November 27, 2017

TO: The SMU Community

FROM: R. Gerald Turner, President
     Steven C. Currall, Provost and Vice President for Academic Affairs
     Maria Dixon Hall, Senior Advisor to the Provost for Campus Cultural
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     Affairs

RE: Campus Cultural Intelligence Initiative at SMU (CIQ@SMU)

During the last 100 years, the Mustangs of SMU have made great strides in ensuring that our university community is reflective of the larger world that we are called to serve. Our campus community consists of individuals of different races, ethnicities, religions, and political and social identities. Those differences represent unique cultures to which each of us belongs. Like many other universities across the United States, we believed that traditional diversity and inclusion programs were the answer to ensuring that our campus was not only integrated but also inclusive. We have realized, however, that in order to cultivate a campus culture where all Mustangs have the knowledge and skills to learn, teach, and work in contexts that are diverse, we need to do more.

Today, we are pleased to announce the formal launch of our strategic initiative, the Campus Cultural Intelligence Initiative (CIQ@SMU). With its emphasis on equipping faculty, staff, and students to collaborate and communicate in today's complex cultural environment, CIQ@SMU represents SMU's innovative approach to address issues of difference within higher education. More importantly, we believe that CIQ@SMU offers added value to our graduates by enabling them to become more skilled at working in diverse environments here and beyond the campus. This letter introduces:

- The Background of the Campus Cultural Intelligence Initiative
- The Goals and Key Objectives of CIQ@SMU
- The Programs of CIQ@SMU
- The Opportunities for Your Involvement and Participation with CIQ@SMU

How Did CIQ@SMU Develop?

In response to the national discourse on diversity, as well as to campus issues raised by the student group Black@SMU, a small group of tenured SMU faculty began to examine the reality of diversity and inclusion at SMU during early spring 2016. Concluding that traditional diversity and inclusion programs did little to equip campus community members with the knowledge and skills to respectfully engage with one another, our faculty members explored alternative models that moved beyond acknowledgment of diversity and toward truly effective communication. After a comprehensive analysis of efforts throughout higher education, theology, law, and business, our framework of Cultural Intelligence was conceived.

Cultural Intelligence is the ability to function and manage effectively in culturally diverse settings. This ability requires having the information that we need to inform our working and social relationships with our workplace colleagues and students.

Growing out of these discussions, Dr. Maria Dixon Hall, associate professor of Communication Studies, was appointed Senior Advisor to the Provost for Campus Cultural Initiatives in August 2016. She was asked to lead an effort to develop a campus initiative embracing cultural intelligence that would help us learn more about each other's cultural languages in order to strengthen the effectiveness of our day-to-day interactions.

The Goals and Objectives of CIQ@SMU

The mission of CIQ@SMU is to make cultural intelligence part of the "DNA" of our SMU community by touching every aspect of our institutional life. Whether in the classroom, the Residential Commons, the office, or the fraternity or sorority house, CIQ@SMU is designed to ensure that every member of our campus is equipped to create, collaborate, and implement innovative solutions to change the world regardless of the background of those with whom they work. CIQ@SMU emphasizes that our cultural languages are more complex than only race or ethnicity but also include religious, gender, sexual, political, and socio-economic identities. Therefore, it seeks to be a resource to enable all of us to become truly multi-dimensional.

CIQ@SMU will engage this mission through:

- The creation of curriculum and educational opportunities for faculty, staff, and students to learn and implement the principles of cultural intelligence in their lives. CIQ@SMU seminars will not be credit-bearing or required for degree completion, but rather will provide a framework for personal and professional development.

- Consultations with faculty, staff, and students to identify opportunities to incorporate and enhance the cultural intelligence in their classrooms, organizations, leadership development, and operational practices.

- Communications to the SMU community through a website (*smu.edu/ciq*), newsletter and social media regarding emerging research and best practices from business, theology, social advocacy, politics, and global health in the transformative impact of embracing cultural intelligence as a tool of personal and professional development.

- An annual recognition program that celebrates students, faculty, staff, and academic or administrative departments who develop and implement culturally intelligent or inclusive teaching methods; are visible advocates for inclusion and cultural intelligence in their University role; or who develop programs, experiences, and/or educational components that cultivate our community's skills and practice of cultural intelligence.

Will CIQ@SMU Have Classes?

One of the most visible aspects of CIQ@SMU will be our workshops that are currently under development. Our task has been made more complex by that fact that many innovations we want to include in seminar content for cultural intelligence do not exist. Consequently, CIQ@SMU is researching, developing, and writing this content from scratch. With the help of faculty, staff, and student volunteers as well as external assistance from the Multicultural Foodservice and Hospitality Alliance, a leader in cultural intelligence, we believe we are developing a groundbreaking model. Because we are committed to delivering not simply another diversity and inclusion program, our work is methodical, well researched, and highly consultative. Each component of our emerging curriculum was written by an editorial board consisting of faculty, staff, and students from across campus during the first six months of 2017. Each component's content is being edited, digitized, and formatted for use, and the first two workshops will be ready for campus pilot testing in January 2018.

How Do I Get Involved with the Work of CIQ@SMU?

We invite you to join the 40 members of the Mustang community listed below who have been working since January to develop the content for our educational core. Serving as editors, writers, and advisors, our initial cohort represents the mosaic of roles, identities, and cultures at SMU. While we have a clear strategy and solid content, we believe the best version of CIQ@SMU will emerge from the input of all community members as we endeavor to fulfill the tasks laid out in our mission. Therefore, we will need your help to evaluate, revise, write, train, measure, and provide feedback in order to truly make CIQ@SMU the innovation within higher education that we are confident it can become.

There are several ways for you to engage with CIQ@SMU in its initial phases:

- Take part in our "Ask Us Anything" forum on our website, *smu.edu/ciq*. Designed as a forum with a rotating focus on issues of race, gender, religion, sexual orientation, and politics, "Ask Us Anything" is for members of the SMU community to ask cultural questions that people really want to know but are afraid to ask.
- Beginning in January 2018, we will begin pilot testing our first educational component, Hidden Scripts. We will need faculty, staff, and student participants who are willing to help us ensure that we are effectively meeting the needs of campus and our objectives. Signing up to participate will be possible through the website.
- Sign up also on the website for our train-the-trainer workshops that will begin during the first quarter of 2018. CIQ@SMU was created by SMU for SMU. We believe that we learn best from each other.
- Explore our website for articles and blogs about cultural intelligence, diversity, and inclusion. This month we are spotlighting:

  - The work of SMU alumna Lacey A. Horn '04 '05 as the youngest treasurer for the Cherokee Nation

- o "What it's really like being a conservative student on a liberal campus" from Fresh U
- o GenForward's insightful survey results on college student attitudes about Trump, race, and the Confederate flag
- o #Metoo and Higher Education: Sexual Harassment on College Campuses from *The Chronicle of Higher Education*

Final Thoughts

Among the many factors that have contributed to CIQ@SMU, Dr. Dixon Hall recalls a key moment during 2015. That fall, at a town hall meeting organized by student leaders, a student asked: ***"Whose job is it to teach me how to work with people who are different than I am?"***

Our answer is that it's all of us. This is important work that will not be finished overnight. Our hope is that through CIQ@SMU, all of us at SMU will embrace learning from and teaching one another how to work effectively with people in culturally diverse settings.

CIQ@SMU

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