



*Leading for Change 2014:  
Diversity Practices in Higher Education*

**Conference Program**

**June 11, 2014**

**Rondileau Campus Center  
Grand Ballroom**



**Conference and Consortium Planning Committee**

The Leading for Change 2014 conference and consortium planning committee is grateful to all of you for joining us today.

Dr. Sabrina Gentlewarrior, Director of the Office of Institutional Diversity, Bridgewater State University

Fred Clark, Esq., Executive Vice President and Vice President for External Affairs, Bridgewater State University

Tafa Awolaju, Vice President of Human Resources and Affirmative Action, Bristol Community College

Dr. Edmund Bertschinger, Institute Community and Equity Officer, Massachusetts Institute of Technology

Débora Ferreira, Esq., Executive Director for Equal Opportunity and Diversity, University of Massachusetts at Amherst

Dr. Jennifer Ivers, Assistant Dean for Faculty Development in the Faculty of Arts and Sciences, Harvard University

Dr. Sylvia Spears, Vice President for Diversity and Inclusion, Emerson College

The Leading for Change 2014: Diversity Practices in Higher Education conference was paid for in its entirety by Bridgewater State University's divisions of the President and External Affairs.

**To learn more and provide feedback please go to the  
Leading for Change Website**

**<http://www.bridgew.edu/the-university/diversity-consortium>**

## Conference Agenda

<i>Time</i>	<i>Activity</i>
7:30-8:30 AM	Networking Breakfast– Continental breakfast and beverages are located in the Ballroom lobby.
8:30-9:00 AM	Welcoming Remarks Dr. Sabrina Gentlewarrior, Bridgewater State University Director of Institutional Diversity
9:00-10:45 AM	<p><b><i>Plenary 1: Leading for Change Together</i></b></p> <ul style="list-style-type: none"> <li>• Overview of Leading for Change consortium and diversity benchmarks– Leading for Change Planning Committee</li> <li>• Leadership Panel: Bridgewater State University President Dana Mohler-Faria; Bristol Community College President John J. Sbrega; Vice President Sylvia Spears representing Emerson College President Lee Pelton; Vice Chancellor Enku Gelaye representing University of Massachusetts Amherst Chancellor Kumble R. Subbaswamy</li> <li>• Discussion at tables regarding consortium and diversity benchmarks proposals</li> </ul>
10:45-11:00 AM	Break
11:00 AM -12:30 PM	<p><b><i>Break out Session 1: Diversity Self-Awareness, Knowledge and Skill</i></b></p> <ul style="list-style-type: none"> <li>• The workshop choices requested by each conference attendee are listed on the right corner of your conference folder.</li> <li>• Workshop locations for Session I workshops can be found on pages 4 &amp; 5 in the program booklet. Directions to rooms can be found in your conference folder.</li> </ul>
12:30-1:30 PM	<p>Networking Lunch– A buffet lunch will be served in the Ballroom with 2-sided buffets located on both sides of the room. Beverages and desserts are located in the Ballroom lobby.</p> <p><i>NOTE: Thank you in advance for reserving the vegetarian, vegan, gluten-free and lactose-free dishes for our guests who have dietary restrictions.</i></p> <p><i>SPECIAL NOTE: Please allow our afternoon workshop presenters to come to the front of the lunch buffet line so they may have time to set up for their 1:30 PM workshop.</i></p>
1:30-3:00 PM	<p><b><i>Break out Session 2: Supporting Success Through Diversity Practices</i></b></p> <ul style="list-style-type: none"> <li>• The workshop choices requested by each conference attendee are listed on the right corner of your conference folder.</li> <li>• Workshop locations for Session II workshops can be found on pages 6, 7 &amp; 8 in the program booklet. Directions to rooms can be found in your conference folder.</li> </ul>
3:00-3:15 PM	Break
3:15-4:45 PM	<p><b><i>Plenary 2: Reflecting on our Progress in Leading for Change</i></b></p> <ul style="list-style-type: none"> <li>• Dr. Susan Lanspery, Scientist at the Center for Youth and Communities and Dr. Cathy Burack, Senior Fellow for Higher Education for the Center for Youth and Communities at Brandeis University will review strategies for reflective practice focused on institutional diversity efforts.</li> <li>• Discussion at tables regarding reflective practice structure.</li> </ul>
4:45-5:00 PM	Closing Remarks Fred Clark, Esq., Bridgewater State University Executive Vice President & Vice President of External Affairs

