



The University of Kansas

Supervision Through an Inclusive Lens

Supervisory Training for Excellence in Performance

Office of Civil Rights & Title IX

June 3, 2026



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.). 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 Professionals

- 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 relate to their work *and* to personal experiences.

Creating Safer Work Environments Strategies

- Take responsibility for designing and maintaining psychological safety
- Address practical and psychological needs
- Establish shared expectation for interactions
- Engage as employees and people

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.

Employee Accommodations via Human Resources

Located in Carruth O'Leary, 1246 W Campus Rd.

Student Access Center

Located at Strong Hall, 1450 Jayhawk Blvd. Rm 22

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 fall 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 fall 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.

Break
Return at 2:00



INCLUSIVE SUPERVISION

Cultivating Holistic
Development

Demonstrating
Vulnerability

Creating Safer Spaces

Demonstrating Vulnerability

Definition

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

Demonstrating Vulnerability Strategies

- Self-awareness, disclosure, and action
- Build and repair trust
- Take responsibility for your actions
- Model vulnerability with all

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.

Barriers to Inclusive Supervision

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

YOUR Barriers

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

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

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

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

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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.

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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

Feltman, C. (2024). The Thin Book of Trust, Third Edition: An Essential Primer for Building Trust at Work. United States: Berrett-Koehler Publishers.

[Clark, T. R. \(2020\). The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation. United States: Berrett-Koehler Publishers.](#)

OCRTIX Office Locations

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