



UUP DEI Initiative Consulting and Implementation Report  
Workforce Development Institute Grant

Thank you for the opportunity to reflect on United University Profession's (UUP) ambitious and timely plan to build capacity within our union, develop employee-centered educational materials, and begin engaging our tens of thousands of members across the SUNY system around Diversity, Equity, and Inclusion (DEI) capacity building.

This year UUP celebrates our 50<sup>th</sup> Anniversary as a pioneering higher education union, and we understand that centering inclusivity and capacity building as a UUP union value is the next necessary step to building our union's strength, power, and longevity. We embrace this invitation wholeheartedly.

Over the last year, I have been humbled and enthused to see the ways in which our capacity building program has been an effective educational tool for member development in the personal and professional realms and has also been an excellent way to engage existing UUP members and UUP staff and attract new ones.

Our grant report addresses the following areas:

- **UUP's Partnership with Tangible Development**
- **Identifying and Building UUP Statewide DEI Resources between October 2022-July 2023**
- **After Tangible Development – What Comes Next?**
- **One Year Later – Where are We Now?**
- **Looking Ahead**

#### **Acknowledgement;**

I would like to thank the members of the DEI Steering committee, Kristie Sammons, Darlyene Mayers, Kelly Keck, Patrick Romain, Mary Taber, Danielle Judge, Edward Lawson. Their expertise, passion, and support are the reasons for the project's success. I want to thank Lydia Brassard for her expertise, passion, and leadership throughout this project and her key role in the writing of this report and making the outcomes of the project come to life! I want to thank Tangible Development for delivering a wonderful program, whose holistic and interactive approach gave rise to so many new DEI initiatives within UUP. The capacity we are building and the innovative programs we are creating will make an indelible difference at UUP. Lastly, and most importantly I want to thank Fred Kowal, President of UUP, for giving us the freedom to take this project forward with unending support.

## UUP's Partnership with Tangible Development

With the grant funding provided by Workforce Development Institute, the UUP Steering Committee interviewed various DEI consulting firms; seeking a firm that specialized in a holistic and integrated approach and had experience working in a union setting.

UUP contracted with Tangible Development (Latham, NY) for October 1<sup>st</sup>, 2022-July 31<sup>st</sup>, 2023. Project leads from the two organizations worked together to assess and envision what long-term organizational change related to DEI capacity building could look like at UUP.

The project timeline is outlined below. We had to extend the contract an extra week to accommodate summer scheduling issues.

### **Month 1: Onboarding and Project Launch**

- The goal for the steering committee was to determine the structure of the program, CBT requirements, Nominee Eligibility, Application Process, application, and selection criteria.
- **Structure**
  - The UUP DEI CBT will have no more than 40 people and consist of UUP members across campus types, departments, units, organizational level, and social identities.
  - The UUP DEI CBT will be facilitated by Tangible Development virtually via Zoom.
  - Time commitment: 14 sessions across 6 months from February to July, (2) hours on Wednesdays from 3:00 to 5:00 PM. The schedule will consist of three sessions in February, followed by bi-weekly sessions beginning March 1 through the end of July.
  
- **Nominee Eligibility**
  - Applicants must be current UUP members (on payroll), in good standing, and demonstrate and live by the UUP Code of Conduct.
  - The applicants must submit a completed application.
  - Be passionate about creating opportunities for UUP to be more diverse, equitable, and inclusive
  - Be open and willing to challenge themselves and learn about others
  - Have the time and ability to attend recurring meetings
  - Have the time to devote to projects that support the overall strategic diversity planning deliverables
  
- **Application Process**
  - Applications are submitted to UUP via Google Forms.
  - The qualifications of each applicant will be carefully examined to determine eligibility. Tangible Development, UUP Statewide Officers, in conjunction with UUP Project leads, Carolyn Kube, Danielle Judge, Darleyne Mayers, Edward Lawson, Kelly Keck, Kristie Sammons will review and select the 40 UUP DEI CBT.
  