## Workshop Titles and Abstracts for Session I

**TIME: 11 AM -12:30 PM**

### **1) After Celebrating Differences: Moving to a Model for Transformative Change**

**Location: Council Chambers, Room 201– Rondileau Campus Center**

*Presenters: Barbara E. Bond, Ed.D., LICSW, Assistant Professor, School of Social Work and Faculty Associate, Office of Institutional Diversity, Bridgewater State University; and Judith S. Willison, PhD., LICSW, Assistant Professor, School of Social Work, and Faculty Associate, Institute for Social Justice, Bridgewater State University*

*Moderator: Diane Bell, Director, Office of Internship Programs, Bridgewater State University*

This workshop explores how concepts of power and privilege and Harro's cycles of socialization and liberation may be used in higher education. The cycle of socialization emphasizes the cultural forces creating and sustaining inequities; the cycle of liberation focuses on the process for transforming our patterns and creating personal and social change.

In the workshop we will discuss classroom practice, co-curricular activities, and employee/faculty activities which can either support or challenge systems of oppression. Approaches to surfacing and interrupting invisible systemic oppression will be demonstrated through activities which raise awareness, expand knowledge and enhance skills for change. The cycle of liberation will serve as a guide to designing and implementing diversity-focused initiatives for students and employees.

### **2) Effectively Working with Students Living with Disabilities**

**Location: Meeting Room 202– Rondileau Campus Center**

*Presenters: Dr. Delayne Connor, Associate Professor, Special Education and Communication Disorders, Bridgewater State University; and Dr. Jennifer Manak, Assistant Professor, Elementary and Early Childhood Education and Faculty Associate, Office of Institutional Diversity, Bridgewater State University*

*Moderator: Richardson Pierre-Louis, JD, Resident Director, Residence Life and Housing, Bridgewater State University*

This interactive workshop will share practical ideas for developing an academic and workplace environment that supports the success of students living with disabilities. Together, we will share how we support diverse learners in our curricular and co-curricular settings and address our challenges and successes. We will examine case studies and discuss strategies that we can implement in our classrooms and our workplaces to support students living with disabilities. This session will focus on three essential aspects of serving individuals with disabilities: disability etiquette and accommodations; designing inclusive instruction and environments; and the self-awareness work necessary to address issues of disabilities.

### **3) Listening to Diversity & Difficulty: Pathways and Pitfalls of Controversy in the Classroom (or Committee)**

**Location: Classroom 204– Maxwell Library**

*Presenter: Laura Boutwell, PhD, MSW, Assistant Professor, Social Work, Bridgewater State University*

*Moderator: Raksme Pen, Assistant Director of Upward Bound, Access and Transition, Bristol Community College*

When we experience diverse points of view or styles of engagement, we often get understandably anxious about misunderstandings or mixed agendas. We tend to either listen or challenge, but rarely learn how to ask open honest questions, or to disagree productively while minding our biases. This interactive session uses a group empathy activity to engage "live" differences regarding controversial diversity issues participants provide as examples. For faculty or administrators dealing with difficult moments—in classroom, committee or conversation—the session actually models discussion, and then walks through steps and resources for facilitating challenging conversations or workshops for students, faculty or staff.

## Workshop Titles and Abstracts for Session I

**TIME: 11 AM -12:30 PM**

### **4) Our Unique Stories in Our Voices: International Educators Speak!**

**Location: Crimson & White Room 209– Rondileau Campus Center**

*Presenters: Janie Bess, Director International Student Services, Lesley University; Maria Conley, Executive Director of International Administration, International Students & Scholars Office, University of Massachusetts Lowell; Patricia Demaras, Assistant Dean of International and Multicultural Affairs, Middlesex Community College; and Roopa Rawjee, Director, International Student and Scholar Services, Bridgewater State University*

*Moderator: Rodney Clark, Dean of Attleboro & Taunton, Academic Affairs, Bristol Community College*

Four international educators will share stories about their individual experiences as women and professionals in international education. They will each discuss: Their personal and professional journey, challenges and barriers encountered, the process of self-awareness and growth, case studies of institutional culture and its influence on working with international students and diversity issues, support networks, etc. They will present examples of successes in diversity and international education. Presenters will engage the audience in small and large group discussions to explore their own journeys and begin the process of identifying opportunities and tools for individual and collective growth. This session is highly interactive.

