



The University of Kansas

# Supervision Through an Inclusive Lens

**Supervisory Training for Excellence in Performance**

Office of Civil Rights & Title IX

August 6, 2025

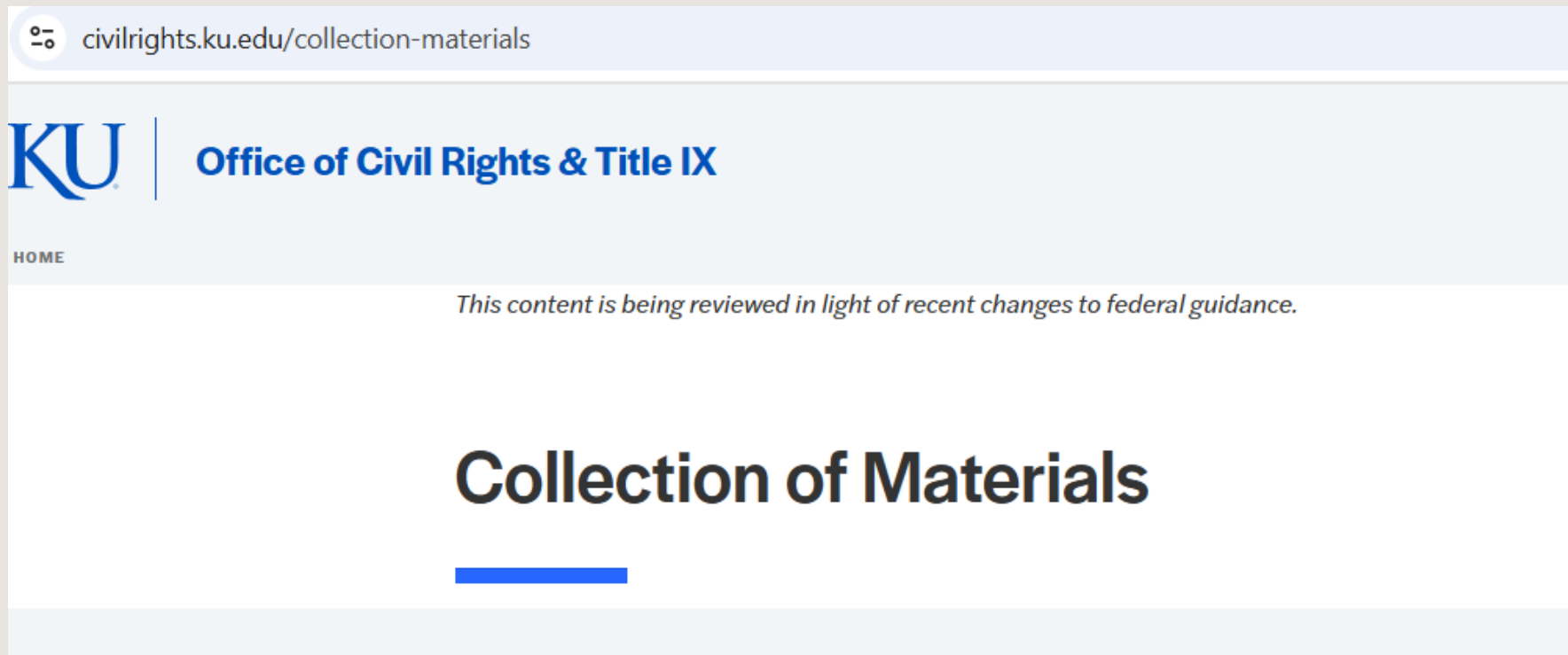


# AGENDA

- Introductions
- Community Guidelines
- Connecting to KU
- Learning Outcomes
- Climate Activity
- Four Tenets
- Discussion of Scenarios
- Wrap Up



# Compliance



Office of Civil Rights & Title IX (n.d.). *Ensuring Compliance with HB 2105*.  
Office of Civil Rights & Title IX (n.d.). *Collection of Materials*.  
Policy Library. (2024). *Publication Requirements for Diversity, Non-Discrimination, and Related Training Materials*.