- **Application Contact Information:**
  - Name
  - Chapter
  - Department
  - WorkEmail
  - Personal Email
  - Job Title

- **Questions:**
  - How long have you been a member of UUP?
  - Why are you interested in the UUP DEI CBT?
  - What are you hoping to contribute to the UUP DEI CBT?
  - What are you hoping to contribute to your chapter?
  - Participation in this UUP DEI CBT requires commitment to DEI values, as well as a time commitment (EOL will be available).
  - Please explain how you demonstrate an openness to learning about self and others.
  - What previous UUP chapter and/or statewide committees have you served on?
  - *Optional:* Is there anything you would like Tangible Development to know when considering your application?

- **Recruitment Letter**

Hello,

UUP is excited to continue our DEI journey by establishing a Capacity Building Team to support and sustain our work. Recruitment begins November 29, 2022 and ends December 9, 2022. Please continue reading if you are interested in being an integral part of helping UUP to move forward in its mission to be more inclusive of our members.

**Capacity Building Team (CBT)**

Our goal is to form a team that is representative of our overall team in functional roles and personal identities. This team will work closely with our DEI partner, Tangible Development, to create a working infrastructure for organizational and chapter sustainability of DEI.

*Important things to note:*

- *UUP and Tangible Development will review interest forms to determine participants.*
- *Time commitment is 14 2-hour virtual sessions starting early February 2023.*

**How to Apply**

Please click [here](#) for more detailed purpose, structure, requirements, eligibility, and to complete the online interest form. If you are passionate about being part of positive change and this growth journey, be sure to submit today!

**Next Steps**

As things develop, we will keep you informed via email and meetings. In the meantime, if you have questions, please connect with ckube@uupmail.org, or you can email Tiff Richards, the Tangible Development Project Lead, at [Tiff@tangibledevelopment.com](mailto:Tiff@tangibledevelopment.com).

We look forward to growing with you!

- **Email once applications have been submitted**

Thank you for taking the time to submit an application for the UUP Capacity Building Team. We appreciate your interest in contributing to UUP’s DEI journey. Your application will be reviewed by UUP and Tangible Development and we will confirm participation by the end of December. If you have any questions or updates, please contact ckube@uupmail.org.

- **Selection Criteria**

- Priorities:
  - Responsiveness to application questions
  - Ability to commit to the UUP DEI CBT requirements
  - Diversity/inclusivity - the most effective UUP DEI CBT are diverse in all ways. To ensure a committee is diverse, we will strive for representation across composition and organizational structure

**Rubric:**

	4-5 Points	2-3 Points	0-1 Points
UUP Connection (length of time, chapter),			
UUP Engagement (previous involvement)			
Interest in joining (expressed interest in joining CBT)			
Instead of contributions - would “Goals and Outcomes” be acceptable? (what they hope to bring to UUP and their chapter)			
DEI Commitment Examples of openness, learning about others)			

- **Acceptance Letter**

***Congratulations!***

We are pleased to welcome you to United University Professions' Capacity Building Team! After careful consideration, we have determined that this group will benefit from your unique contributions to support UUP's long-term DEI work. Diversity, Equity, and Inclusion (DEI) capacity building is necessary for effective and long-term DEI organizational change. This team will work under the guidance of Tangible Development's Inclusion Strategist, Tiff Richards, who will facilitate our capacity building workshops.

In preparation, we invite you to take the Pre-Capacity Building Survey, which helps us prepare for our time together.

Link: <https://www.surveymonkey.com/r/9R2T76L>

**Capacity Building Team (CBT)**

Our goal is to form a team that is representative of our overall team in functional roles and personal identities. This team will work closely with our DEI partner, Tangible Development, to create a working infrastructure for organizational and chapter sustainability of DEI.

**Schedule**

The Capacity Building workshops will take place bi-weekly on Wednesdays from January 25th through June 21st, 2023. The workshops will be virtual via Zoom.

