program (PMP) provides peer mentors for students of color to assist with their academic and social transition into the Wake Forest University community.

The World Cultural Festival brings together cultures from all over the world, so that the entire Wake Forest community can engage with these cultures through music and dance performances, food, information, games, and prizes.

The M4 Initiative: Making Manhood Mean More consists of a group of African-American men who meet weekly for a 9-week short course to talk about multifaceted issues related to black male identity.

WE3: Women Encouraging Exploration and Empowerment is a student leadership development experience designed to affirm women of color's sense of self and propel them toward becoming successful, well-informed and well-adjusted members of society.

Journeys to Success Speaker Series invites renowned speakers from various fields to campus to interact with the Wake Forest community.

"Our message to students is simple: take full advantage of the rich cultural diversity present here, and learn all that you can about yourself as an individual, in the context of others, and your role in a world that is growing smaller by the minute. In short, 'Think critically. Engage broadly. Prepare for the future.'"

– Alta Mauro, Office of Multicultural Affairs Director

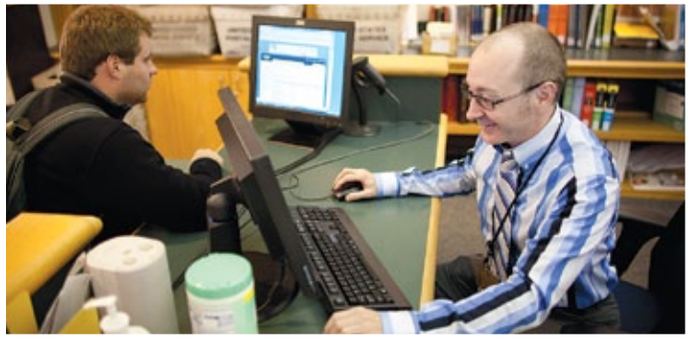
THE LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER AND QUESTIONING (LGBTQ) CENTER

The LGBTQ Center, founded in August of 2011, provides education, advocacy, and support to the campus around issues of sexual orientation and gender identity.

Members of the Wake Forest community come from many different races, class backgrounds, religions, and life experiences and the Center seeks to honor these intersections of identity through our programming and resources.

The Center also provides one-on-one counseling and referrals to students, faculty, and staff.

Through partnership with offices such as Admissions, Residence Life and Housing, Financial Aid, and Human Resources, the Center is able to ensure that prospective LGBTQ students, faculty, and staff are welcomed and included in the Wake Forest community.



GOALS

- Deploy a comprehensive campus climate assessment that evaluates the climate for LGBTQ students, faculty, and staff, and provides indicators for tracking and improvement
- Establish annual programming themes that, in partnership with other campus organizations, create opportunities for dialogue and understanding
- Launch a student speakers bureau that provides peer-to-peer ally trainings
- Match interested students with faculty and staff, as well as with other students for mentorship and guidance
- Provide support to academic departments for the teaching and research of LGBTQ issues across disciplines
- Institute a Wake Pride alumni group that allows LGBTQ alumni to connect with campus, the Center, and current students
- Form support groups for particular campus constituency groups (e.g. graduate students, athletes, staff, students of color)
- Create a print and online resource library that provides information, resources, and referrals, available in the Center and on our website

SIGNATURE PROGRAMS & INITIATIVES

The Safe Zone Program is an in-depth, interactive presentation designed to educate Wake Forest faculty, staff, and students about the LGBTQ community. Participants learn what it means to be an ally — a person who supports and stands up for the rights of LGBTQ people — as well as how to create a Safe Zone. Allies who have completed the training program receive a Safe Zone sticker, identifiable to the entire campus, which may be displayed on their door to designate it as a safe place for all members of the community.

"Wake Forest students will go out and do great things in the world — as doctors, lawyers, teachers, presidents of multinational corporations and NGOs. By giving our students the tools to be culturally competent citizens of the world, we help them to fulfill our mission of Pro Humanitate. After all, how can we serve humanity if we don't understand it, in all of its diversity?"
– Angela Mazaris, Ph.D., LGBTQ Center Director

CULTURAL COMPETENCE EDUCATION

Inclusion involves an awareness of how culture influences behaviors. Building a culture of inclusion means not only fostering, but also leveraging diverse perspectives effectively. We build trust around our differences through a myriad of programs including the GateKeepers Workshop Initiative, LGBTQ Safe Zone Training, Academic Leaders' Professional Development Workshops, Intercultural Development Inventory (IDI) Workshops and the Institute for Dismantling Racism (IDR).