# Community Guidelines

- Be present and engaged
- Share airtime
- Don't freeze people in time
- Expect and accept discomfort (and joy)
- Speak from your own experience
- Take the learning leave the stories
- Ouch then Educate



## Connecting to KU

Mission	To educate leaders, build healthy communities, and make discoveries that change the world.
Vision	To be an exceptional learning community that lifts each member and advances society.
Values	Integrity Respect Innovation Stewardship Excellence



# Learning Outcomes

By the end of the training, participants will be able to:

- Define Inclusive Supervision.
- Name at least four practices that contribute to Inclusive Supervision.
- Recognize barriers to Inclusive Supervision practices.
- Identify and explore opportunities for Inclusive Supervision practices within their work environment.
- Create a personal plan for utilizing Inclusive Supervision practices.

# Reflecting on Work Culture

What is the culture at the University?

What is your team's work culture?



# Different Types of Professional

- New Professional
- Mid-Level Professional
- Senior Administrator



# The Four Tenets of Inclusive Supervision



# Four Tenets of Inclusive Supervision Practice

1. Creating Safer Work Environments
2. Cultivating Holistic Development
3. Demonstrating Vulnerability
4. Building Capacity in Others

**INCLUSIVE SUPERVISION**

**Creating Safer Spaces**

# Creating Safer Work Environments

## Definition

Supervisor's ability to create and establish an environment where supervisees feel comfortable discussing issues that directly relate to personal identities they may hold.

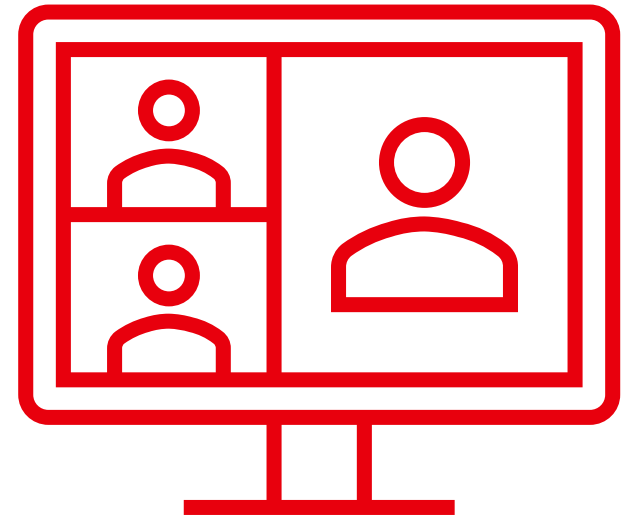
# Creating Safer Work Environments Strategies

- Ensuring everyone's voice is valued equally in a given space.
- Supervisors should demonstrate an ethic of care.
- Being mindful and intentional about helping staff navigate organizational and institutional culture.

# Creating Safer Work Environments Scenario

After a team meeting, Susan goes up to her supervisor Taylor, and says that she feels her points of discussion are not being heard during team meetings. Susan shares that it feels as though time is always being cut short and her discussion points are always the ones left out.

**What can Taylor do to make this a safer work environment for Susan?**



# INCLUSIVE SUPERVISION

Cultivating Holistic  
Development

## Creating Safer Spaces

# Cultivating Holistic Development

## Definition

Making an ongoing commitment to viewing your staff not just in terms of their professional identity, but also in terms of their personal identity.



