



## **College and University Professional Association for Human Resources**

CUPA-HR POSITION STATEMENT

*INCLUSION CULTIVATES EXCELLENCE*

### **OUR CORE VALUES AND BELIEFS**

CUPA-HR values diversity, advocates inclusive and equitable practices and engages its members in establishing a culture in higher education that welcomes, learns from and celebrates differences among people. CUPA-HR recognizes that a commitment to diversity, equity and inclusion is essential to achieving excellence for our Association and our member institutions.

### **OUR SHARED INSTITUTIONAL RESPONSIBILITY**

Higher education human resource (HEHR) professionals, and others responsible for managing the higher education workforce, directly affect institutional excellence by fostering individual commitment to and engagement in building a diverse, equitable and inclusive community. This means that we all must work together to build institutional capacity and individual capability, to shape culture and to cultivate supportive and inclusive learning environments that advance organizational effectiveness and success.

### **OUR UNIQUE POSITION TO PROVIDE LEADERSHIP**

HEHR professionals are uniquely positioned to, and therefore must, provide leadership for institutional efforts to expand the opportunities and address the challenges created by the changing workforce and the local, global and environmental forces prompting those changes. CUPA-HR programs and services will include resources to develop the knowledge, skills and cultural competence that members need to help institutions manage these significant opportunities and challenges. CUPA-HR programs and services also will help members explicitly replace barriers discrimination, exclusion and bias (both conscious and unconscious) with inclusive and equitable practices. The role of higher education to develop the talent and capabilities of the future global workforce makes this work imperative.

### **OUR CALL TO ACTION**

This statement has been broadly vetted by U.S. and international CUPA-HR members. To specify the proactive commitment of CUPA-HR to excellence through diversity, equity and inclusion, the Board of Directors and the staff have engaged members in developing the appended action plan to ensure that this statement is supported by clear and definitive actions by the Association and by its members. CUPA-HR will periodically assess our efforts to make certain they yield positive results, and we will update our action plan annually to confirm that our commitment is sustained.



## **College and University Professional Association for Human Resources**

### **INCLUSION CULTIVATES EXCELLENCE: CONNECTING OUR COMMITMENTS TO OUR WORK**

#### **CUPA-HR 2011 - 2014 STRATEGIC ACTION PLAN**

##### **OUR CORE VALUES AND BELIEFS**

CUPA-HR values diversity, advocates inclusive and equitable practices and engages its members in establishing a culture in higher education that welcomes, learns from and celebrates differences among people. CUPA-HR recognizes that a commitment to diversity, equity and inclusion is essential to achieving excellence for our Association and our member institutions.

##### **Goals**

- To communicate clearly the position, values and beliefs of CUPA-HR regarding diversity, equity and inclusion as imperative for excellence in higher education
- Manage effectively the communication and feedback process from the start of the rollout such that CUPA-HR staff, Board volunteer leadership maximizes their learning about how to respond productively to both positive and negative feedback about the PS/AP to contribute to the evolution of the elements of the AP over time.
- Disseminate the PS/AP to the public broadly through a variety of local and national media outlets.

##### **OUR SHARED INSTITUTIONAL RESPONSIBILITY**

Higher education human resource (HEHR) professionals, and others responsible for managing the higher education workforce, directly affect institutional excellence by fostering individual commitment to and engagement in building a diverse, equitable and inclusive community. This means that we all must work together to build institutional capacity and individual capability, to shape culture and to cultivate supportive and inclusive learning environments that advance our effectiveness.

##### **Goals**

- To become the national repository of data on improvements in higher education environments on the impact of diversity, equity and inclusion on strengthening the viability and vitality of the higher education.
- Foster a culture within the CUPA-HR community that respects the individual, embraces diverse perspectives and models inclusive membership and leadership development practices.
- Sustain CUPA-HR's commitment to partner and collaborate with other higher education organizations like CHEMA and its CPs to expand national leadership in higher education focused on achieving excellence through diversity, equity and inclusion.

## **OUR UNIQUE POSITION TO PROVIDE LEADERSHIP**

HEHR professionals are uniquely positioned to, and therefore must, provide leadership for institutional efforts to expand the opportunities and address the challenges created by the changing workforce and the local, global and environmental forces prompting those changes. CUPA-HR programs and services will include resources to develop the knowledge, skills and cultural competence that members need to help institutions manage these significant opportunities and challenges. CUPA-HR programs and services also will help members explicitly replace barriers of discrimination, exclusion and bias (both conscious and unconscious) with inclusive and equitable practices. The role of higher education to develop the talent and capabilities of the future global workforce makes this work imperative.

## **Goals**

- Acknowledge explicitly that some groups of people have historically been underrepresented in and underserved by higher education and continue to be subject to systematic discrimination; hence, initial change efforts by CUPA-HR will focus priority attention on these members of the workforce.
- Develop and make accessible expertise in inclusive leadership within CUPA-HR and its volunteer leaders.
- Advance knowledge of the benefits of a broadly diverse learning community.