Wake Forest has a diversity requirement to better equip undergraduates with the knowledge and critical thinking skills necessary to compete in a global society. A shrinking global market and increasing intercultural interdependence demand that college graduates are able to understand and perform in various multicultural contexts.

GATEKEEPERS WORKSHOP INITIATIVE

In 2009, Shayla Herndon-Edmunds created the GateKeepers Workshop Initiative in recognition that diversity and inclusion transcend race, religion, age, gender, ability, sexual orientation, and myriad invisible traits that impact engagement. A "gatekeeper" is any member of the Wake Forest community who represents the University through his or her interaction with students, faculty, staff, and other constituents.

Shayla Herndon-Edmunds

GateKeepers 1 (GK1), Enhancing Our Community Through Inclusion, introduces participants to the meaning and value of diversity, multiculturalism, and inclusion; enhances participants' knowledge and understanding of cultural differences, similarities, and perceptions; and provides tools to help participants effectively engage in building an inclusive campus.

GateKeepers 2 (GK2), Cross Cultural Conflict, is based on the premise that conflict style differences are central in escalating conflict and discusses the impact different approaches to addressing intercultural conflict can have in the workplace.

GateKeepers 3 (GK3), Dialogue and Contact Theory, teaches a dialogue process and has participants practice having conversations about diversity issues utilizing the dialogue tools. Participants also learn how implicit bias, stereotype threat, and contact theory can affect the use of dialogue.

Fostering Faculty Inclusive Excellence (FFIE), is a condensed version of GK1 and GK2, specifically designed to introduce senior administrators, faculty, and academic administrators to concepts included in the first two workshops.

Nearly 1,000 staff and faculty have attended the GateKeepers 1 Workshop, Enhancing Our Community Through Inclusion. The President, Provost, Vice Presidents, Deans, and most Academic Leaders have participated in the FFIE Workshop.

EQUITY

WE BELIEVE IN EQUITY, NOT JUST EQUALITY.

We understand that in order to develop a fully engaged constituency, individuals must receive equitable treatment instead of equal treatment. Establishing equality means treating everyone the same. Equity necessitates transforming our campus community to meet the needs, interests and cultural norms of our students, faculty and staff. Wake Forest strives to provide the resources and an environment to support and manage success across all groups, regardless of race/ethnicity, gender, age, sexual orientation, disability and religion.

CAMPUS PARTNERSHIPS

Affirming diversity and inclusion requires commitment from all institutional units. We have formed strategic partnerships across campus to help further the vision for diversity and inclusion and ensure we are helping to shape institutional policies and organizational programs that allow us to holistically serve the campus community.

HUMAN RESOURCES

The Human Resources team focuses on strategic initiatives that allow Wake Forest University to maximize the potential of current and future talent, and to increase campus engagement. Human Resources is passionate about delivering exceptional service, balancing automation with personal interaction, delivering crisp, clear, and frequent communication, and developing, rewarding, and recognizing Wake Forest employees.

OFFICE OF THE CHAPLAIN

As part of fulfilling its mission and achieving its goals, Wake Forest University seeks to encourage students, faculty, administrators, and staff to "explore the spiritual dimensions to human existence in ways that prompt examination of self and perceptions of the world."

The religious and spiritual components of the University's programming are intended to encourage the pursuit of meaning through spiritual reflection and free inquiry, enabling a wide circle of inclusion and identifications, advancing mutual understanding and respect among differing traditions, while at the same time fostering Wake Forest's Baptist history and traditions in real and tangible ways.

LEARNING ASSISTANCE CENTER

In concert with the mission of the Division of Student Life, Disability Services within the Learning Assistance Center (LAC) exists to enable students with disabilities to experience equal access to the academic, social, and recreational activities and programs at Wake Forest University. To achieve the goal of "equal access," the LAC staff works with students, faculty and staff to implement services and accommodations that are in accordance with both state and federal laws and our own commitment to this goal.