# Cultivating Holistic Development Strategies

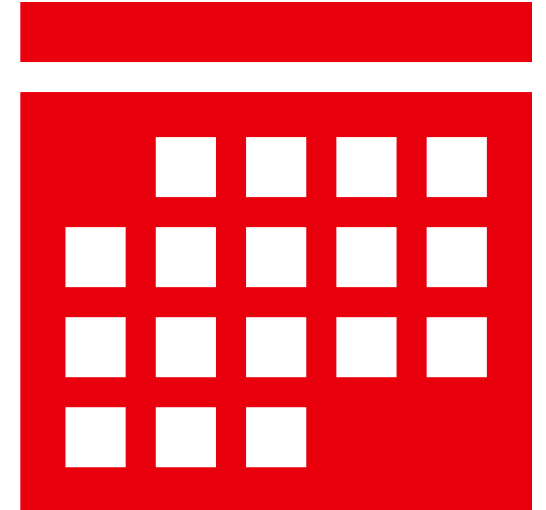
- Create a space in which an individual is able to freely and comfortably bring aspects of their identity into the workplace that allows them to be more of their whole selves at work.
- Welcome and celebrate cultural identity.

# Cultivating Holistic Development

## Preparing for Pregnancy

Your student hourly Kai approaches you and tells you that she is expecting a baby soon. She wanted to let you know that, depending on medical visits and potential symptoms, it may affect her capacity or ability at work. She is letting you know months in advance of her potential due date and is giving you the time to make any accommodations, if necessary.

**How can you cultivate a holistic place where she can feel comfortable showing up as her whole self at work throughout her pregnancy?**



# Resources – Pregnancy & Parenting

## **Office of Civil Rights & Title IX**

A starting place to understand the relevant laws, policies, and options.

## **Lactation Spaces**

17 locations at the Lawrence campus, 1 at Edwards campus, and more at the Medical Center.

## **Pregnant & Parenting Resource Pantry**

Located in the Kansas Union Room 438

[civilrights.ku.edu/pregnant-and-parenting](https://civilrights.ku.edu/pregnant-and-parenting)  
[opsmaps.ku.edu/](https://opsmaps.ku.edu/)  
[studentengagement.ku.edu/campus-cupboard](https://studentengagement.ku.edu/campus-cupboard)

# INCLUSIVE SUPERVISION

Cultivating Holistic  
Development

Demonstrating  
Vulnerability

## Creating Safer Spaces

# Demonstrating Vulnerability

## Definition

Demonstrating vulnerability means being willing to admit that you might not know everything. It means being willing to openly take accountability for both your mistakes and your continued learning.

# Demonstrating Vulnerability Considerations

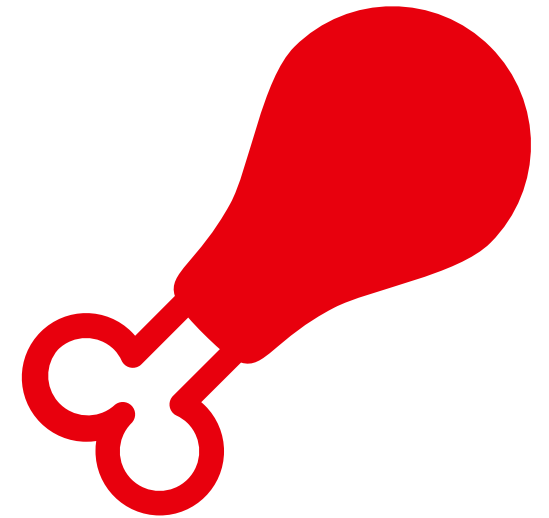
- You should model vulnerability for your supervisees no matter their position in the organization or years of experience.
- It is important to let supervisees show vulnerability and be able to grow.

# Demonstrating Vulnerability

## BBQ Fridays

On Monday, Amir seems upset. His supervisor, Tim asks what was wrong, Amir told Tim he's been feeling left out of the team because he has never been invited to the team BBQ outings on Fridays. Because Amir shared he was from India during his onboarding, Tim thought Amir did not eat pork or beef, so they never invited him to BBQ Fridays.

**How did Amir demonstrate vulnerability? How can Tim demonstrate vulnerability?**



# INCLUSIVE SUPERVISION

Cultivating Holistic  
Development

Demonstrating  
Vulnerability

Building Capacity  
in Others

## Creating Safer Spaces



# Building Capacity in Others

## Definition

Building capacity in others means actively providing opportunities for supervisees to learn, take risks, and potentially fail.