Session 1: Jan 25

Session 2: Feb 1

Session 3: Feb 15

Session 4: Mar 1

Session 5: Mar 15

Session 6: Mar 29

Session 7: April 12

Session 8: April 26

Session 9: May 3

Session 10: May 4

Session 11: May 17

Session 12: May 31

Session 13: June 7

Session 14: June 21

**Goals & Outcomes**

The Capacity Building workshops focus on developing participant's understanding of DEI organizational change strategy, from theory to practice.

### I: DEI Foundational Knowledge & Skills

- Developing a common diversity, equity, and inclusion (DEI) language
- Understanding core concepts such as privilege, oppression, and socialization
- Explaining how institutional and cultural issues of inequality are systemic and cultural to the U.S. context, with a particular focus on race and racism with an intersectional lens
- Learn how to engage with others in a culture of accountability on campus and across UUP
- Enhance skills to create a welcoming and inclusive UUP culture
- Learning and practicing speaking openly about race, gender, disability, and sexuality

### II: Create a working infrastructure for DEI organizational sustainability

- Defining specific, measurable DEI goals and strategizing how to implement them into UUP's organizational culture and overall DEI work
- Understand opportunities and threats to organizational DEI work
- Identify next steps to continue UUP's DEI journey.

**We look forward to working with you!**

### **Month 2: Capacity Building Recruitment and Selection**

- Our goal was to form a team that is representative of our overall team in functional roles and personal identities. This team mandate was to work closely with our DEI partner, Tangible Development, to create a working infrastructure for organizational and chapter sustainability of DEI.
- We had 89 applicants for 40 positions on the Capacity Building Team.

### **Month 3: Scheduling and Content Development**

- Sessions 1 - 4:
  - Describe the differences between diversity, equity, inclusion, and justice
  - Articulate social identities and the dimensions of diversity as it relates to organizational work
  - Understand the multidimensions of racism
  - Understand cultural competence, cultural humility, and cultural safety
  - Understand implicit bias and DEI conflict comes from and how it is connected to larger structural issues of inequality, with a particular focus on race and racism
  - Begin to connect theoretical understandings of systemic oppression to organizational inequities
- Sessions 5 - 9:
  - Develop an understanding of dialogue as a communication technique
  - Understand and apply active listening skills
  - Differentiate between calling in vs. calling out
  - Develop skills to facilitate dialogues and difficult conversations
- Sessions 10 - 11:
  - Understand organizational change methods
  - Introduce DEI approaches to policy and practice

- Introduce anti-racist approach to organizational practice
- Sessions 12 - 14:
  - Guide participants in the creation of individual and/or group action plans with a focus on addressing a UUP DEI-related goal or issue.

#### **Month 4-7: Capacity Building Sessions – Fourteen 2-hour sessions**

- Sessions utilized a variety of learning modalities including but not limited to, teaching sessions, workshops, small and large group activities, small and large group discussions, action planning sessions, and individual reflection.
- Session topics were organized around the above learning outcomes. Sequence varied depending on the knowledge baseline of the group and the pace of learning.
- Over the 14 sessions, participation remained steady at 25-30 participants at each session. Carolyn Kube contacted those no longer participating, citing a scheduling issue, or illness. UUP continues to engage with applicants and people who signed up but were unable to participate in the full program. Three of those applicants have become facilitators in our partner project NYSUT's Sticks and Stones Implicit Bias Training.

#### **Month 8: Post Survey/Report Writing by Tangible Development**

#### **Month 9: Report Presentation and Project Closeout**

- **Challenges identified:** The participants had varying levels of DEI awareness and knowledge amongst participants. For some, much of this information and the types of discussions were new to them. For others, as evidenced in the feedback, the sessions did not go deep enough into some matters or were things that they were already familiar with.
- **Positives identified:** Participants were excited to have an opportunity to build relationships with other members, to have a space to discuss challenges and brainstorm while mapping out a shared vision of what type of DEI.