The Learning Assistance Center also provides academic skills training and peer tutoring. Students can learn to read critically, take notes effectively, manage their time, improve their motivation, and prepare for tests.

OUR FUTURE

Change is the new normal, not the exception. We must be innovative and courageous. As our country continues to experience a shift in demographics, it is imperative that Wake Forest embrace the challenge of long-term transformation.

Sustaining institutional transformation can only be achieved when each of us fully understands the power and pervasiveness of institutional culture. This is a complex task that demands shifting the driving assumptions underlying our policies and organizational structures. If aspects of our culture counter the aspirational goals and the espoused values of the WFU mission then messages are mixed. This will interfere with our ability to move forward.

To this end, we will become more deliberate in our mission to increase diversity in all its forms while constructing an inclusive campus community of learners where cultural competency and fluency in intercultural communication are integral components of all intellectual and co-curricular pursuits.

Institutional transformation also encompasses substantially building and modifying our institutional capacity to assure our increasingly diverse population receives equitable treatment. Such university-wide culture enhancement initiatives enable us to embrace the unique experiences, perspectives, backgrounds, and values of our entire constituency.

Paying attention to the high value of diversity and inclusion in all forms is an urgent priority and critical for us to maintain our relevance and viability as the premiere collegiate university in the nation.

"We have to position ourselves to adapt to whatever fundamental change is needed. The Office of Diversity and Inclusion leadership team will continue to engage the entire campus community in proactive, farsighted conversations to ensure inclusive excellence remains central to the Wake Forest mission."

– Barbee Myers Oakes, Ph.D., Assistant Provost for Diversity and Inclusion

CONTACT US for more information

Barbee Myers Oakes, Ph.D.
Assistant Provost for Diversity and Inclusion
Office of Diversity and Inclusion
Phone: 336.758.3824
Email: oakes@wfu.edu

J. Matthew Williams
Program Coordinator
Office of Diversity and Inclusion
Phone: 336.758.3824
Email: williamj@wfu.edu

Shayla Herndon-Edmunds
Manager of Diversity Education
Human Resources/
Office of Diversity and Inclusion
Phone: 336.758.4917
Email: herndosm@wfu.edu

Alta Mauro
Director
Office of Multicultural Affairs
Phone: 336.758.5864
Email: mauroat@wfu.edu

Angela Mazaris, Ph.D.
Director
LGBTQ Center
Phone: 336.758.4665
Email: mazarise@wfu.edu

Tim Auman
University Chaplain
Office of the Chaplain
Phone: 336.758.5210
Email: chaplain@wfu.edu

Van D. Westervelt, Ph.D.
Director
Learning Assistance Center
Phone: 336.758.5929
Email: whitedg@wfu.edu

Office of Diversity and Inclusion
P.O. Box 7301/302 Reynolda Hall
Winston-Salem, NC 27109
Phone: 336.758.3824
diversity.provost.wfu.edu

Human Resources
104 Carroll Weathers Drive
University Services Building
Winston-Salem, NC 27109
Phone: 336.758.4700
Email: AskHR@wfu.edu
hr.wfu.edu/

Office of Multicultural Affairs
P.O. Box 7352/346 Benson University Center
Winston-Salem, NC 27109
Phone: 336.758.5864
Email: oma@wfu.edu
www.wfu.edu/multicultural

LGBTQ Center
218 Benson University Center
Winston-Salem, NC 27109
Phone: 336.758.4665
Email: lgbtq@wfu.edu
lgbtq.wfu.edu/about-us/

Office of the Chaplain
22D Reynolda Hall
Winston-Salem, NC 27109
Phone: 336.758.5017
Email: chaplain@wfu.edu
www.wfu.edu/chaplain/

Learning Assistance Center
PO Box 7283/117 Reynolda Hall
Winston-Salem, NC 27109
Phone: 336.758.5929
Email: whitedg@wfu.edu
lac.wfu.edu/

WAKE FOREST
UNIVERSITY

diversity.provost.wfu.edu