# Building Capacity in Others Strategies

- Actively and intentionally invite everyone into conversations.
- Help build your supervisees' capacity through intentional evaluations, professional development, and hiring practices.
- Give supervisees ways to expand their emotional and cultural knowledge/skills.
- Work to implement inclusive practices in every aspect like day-to-day activities and annual evaluations.

# Building Capacity in Others

## Post-Promotion Ideas

William has been in the department for several years, but recently was promoted to program coordinator.

After his onboarding, he tells Lisa, his supervisor, that he has a few new ideas to revamp a program he now works with.

**How can Lisa help build William's capacity?**



**Break**  
**Return at 2:15**



# Barriers to Inclusive Supervision

- Inability to be one's authentic self
- Lack of self-awareness
- Absence of trust
- Lack of preparation
- Organizational, positional limitations

# Additional Scenarios



# Scenario

## Tardy Troubles

After attending this training, Beth, a supervisor of 2 graduate assistants, wants to implement the 4 tenets she's learned. Already 3 months into the semester, she has noticed one of the graduate assistants, Jamie, has been consistently 12 minutes late to work.

Although he is not later than the 15-minute grace period, she has noticed tension in the office because of this.

**How can Beth implement the 4 tenets to be a more inclusive supervisor?**



# Scenario

## Tardy Troubles

- **Creating Safer Work Environments:** Demonstrating an ethic of care. Model being open to feedback.
- **Cultivating Holistic Development:** Take time to try and learn about Jamie, if he feels comfortable sharing.
- **Demonstrate Vulnerability:** This ties in with modeling and creating safe work environments and cultivating holistic development.
- **Building Capacity in Others:** Help him navigate finding his professional voice to advocate for his needs.



# Scenario

- Giving it to the group
- 
1. Creating Safer Work Environments
  2. Cultivating Holistic Development
  3. Demonstrating Vulnerability
  4. Building Capacity in Others

# Wrapping Up





1. Creating Safer Work Environments
2. Cultivating Holistic Development
3. Demonstrating Vulnerability
4. Building Capacity in Others

## Thinking Ahead

Take a moment to reflect on the following questions.

- How will I implement the 4 tenets into my supervision or leadership practice?
- How will I overcome barriers to inclusive supervision?



# References & Citations

- Wilson, A. B., McCallum, C. M., & Shupp, M. R. (2020). Inclusive supervision in student affairs: A model for professional practice. Routledge.
- Brown, R., Desai, S., & Elliott, C. (2019). Identity-conscious supervision in student affairs: Building relationships and transforming systems. Routledge.
- Seen, Heard, and Paid: The New Work Rules for the Marginalized, Alan Henry
- Multicultural Competence in the Supervisory Relationship: An Inclusive Model - McCallum & Wilson
- Inclusive Workplaces Focus on Management Practices that Matter, Not Fluff - McKinsey & Company
- How to: Be More Inclusive in Staff Supervision - Nonprofit Risk Management Center
- <https://civilrights.ku.edu/ensuring-compliance-hb-2105>
- <https://civilrights.ku.edu/pregnant-and-parenting>
- <https://policy.ku.edu/civil-rights/mandatory-reporting>
- <https://policy.ku.edu/publication-requirements-diversity-non-discrimination-and-related-training-materials>
- <https://opsmaps.ku.edu/>
- <https://strategicplan.ku.edu/>
- [https:// studentengagement.ku.edu/campus-cupboard](https://studentengagement.ku.edu/campus-cupboard)



## OCRTIX Office Locations

<b>Edwards Campus</b>	<b>KU Medical Center Kansas City Campus</b>	<b>Lawrence Campus</b>
<b>Regnier Hall Room 270 M,N,P,Q</b>	<b>Wescoe Room 3035, 3038, and 3045</b>	<b>Dole Human Development Center Room 1082</b>
		<b>Strong Hall Room 121</b>