#### **Tangible Executive Summary Recommendations:**

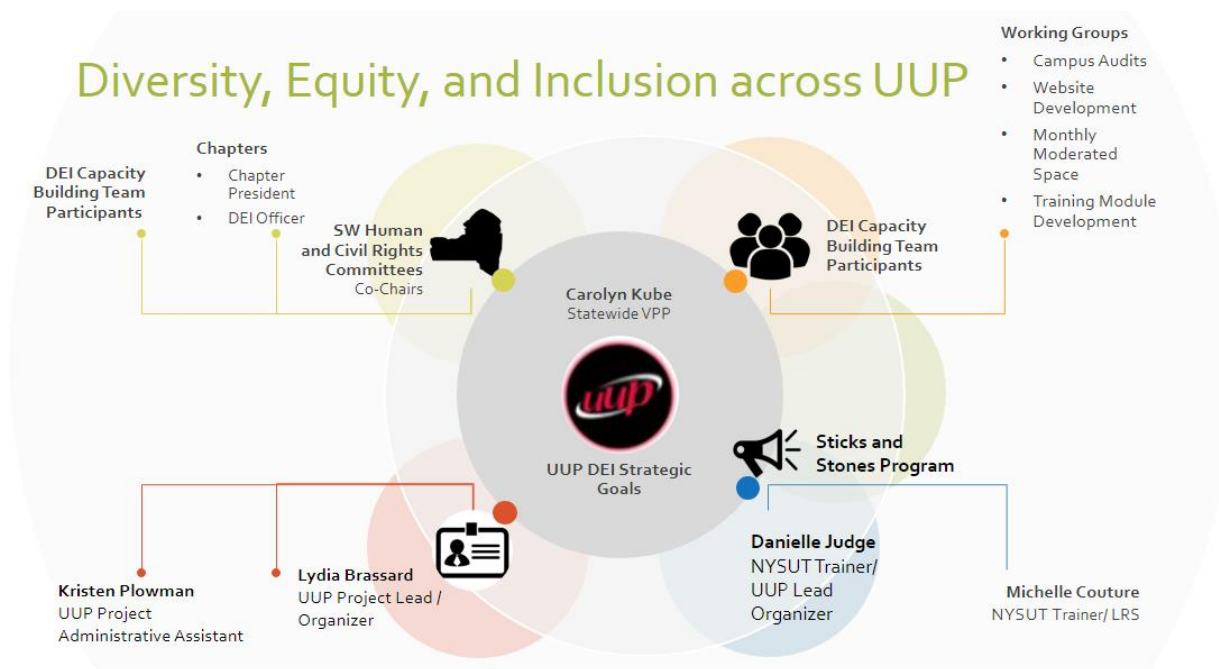
- Keep folks connected and able to share resources and best practices.
- Document UUP internal processes and bodies that can support DEI work.
- Create pathways for people at various levels of DEI awareness and action to get involved.
- Create a DEI Mission Statement
- Create pathways for people at diverse levels of DEI awareness and action to get involved.
- [UUP Capacity Building Evaluation Report 7.11.23.pdf](#)

#### **Identifying and Building UUP Statewide DEI Resources between October 2022-July 2023**

Over the course of the 14 sessions UUP Capacity Building Project Leads recognized that participants were largely unaware of “where DEI” conversations and communities were happening on their campuses and within UUP. UUP staff compiled various resources to better elucidate where this work is happening, who is carrying out the work, and what entities are supporting capacity building conversations and sessions.



A. The first task was identifying where DEI capacity building is happening within and across UUP, and how the various initiatives are interrelated and complementary. Below is the UUP DEI Organizational Chart that was created:



The goal of the organizational chart is to show UUP members (and potential members) the multiple “on ramps” for engagement with this work, at both the local and state-wide levels.

B. At the request of participants, UUP staff created a list of the statewide human and civil rights related committees, and created a contact sheet for the committee co-chairs, along with UUP constitution information that addresses the purpose of the standing committees and appointment protocol. The goal was to provide easier points of access and connection, beyond saying “get involved.”