### **5) P.E.A.C.E. (Practicing Empathy and Cultural Expertise): A Training Module**

**Location: Heritage Room 103– Maxwell Library**

*Presenters: Lee Forest, M.Ed., NCC, Director, LGBT Pride Center, Bridgewater State University; and Sydné M. Marrow, M.Ed., Director, Center for Multicultural Affairs, Bridgewater State University*

*Moderator: Melissa Santos, Administrative Assistant, Central Receiving and Inventory Management, Bridgewater State University*

This “train the trainer” session uses an intercultural model to share promising practices for increasing awareness of and sensitivity to racial, sexual, and gender diversity among student leaders. The presenters will provide an overview of their training program that addresses race and GLBT issues. Participants will be given a training manual that includes activities and modules on terminology, microaggressions, communication styles and concrete action steps students can take to foster social justice.

### **6) Poetic Justice: Recognizing, Understanding, Acknowledging, and Welcoming Culturally Diverse Ways of Writing** *This workshop is no longer available as the presenter could not join us today.*

### **7) The Changing Lens of Student Conduct, Looking Beyond “Responsible”**

**Location: Classroom 205– Maxwell Library**

*Presenter: Beth Devonshire, Esq., Director, Student Conduct, Bridgewater State University*

*Moderator: Steven Camara, Assistant Director, Community Relations, Office of Fall River Community Media, Television Services, Bristol Community College*

Too often, the words “student conduct” are associated with the negative, rather than educational and developmental. While certain roadblocks may exist to “charging” a student, nothing prohibits educational conversations which challenge the use of certain behaviors and language. These conversations help educate students on topics of privilege, inclusion and equity.

Additionally, the establishment of pro-social bystander initiatives help educate and instill in the students the ability to confront those who may be expressing certain biases. While most bystander programs focus on issues of sexual misconduct, simple tweaks to the program can help utilize the same skillset in addressing instances of bias.

## Workshop Titles and Abstracts for Session II

**TIME: 1:30-3:00 PM**

### **8) Assessing Diversity and Inclusion Across an Entire University: Sharing Opportunities, Challenges and the Way Ahead**

**Location: Heritage Room 103– Maxwell Library**

*Presenters: Adriana Zavala, PhD, Associate Professor of Art and Art History and Director of the Latino Studies Program, Tufts University; and Sabrina Williams, Director, Human Resources, Health Science campuses, Tufts University. All presenters involved in working groups for the Tufts Diversity Council.*

*Moderator: Mike Somers, Director, Library Administration, Bridgewater State University*

Over 18 months, Tufts University undertook a university-wide self-assessment regarding diversity and inclusion. This review culminated in a report with 13 major recommendations, which were approved by the university Trustees in November 2013. In this session, we will share the structure and process of this self-assessment, including stakeholder engagement, the strengths and challenges of the approach, and the work ahead as we begin implementation and recruit a Chief Diversity Officer. We invite participants' input on some of our anticipated implementation challenges and will encourage participants to share their own experiences with institutional self-assessment, and promising practices for implementation strategies.

### **9) Creating and Implementing a One Hour Inclusive Excellence Training for Faculty and Instructors**

**Location: Council Chambers Room 201– Rondileau Campus Center**

*Presenters: Amy Fuller, MSN, RNC-OB, WHNP, Clinical Instructor at the MGH Institute of Health Professions (MGH IHP) and Faculty for the Maternal/Child Health course for pre-licensure Nurse Practitioner students; Angela MacDonald, DNP-PHNL, RN, medical-surgical clinical coordinator, and teaching faculty for the accelerated Bachelor of Science in nursing program, MGH IHP, and teaches in the nursing program at Roxbury Community College; and Antonia Makosky, MS, MPH, ANP-BC, Adult Nurse Practitioner and Clinical Assistant Professor of Nursing, MGH IHP.*

*Moderator: Joseph Yasaian, Director, Campus Services/Attleboro, Academics, Bristol Community College*

At the MGH Institute of Health Professions we designed a one-hour program for clinical nursing instructors to increase knowledge of challenges faced by diverse students, to foster open-minded attitudes, and to present teaching strategies to maximize student success. We believe principles from this training can be customized to any setting. Participants will role play using vignettes taken from student experiences. Our clinical faculty found our vignettes realistic and the teaching strategies helpful. In this workshop, participants will work in groups to create training programs for faculty colleagues.

