Culture of Inclusion

Extracted from the:
L&T Leadership Programme 2018 – 19
“Towards a More Inclusive and Internationalised Curriculum”
The Task

• **Identify ways** to ensure a more inclusive and internationalised approach across the whole institution.

• **Develop recommendations** to ensure *internationalised* and *inclusive curricula are imbedded* across taught programmes.

We will internationalise our curricula, ensuring that they are globally relevant and contain learning experiences that are culturally **accessible to all**.

An internationalised curriculum is an inclusive curriculum, and an inclusive culture incorporates an inclusive curriculum.

Therefore we focussed on **inclusion**.
What is Inclusivity?

An inclusive approach:

“… necessitates a shift away from supporting specific student groups through a discrete set of policies or time-bound interventions, towards equity considerations being embedded within all functions of the institution and treated as an ongoing process of quality enhancement.

Making a shift of such magnitude requires cultural and systemic change at both the policy and practice levels.”

(May and Bridger, 2010, p.6).
What is inclusivity?

• Accessible or inclusive? Is our understanding of inclusivity weak or even flawed?

• **Accessible:** everyone is able to take part.
• **Inclusion:** everyone is encouraged and supported to take part.

• Correctly done, inclusivity generates a sense of belonging and community and this in itself benefits productivity, wellness, output...for ALL students
Organisational Culture

- **Routines**: ‘The way we do things around here’.

- The deeply seated (often subconscious) values and beliefs shared by personnel in an organisation.

- A set of shared assumptions that guide behaviours.


Organisational Culture

- The culture of an organization is defined by:
  - Values, rituals, heroes and symbols (Hofstede, 1997).
  - Stories, symbols, policies, control, behaviours (Johnson and Scholes, 1999).
- ‘…transformational leaders change their culture by first understanding it and then realigning the organization's culture with a new vision and a revision of its shared assumptions, values and norms.’


Moving Inclusion to a Higher Core Value?
Culture of Inclusion

- **Narrative**: stories, vision.
- **Symbols**: publicity, language.
- **Power structures**: senior management stories alongside others, inclusion officers.
- **Control**: reward and recognition for inclusion, training (PGCAP/LEADS).
- **Routines**: require ‘inclusion’ to be explicitly considered at ‘course design’ stage → revise PIP.
Recommendations

- **Inclusion** needs to be moved to a higher core value;
- **Cultural shift**; normalizing inclusion.
- Inclusion isn’t “remedial”
- **Mentoring** needs investment and is a symbol of that cultural shift.
- **Induction framework**, with inclusivity embedded, is a control structure and a symbol for cultural shift.
Over to you…