C. UUP has 32 chapters across New York State, on campuses at various stages of Diversity & Inclusion Maturity. In an effort to begin “mapping” DEI at the individual campuses, UUP staff created a profile for each of the 32 campuses, along with UUP Headquarters. Each profile has: links to the campus DEI office; links to campus DEI strategic plans and policies; resources (trainings, readings, professional development opportunities); and a list of UUP members who are engaged with the existing campus DEI infrastructure.

### **After Tangible Development – What Comes Next?**

UUP Project Leads understood how crucial it would be to harness the enthusiasm and skills of Capacity Building Team members at the final session, and beyond. As such, UUP staff gave a 30-minute presentation at the final session, taking members through the resources collected (identified above), opportunities for further participation via working groups, and other potential ways to stay involved and advance this work – see below.

**Working Groups:** Acknowledging and embracing that there are various DEI maturity stages at both the individual and organizational levels, these working groups aim to provide opportunities and spaces for UUP members across the DEI maturity spectrum to engage, connect, and brainstorm around DEI issues, questions, and theory.

These working groups are designed to complement existing DEI infrastructures within UUP, at the state and chapter levels, and at the individual campuses. They are not aimed to reinvent the wheel, supplant existing frameworks, rather to highlight where this work is already happening, who is doing it, and provide multiple on-ramps to getting involved or continuing engagement.

### **A. Communications**

Goal: Engaging members and potential members around UUP's ongoing DEI initiatives and opportunities – a specific goal is to make the website (and other resources like the DEI Resource Bank) “live spaces” as opposed to link storage areas. The group will think creatively and strategically about how to keep capacity building front of mind, without overwhelming.

### **B. Moderated Virtual Spaces**

Goal: Developing a monthly moderated discussion space where UUP members could come together to process and discuss a specific issue, question or theory related to DEI. The working groups would identify potential topics and questions for discussion, which would be pre-circulated along with any supporting materials. CBT participants who feel comfortable would be able to moderate the discussion, with support and assistance from UUP staff. UUP staff will arrange the invitations, links, session follow-up, etc.

### **C. Learning Module Development**

Goal: Engaging the expertise and experience of UUP members who are seasoned DEI professionals to develop a set of learning modules that these experts will deliver in a virtual setting to chapters or groups of members. Eventually leading to a train, the trainer model. These models will be housed on the UUP human and civil rights webpage, so that individuals can complete them in their own time. The working group will create learning opportunities that complement existing opportunities for capacity building and focus on professional development and advancement for UUP members. Due to experience and expertise this is a closed group. The group welcomes ideas and suggestions.

### **D. Human and Civil Rights Ad Hoc committee**

- Goal: To create an ad hoc committee that is populated with all the chairs and co-chairs of the statewide committees under the banner of civil and human rights to better coordinate DEI efforts and initiatives and support each other's activities and legislative agendas. At UUP, these committees include: Disability Rights & Concerns Committee; Diversity, Equity and Inclusion Committee; Opportunity Programs Committee, Gender and Sexuality Interests Committee; Veterans Affairs Committee; Women's Rights and Concerns Committee; Black and Latino Faculty/Staff Legislative Committee and Environmental Advocacy and Issues Committee.

### **E. Policy and Research**

Goal: To work closely with the communications committee to discover resources for the webpage. To continue to complete chapter audits. Research and draft white papers on topics of interest.

## One Year Later – Where are We Now?

It has been one year since UUP embarked on our Diversity, Equity, and Inclusion capacity building project, and three months since the sessions with Tangible Development ended. As a direct result of WDI funding, UUP Capacity Building Team members have collaborated to think, and more importantly, ACT, with intention, innovation, and enthusiasm to advance the intersecting values of equity, justice, and unionism at their campuses and within UUP.