### **10) Enhancing an Inclusive Environment: Employee Resource Groups – Best Practices**

**Location: Classroom 206– Maxwell Library**

*Presenters: Judith Stein, Organization Development Consultant, MIT's Human Resources Department, MIT; Alyce Johnson, Manager of Staff Diversity and Inclusion, MIT; and Bill Kindred, Manager, Diversity and Inclusion, MIT; and Anna Wilbanks, Diversity and Inclusion Generalist, Human Resources, MIT Lincoln Laboratory, Massachusetts Institute of Technology*

*Moderator: Keri Powers, Associate Vice President, Human Resources, Bridgewater State University*

Best practices research suggests that Employee Resource Groups (ERGs) are an effective vehicle for enhancing inclusion within organizations. MIT has just completed its pilot year with four newly formed ERGs. Come hear about our journey and, at the same time, assess your own organizations' readiness for ERGs or other inclusive practices.

## Workshop Titles and Abstracts for Session II

**TIME: 1:30-3:00 PM**

### **11) Filling in the Gaps: Providing Intersectional Support and Intercultural Engagement at a Liberal Arts College**

**Location: Meeting Room 202– Rondileau Campus Center**

*Presenters: justin adkins, Assistant Director, Davis Center, Williams College; Gail Newman, Harold J Henry Professor of German and Comparative Literature and Faculty Fellow, Davis Center, Williams College; Taj Smith, MA, Assistant Director, Davis Center, Williams College; Marcela Peacock, Program Coordinator, Davis Center, Williams College; and Amy Merselis, Administrative Assistant, Davis Center, Williams College*

*Moderator: Joyce Rain Anderson, PhD., Associate Professor, English and Faculty Associate, Office of Institutional Diversity, Bridgewater State University*

This workshop will share best practices for creating a campus climate that authentically and strategically engages in intersectional competency and support as well as the promotion of intercultural engagement at a small liberal arts college. We will highlight aspects of first generation programming, alliance building between Centers, cultural competency trainings, and inclusive pedagogy initiatives for faculty that contribute to inching closer to social justice and equity. We will conclude the workshop with a conversation about assessing these practices.

### **12) From Data to Faculty Development: Locate, Understand, and Use Data for Effective Institutional Change**

**Location: Classroom 205– Maxwell Library**

*Presenters: Dr. Thomas Kling, Professor and Chairperson, Physics, PI, NSF funded STREAMS grant and lead co-I of a VISION project Gateway's grant, Bridgewater State University; and Dr. Ann Brunjes, Assistant Professor, English, former Director, Office of Teaching and Learning, Project Compass member and lead co-I of a VISION project Gateway's grant, Bridgewater State University*

*Moderator: Roopa Rawjee, Director, International Student and Scholar Services, Bridgewater State University*

In this session, participants will consider how to obtain and use data to create a rich variety of faculty professional development activities supporting the success of students from all backgrounds. Bridgewater State University's work in this area will be offered as a case study. Participants will then examine their institutional faculty development efforts and create action plans focused on utilizing existing campus data and other resources to support the success of all students.

### **13) Leveraging a Cross-Functional Team for Critical Professional Development: The Work after the *Leading for Change* 2013 Conference**

**Location: Crimson & White Room 209– Rondileau Campus Center**

*Presenters: Darcy Orellana, Affirmative Action Officer and Assistant Director of Human Resources, Middlesex Community College; Paula Pitcher, PhD, Vice President Enrollment Management, Research and Planning, Middlesex Community College; Phil Sisson, Provost and Vice President of Academic and Student Affairs, Middlesex Community College; and Peter Shea, MEd, Director, Office of Professional Development, Middlesex Community College*

*Moderator: Karen Jason, Associate Vice President, Facilities, Management and Planning, Bridgewater State University*

There's no single way for a campus to "act" after sending a team to the *Leading for Change: Diversity Practices in Higher Education 2013* conference. At Middlesex Community College we leveraged the expertise and perspectives of our cross-functional and cognitively diverse team to establish a Closing the Achievement Gap working group to promote organizational learning about the topic. Learn how this collaborative group is telling the MCC data story and providing opportunities for the entire campus to learn, discuss and share knowledge about promoting success through inclusive practices at a college-wide professional day dedicated to closing the achievement gap.

