



The University of Kansas

# Supervision Through an Inclusive Lens

**Supervisory Training for Excellence in Performance**

Office of Civil Rights & Title IX

October 16, 2025



# AGENDA

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



# Compliance

The screenshot shows a web browser address bar with the URL [civilrights.ku.edu/ocrtix-presentations](http://civilrights.ku.edu/ocrtix-presentations). Below the address bar is a header with the KU logo and the text "Office of Civil Rights & Title IX". A "HOME" link is visible. A notice states: "This content is being reviewed in light of recent changes to federal guidance." The main heading is "OCRTIX Presentations" with a blue underline. At the bottom, there is a link for "Office of Civil Rights & Title IX Required Annual Training (PDF)".

Office of Civil Rights & Title IX (n.d.). *Ensuring Compliance with HB 2105*.  
Office of Civil Rights & Title IX (n.d.). OCRTIX Presentations.  
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

## Stairs Struggles

Every week you and your supervisee Kaya walk upstairs to a meeting in a conference room on the floor above your offices.

Yesterday, you heard Kaya telling someone else they struggle going up and down stairs. When you approach them about it, they said they didn't want to tell you as you always say taking the stairs is faster than waiting for the elevator.

What can you do to make it a safer environment?

# Resources –

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

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

## **ADA Resource Center**

Located in Carruth O'Leary, 1246 W Campus Rd

## **Student Access Center**

Located at Strong Hall, 1450 Jayhawk Blvd. Rm 22

[civilrights.ku.edu/pregnant-and-parenting](http://civilrights.ku.edu/pregnant-and-parenting)

[opsmaps.ku.edu/](http://opsmaps.ku.edu/)

[studentengagement.ku.edu/campus-cupboard](http://studentengagement.ku.edu/campus-cupboard)



**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

## Fall Potluck

At last year's winter break potluck, there were no labels on the food buffet. Most people had fun and enjoyed trying other people's dishes, but some staff members did not eat because they were not sure the food was "safe" from a health or spiritual perspective.

Keeping in mind holistic development, how will you approach the winter break staff celebration?

# Resources – Food Considerations

## **Religious Observances**

Check to see if your event overlaps with a religious observance and if there's any accommodations to be aware of.

## **General Food Needs**

Having a variety of options for a diverse crowd ensures everyone can participate.

If you know the group and what the needs are ahead of time, you and others can be prepared to share without the guess work.



# 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

## Coworker Coalition

During office meetings you always make space for your teammate Anna's suggestions and advocate for her ideas. Recently a colleague told you they've noticed you shut down other people's suggestions in favor of Anna's.

How can you demonstrate vulnerability in this scenario?

# 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

Brenda has worked in the department for 45 years. Taylor, who has worked in the department for the last two years, received a promotion and now supervises Brenda. They noticed Brenda has been giving people incorrect information and has been resistant to subtle feedback. Taylor has been hesitant to approach Brenda because she has been with the department for a longer time. Taylor is your supervisee and asks for your advice.

How can you help build their 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.

# Scenario

## Group Discussion

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

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

# 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.

# Wrapping Up



# Thinking Ahead

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

## Four Tenets of Inclusive Supervision

Creating Safer Work Environments

Cultivating Holistic Development

Demonstrating Vulnerability

Building Capacity in Others

# References & Citations

<https://civilrights.ku.edu/ensuring-compliance-hb-2105>

<https://civilrights.ku.edu/octix-presentations>

<https://policy.ku.edu/civil-rights/mandatory-reporting>

<https://accessibility.ku.edu/accessibility>

<https://access.ku.edu/>

<https://policy.ku.edu/publication-requirements-diversity-non-discrimination-and-related-training-materials>

<https://strategicplan.ku.edu/>

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



# OCRTIX Office Locations

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

# STAFF & FACULTY WELLNESS RAPPORT

FALL 2025

**OCTOBER 22ND**

**3:30 - 5:30 P.M.**



- To register, scan the QR code or visit: [civilrights.ku.edu/rapport-program](https://civilrights.ku.edu/rapport-program)
- Rapport events are open to all staff, faculty, postdocs, & affiliates from all KU campuses & instructional sites.
- Location: Kansas Memorial Union–Hawks Nest & Baumgartner Terrace on the 1st Floor.
- Appetizers & drinks will be provided.



**OCRTIX**

# Impact & Belonging Training Offerings

## Introduction to Belonging

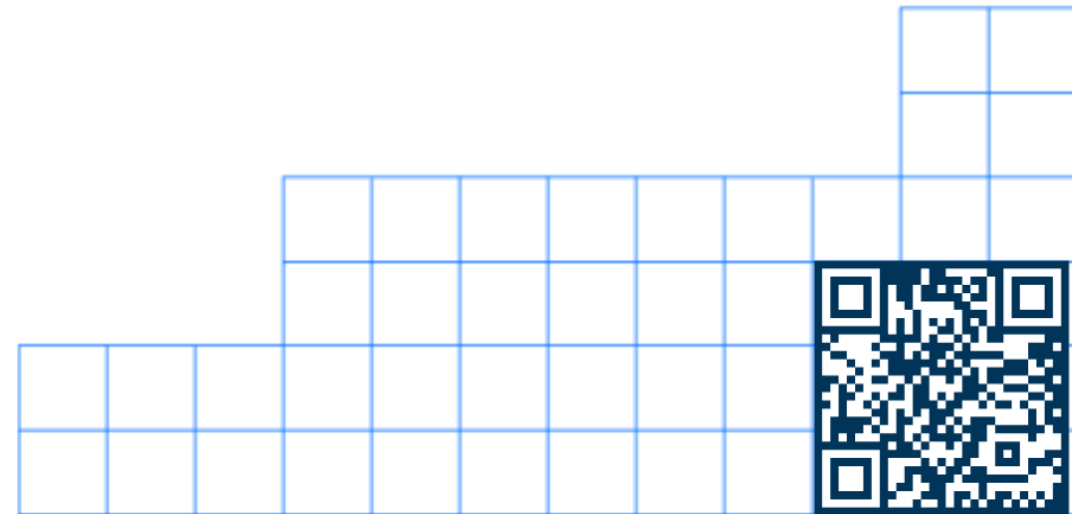
### PART 1

**November 10, 2025 - 1:00 P.M.** | Lawrence Campus

### PART 2

**December 8, 2025 - 1:00 P.M.** | Lawrence Campus

For more information, visit: [civilrights.ku.edu/training](https://civilrights.ku.edu/training)



# BELONGING @ KU



## Exploring Disability & Identities

Featuring Stephanie Ruppen, Sean Swindler, & Dr. Jean Hall

**KU** THE UNIVERSITY OF  
**KANSAS**  
Office of Civil Rights & Title IX