- To promote transparency and awareness, Carolyn Kube emails **monthly progress updates** to Capacity Building Team members and other relevant constituencies. She highlights the initiatives union members are undertaking; updates Team members on the work UUP statewide officers and staff are supporting; and ensures that Team members are aware of upcoming events and opportunities related to DEI capacity building.
- Kelly Keck, chair of the Gender and Sexuality Interests statewide committee and Capacity Building Team member, created and hosted the following events with the assistance of UUP staff member and Capacity Team Building Member Danielle Judge:
  - “*UUP Moving Forward Including All*” June 23, 2023 at 12:00 pm. The discussion included, delegate assembly passed resolutions in support of LGBTQ+ issues, updates on legislation on and round LGBTQ+, how to promote gender and sexuality related UUP advocacy efforts on both the state and federal levels.
    - Panelist: Fred Kowal UUP President, Carolyn Kube UUP Vice President for Professionals,
    - Kelly Keck, Delhi Chapter President and UUP Executive Board member and Chair of the Gender and Sexuality Interests Committee.
    - Christopher Black, UUP Director of Legislation and Political Affairs,
    - Maeve Kline AFT (American Federation of Teachers) Governmental Relations.
  - “*Beyond Pronouns*” October 13, 2023 at 10 am workshop sponsored by the Gender and Sexuality Interests Committee Chaired by Kelly Keck, Capacity Team building Member. Speaker: Bethany Davis DEI Coordinator at Delhi College
- Christina Leshko, a Canton Chapter member and Capacity Building Team member, applied for a small grant to host a series of faculty/student dialogues focused on microaggressions. The ["Microaggressions: Classroom, Campus, Community"](#) **dialogue series** will be held each month.
  - Mon., September 25th at 7pm with Dr. Marcella Chiromo
  - Thurs., October 26th at 7pm with Dr. Dan McLane
  - Wed., November 29th at 7pm with Dr. Jennifer Ball
- Any UUP Capacity Building participants who attend the Canton dialogue series sessions will have the opportunity to **join their capacity building cohort to debrief the sessions**, share thoughts, and discuss how the series’ themes resonate for SUNY employees.
  - Tues., October 10<sup>th</sup>, 12pm
  - Mon., November 6<sup>th</sup>, 12pm
  - Mon., December 11<sup>th</sup>, 12pm
- AAUP’s November 8 online seminar on “*DEI in Higher Education*”, 3 panelists:
  - Rana Jaleel is associate professor of Gender, Sexuality, and Women’s Studies and Asian American Studies at the University of California, Davis, and a member of the AAUP’s Committee A on Academic Freedom and Tenure. Her work examines how

concepts like reproductive labor, sex/gender, race, property, and sexuality are sustained or transformed through the recognition, narration, and redress of harm.

- Carolyn Kube is statewide Vice President for Professionals at United University Professions, which represents both faculty and professional staff who are engaged in DEI work inside and outside of the classroom. UUP is at work on a variety of strategies and tactics at various places across their statewide membership, from 'privilege 101' introductory type work to forming ongoing, transformative DEI cohorts that bring new activists into UUP.
  - Lynn Pascarella is the president of the American Association of Colleges and Universities and a former president of Mount Holyoke College. Her most recent book, *What We Value: Public Health, Social Justice, and Educating for Democracy*, examines the role of higher education in addressing some of the most pressing contemporary issues at the intersection of ethics, law, and public policy.
  - Mark Criley will moderate.
- **UUP The Voice Podcast:** [Defusing microaggressions and enhancing inclusion: How UUP is fostering DEI initiatives on SUNY campuses](#). On the August episode of "The Voice Podcast," host and UUP President Fred Kowal talks about DEI and the union's push to expand DEI efforts on SUNY campuses and create a DEI infrastructure within our union. Kowal interviews UUP statewide Vice President for Professionals Carolyn Kube and Tiffany Richards, a DEI strategist with Tangible Development, a DEI consulting firm based in Latham, Albany County. UUP has been working with Tangible on DEI endeavors since 2022, part of a \$50,000 AFL-CIO Workforce Development Institute grant.
  - The **Capacity Building Curriculum Team** met September 9, October 5<sup>th</sup>, and November 2<sup>nd</sup>. The team will develop a set of learning modules that can be completed by individual members and through presentations at UUP chapters. The development team will create learning opportunities that complement pre-existing opportunities and focus on SUNY workplace DEI issues.