## Workshop Titles and Abstracts for Session II

**TIME: 1:30-3:00 PM**

### 14) Overpowering the Achievement Gap: A Targeted Approach to Moving the Needle

**Location: Hanover/Duxbury Room 212– Rondileau Campus Center**

*Presenters: Judith R. Hogan, Dean, Business, Education and Public Service, Middlesex Community College; Matthew Olson, PhD, Dean, Humanities and Social Science, Middlesex Community College; and Kathleen Sweeney, PhD, Dean, Health and STEM, Middlesex Community College*

*Moderator: Reid Kimball, Assistant Director, Teaching and Technology Center, Bridgewater State University*

Middlesex Community College has targeted the achievement gap as a key initiative. Our strategic plan calls for “focusing on research, pedagogies, and initiatives that assist in identifying and closing achievement gaps for diverse student populations and effectively support student success for all.” Join the three academic deans from MCC as they discuss a variety of initiatives from across the college designed to impact the achievement gap on their campus. The discussion will include the use of Achievement Coaches, Pathways Centers, Institutional Research, Grant Funding and campus wide professional development.

### 15) Reimagining Inclusive Excellence Planning

**Location: Lecture Hall 013– Maxwell Library**

*Presenters: Sylvia Spears, PhD, Vice President of Diversity and Inclusion, Emerson College; and Robert Amelio, MSW, Director of Diversity Education and Human Relations, Emerson College*

*Moderator: Michele Wakin, PhD, Executive Director, Institute for Social Justice, Bridgewater State University*

Emerson College has developed a strategy for implementing Inclusive Excellence (IE) based on the recommendations of the AAC&U by adapting it to Emerson College’s culture and environment. A key piece of this is the Inclusive Excellence Action Planning (IEAP) process that is used in departments to analyze their strengths and challenges and set goals for inclusive excellence. A guiding principle is to have as many staff and faculty as possible involved in the analysis and action planning stages of the IEAP. Within this framework department leaders are creating various models to involve people and set goals. This presentation will highlight the IE structure at Emerson and the IE Action Planning process and document, as well as how this process might be applied to other institutional initiatives and settings.

### 16) The Challenge of Moving from Pockets of Excellence to Institutional Priority

**Location: Classroom 204– Maxwell Library**

*Presenters: Alexander Nally, Undergraduate student and Student Government Association Representative to the Board of Trustees, MassArt; Chanel Thervil, Graduate student in the Master of Arts in Teaching / Art Education program, MassArt; Adriana Katzew, Associate Professor of Art Education, MassArt; Ceci Mendez, Director of the Center for Art and Community Partnerships, MassArt; and Dan Serig, Dean of Academic Programs, MassArt. All presenters are members of MassArt’s Diversity and Social Justice Task Force.*

*Moderator: Jeanean Davis-Street, Acting Associate Dean, Ricciardi College of Business, Bridgewater State University*

Fifteen members of MassArt attended last year’s Bridgewater conference. This group felt a strong, shared purpose following the gathering, which led to a joint declaration of values of diversity and social justice. The process prompted a renewed emphasis on issues of diversity and social justice at MassArt at a time of tremendous institutional changes. This presentation highlights “pockets of excellence” at MassArt, including best practices in teaching/learning, the Center for Art and Community Partnerships, and the Adderley Lecture Series. Likewise, the presentation identifies challenges, including the development of systems to link the ‘pockets of excellence,’ leadership support and vision, and professional development.





## Water Stations

For your convenience water stations will be available for the morning and afternoon workshops.

Water Station Locations:

### Rondileau Campus Center

Ballroom Foyer

Chambers Room 201

### Maxwell Library

Lecture Hall Room 013

Heritage Room 103

Classroom Lounge Floor 2

## Video Recording

Please note: The conference plenaries are being taped. All attendee questions and comments will be edited out prior to public viewing of the conference video.