The Modules Development Team will take direction from Carolyn Kube, UUP Statewide Vice President for Professionals, and coordinate with staff liaison, Lydia Brassard, Organizing and Outreach Department. The Team will have a monthly virtual meeting with Carolyn to share how module work is progressing, troubleshoot, and coordinate work. We anticipate the Team will meet monthly for six months, with an anticipated launch date for 3-5 modules in March 2024.

- The **Communications Working Group** met October 20<sup>th</sup> to discuss UUP's DEI web presence and design; and will begin gathering data for the webpage. The broad goal of the working group is to engage members and potential members around UUP's ongoing DEI capacity building initiatives and opportunities, including sending a monthly email and building a website presence. Anyone interested in working together to develop a framework for communicating UUP's work and resources to external and internal audiences is welcome to participate in monthly one-hour meetings.
- Lead UUP Organizer, Danielle Judge, has facilitated a two-part **NYSUT Sticks and Stones: Implicit Bias Workshop** at the Delhi UUP Chapter, and is scheduling additional chapter trainings (Cortland, Regional Buffalo Meeting) throughout the year. The program's aim is for participants to learn how to promote social unity and increase cultural awareness in your school and community. The goal is to bridge cultural divides and make our schools and communities more welcoming and inclusive places for people of all abilities and backgrounds by helping participants see beyond their own personal world view.

- UUP has created a DEI Logo to be used on any future endeavors and displayed on our swag. The Logo is displayed on the cover of this report.
- Additional working groups will be formed including Policy and Research, and Grants.

### **Looking Ahead**

As we build individual capacity and institutional infrastructure, the UUP Project Leads are balancing intention with progress. We recognize that swiftness is in many ways antithetical to the tenets of inclusion and advancing community. We also understand that material inequities and social exclusion in the workplace can have dire intersecting consequences, both immediately and in the long term, for individuals, disciplines, and professions.

Looking ahead, UUP seeks to be a thoughtful leader amongst higher education unions as we consider the specificities of inclusivity, equity, and capacity building within and amongst higher education public employees, at their workplace and within their union. For example, the Capacity Building Curriculum Team observes that many capacity building opportunities are available to UUP members either center students or are provided as part of organizational compliance. Socialization, implicit bias, microaggressions and implicit bias are seemingly considered phenomena that shape the student experience, but not that of professional faculty and academic faculty.

The Curriculum team will use this observation as inspiration, with a sharpened focus on how these phenomena can and do take shape within the public higher education context, drawing on experiences and expertise gained from employment as professionals and academics. The goal is to provide insight, research about these topics in higher education, and provide skills and roadmaps to mitigate or counter inequity and bias, and promote advocacy for oneself, others, and union values. As well as providing a certificate for professional growth and career development. The resulting curriculum will comprise the 100-level series of UUP's DEI Capacity Building Academy.

On a related note, UUP Project Leads understand that offering curriculum and events is one aspect of a cultural shift in UUP, but centering inclusivity and capacity building as a UUP value will take more than that. As we develop our DEI growth plan, we must remain accountable and conscientious that we don't conflate the two, perhaps missing where more member engagement and union leadership are necessary to create authentic and meaningful shifts within UUP culture as a whole. That said we have taken a first step upon which to build.

As UUP attempts to shift the culture around DEI through its initiatives, UUP embraces the opportunity to look inward by creating a strategic plan including a DEI mission statement, additional DEI capacity building for staff, and an initiative to recruit and retain diverse staff. As a union organization we recognize the need to promote diversity in leadership throughout our 32 chapters and our statewide leaders.

Respectfully Submitted by: Carolyn Kube, Vice President for Professionals and Lydia Brassard, UUP Organizer