## Acknowledgements

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Bridgewater State University

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**Executive Vice President Fred Clark**

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**Office of Institutional Diversity**– Alumni assistants, Kate Hayes-Huer and Lou Johnson

**Office of Institutional Research**– Melanie Sullivan, Director

**Conference Moderators**– Moderators’ names are listed in the program under each workshop

**Conference Presenters**– Presenters’ names are listed in the program under each workshop

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**Conference Facilitators**– (listed in alphabetical order)- **Joyce Rain Anderson**, Associate Professor, English and Faculty Associate, Office of Institutional Diversity, Bridgewater State University; **Karina Arnaez**, Diversity Manager, School of Humanities, Arts, and Social Sciences, Massachusetts Institute of Technology; **Tafa Awolaju**, Vice President, Human Resources and Affirmative Action, Human Resources, Bristol Community College; **Edmund Bertschinger**, Institute Community and Equity Officers, Provost Office, Massachusetts Institute of Technology; **Barbara Bond**, Assistant Professor of Social Work and Faculty Associate in the Office of Institutional Diversity, Bridgewater State University; **Sandra Christoun**, Director of Transfer Services, Academic Affairs, Bridgewater State University; **Milton Clement**, Director, Multicultural Student Center, Bristol Community College; **Delayne Connor**, Associate Professor, Special Education and Communication Disorders, Bridgewater State University; **Alicia D’Oyley**, Director, Academic Achievement Center, Bridgewater State University; **Débora Ferreira**, Executive Director, Office of Equal Opportunity and Diversity, University of Massachusetts Amherst; **Lee Forest**, Director, GLBTA Pride Center, Bridgewater State University; **Catherine Gamon**, Director, Massachusetts Institute of Technology Sloan Student Life, Sloan School, Massachusetts Institute of Technology; **Joshua Gonzalez**, Residential Life Area Director, Residential Life & Dining, Massachusetts Institute of Technology; **Jennifer Ivers**, Assistant Dean for Faculty Development, Office of Faculty Affairs, Harvard University; **Alyce Johnson**, Manager of Staff Diversity and Inclusion, Human Resources, Massachusetts Institute of Technology; **Tom Kling**, Professor of Physics, Physics, Bridgewater State University; **Paula Krebs**, Dean, Humanities and Social Sciences, Bridgewater State University; **Jenn Manak**, Assistant Professor, Elementary and Early Childhood Education and Faculty Associate, Office of Institutional Diversity; **Sydné Marrow**, Director, Center for Multicultural Affairs, Bridgewater State University; **Quinton McArthur**, Associate Director, Admissions, Massachusetts Institute of Technology; **Jason McKnight**, Assistant Dean, Graduate Education, Office of the Dean, Massachusetts Institute of Technology; **Brenda Molife**, Vice President, University Advancement, Bridgewater State University; **Ruth Molina**, Director, FAS, New England HERC, Harvard University; **Richardson Pierre-Louis**, Resident Director, Residence Life and Housing, Bridgewater State University; **Jason Pina**, Vice President, Student Affairs, Bridgewater State University; **Roopa Rawjee**, Director, International Student and Scholar Services, Bridgewater State University; **Robert Rezendes**, Director, Learning Resources, Bristol Community College; **Gloria Saddler**, Satellite Coordinator, Academic Affairs, Bristol Community College; **Amilcar Shabazz**, Faculty Advisor on Diversity & Excellence, DuBois Department of Afro-American Studies, University of Massachusetts Amherst; **Sylvia Spears**, Vice President for Diversity and Inclusion, Equal Opportunity and Diversity, Emerson College; **Judith Stein**, Organization Development Consultant/HR ERG Coordinator, Human Resources, Massachusetts Institute of Technology; **Tammy Stevens**, Associate Dean, Office of Minority Education, Massachusetts Institute of Technology; **Ron Weisberger**, Coordinator of Tutoring, Tutoring and Academic Support Center, Bristol Community College; **Anna Wilbanks**, Diversity and Inclusion Generalist, Human Resources, MIT Lincoln Laboratory, Massachusetts Institute of Technology; **Judith Willison**, Assistant Professor, Social Work and Faculty Associate of the Institute for Social Justice, Bridgewater State University; and **Michael Young**, Associate Provost for Academic Planning and Administration, Academic Affairs, Bridgewater State University.