

# 2023



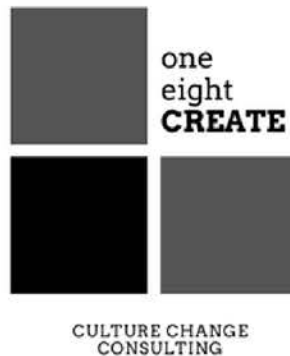
COUNCIL OF WRITING PROGRAM ADMINISTRATORS

## CULTURAL ASSESSMENT **REPORT**

A Report by One Eight Create  
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CULTURE CHANGE  
CONSULTING



At One Eight CREATE (OEC), every aspect of our mission is intentional, from the theories of change that inform our services to the meaning of the words that make up our name. And it's in our name that you can find our core values and begin to appreciate the alignment between our calling and your organization's vision of building an equitable, inclusive culture.

One represents OEC's acknowledgment that each person's individual commitment to change is the key to unlocking the potential for systemic shifts in culture. Self-awareness and personal responsibility are critical to being an effective culture change agent. The greatest leverage a person has in changing a system is in changing themselves. Taking responsibility for one's own biases, intentions, thinking and behaviors gives them more power to create what they want.

Eight is a symbol indicating a balance of energy and power; and in the context of organizational culture change, it signifies OEC's commitment to advancing equity and inclusion particularly through amplifying the voices of the unheard and disrupting injustice where we see it. The number eight also represents OEC's pursuit of a collective abundance mindset versus a scarcity one. In our experience with facilitating complex change, the latter separates us while the former unites us.

## GUIDING DEFINITIONS

A **Growth Mindset** is a belief that people can evolve and learn, while a fixed mindset suggests that talent, abilities, and intelligence are fixed. An organization with a fixed mindset creates a "culture of genius," or a workplace that views talent as critical to success, where talent is either something you have or don't have.

**Belonging Uncertainty** is wondering whether others will include, value, and respect you. When employees feel like they don't belong, it can be incredibly taxing and invalidating.

**Objectivity** is the perception that advancement is based on fair and transparent criteria.

**Diversity** represents all our varied identities and differences (race, ethnicity, gender, disability, sexual orientation, gender identity, national origin, ability, socio-economic status, thinking and communication styles, etc.), collectively and as individuals.

**Equity** is a structural environment that ensures equality of opportunity and fair treatment in access to information and resources. An equitable community is designed to remove barriers to equality by identifying and eliminating discriminatory policies and practices, remedying the effects of past discrimination, and ensuring appropriate representation of the community's members.

**Inclusion** is a culture of belonging where people feel valued and respected. Inclusion is experienced when people believe that their unique and authentic self is valued by others while at the same time having a sense of connectedness to the community.

### REPORT AUTHORS and CURATORS:

Donald Wood, One Eight CREATE Consulting, LLC.

Dr. Candice Dowd Maxwell, Parker Ed & Development, LLC.

Dr. Kristy Carter, KC Consults, LLC.

Dr. Joynicole Martinez, The Alchemist Agency, LLC

Camille Gilmore, Research Associate, University of Arkansas

Christopher Williams, Graphic Designer

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OEC would like to thank the Council of Writing Program Administrators, its Executive Board, and all those who participated in the surveys—members and non-members. We honor you all, your dedication to the field, and your desire to center diversity, equity, and inclusion in writing programs. We also want to recognize and amplify the voices of individuals not included in the survey data, especially those historically excluded, marginalized, or minoritized.

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## Prologue

The roadmap of your journey, etched with purpose and ambition, guides you toward the results you envision. You are the architects of outcomes that ripple beyond the present moment—a more resilient community, a more profound impact, and a more enduring legacy. The results you seek aren't mere data points; they embody lives transformed, dreams realized, and a collective mission fulfilled.

In this report, we embrace introspection and anticipation; we honor the essence of your organization—a beacon of change, a force for good. Our S.O.A.R. Analysis serves as a compass to help guide you through the landscapes of your strengths, the oceans of opportunities, the skies of aspirations, and the roads of results and recommendations that lead the Council of Writing Program Administrators (CWPA) one step closer to a future where your impact on the membership community is one of hope and possibility.

# Introduction

In Maslow's hierarchy of needs, "belongingness" is an intrinsic necessity that motivates human behavior (Taormina & Gao, 2013). Cultivating diversity, equity, and inclusion in various spaces demonstrates the intention to respect and value individuals and groups from all backgrounds and identities. This principle takes on a profound significance within the context of the Council of Writing Program Administrators.

It aims to foster and nurture a professional environment as such, overall improving the well-being of members. In these collective efforts, CWPA acknowledges the desire for growth and the richness that diversity brings to the table. By embracing a sense of belonging, CWPA promotes a culture where its members' unique perspectives, experiences, and voices contribute to the collective tapestry of knowledge and advancement.

In the realm of progression and transformation, innovation and collaboration intertwine, resting at the heart of CWPA's continuous journey to provide a sense of community. Through this commitment, CWPA stands as a guiding light for its members and the broader academic community it serves.

**Keywords: Belonging, culture, diversity, equity, inclusion, growth**

## Project Context

CWPA engaged the OEC team to embark on a profound exploration by taking a two-fold strategy assessing CWPA's current culture: 1) First, we implemented a comprehensive cultural assessment that allowed us to delve into both the implied and expressed attitudes and beliefs held by CWPA's membership. This analysis was essential in uncovering the core values that shape the organization's identity. 2) A S.O.A.R. analysis was conducted—a powerful tool that illuminates strengths, reveals opportunities, ignites aspirations, yielding results for the next steps within the organization (Stavros, et al, 2003).

Recently, CWPA has implemented actions recommended by OEC's team to cultivate a community of belonging. For example, revisions have been made to the organization's bylaws, DEI documents and processes, editorial practices, and increased diversity within the Executive Board. As OEC continues this journey of exploration, our commitment to CWPA remains steadfast and data-driven by the insights gained from our cultural assessment and S.O.A.R. analysis.

# Methodology

This study took a mixed methods approach, collecting quantitative and qualitative data through a cultural assessment survey that included open-ended responses and five listening sessions. Three listening sessions were offered virtually, while two were offered in person during the WPA annual conference. Additionally, an external reviewer utilized an inter-rater reliability method to enhance validity and minimize confirmation bias in the data assessment. An analytic tool primarily based on research by Stanford University's behavioral science experts [Carol Dweck, Greg Walton, and Geoffrey Cohen] was employed to assess diversity and inclusion relating to three specific variables: 1) Growth Mindset, 2) Belonging Uncertainty, 3) Objectivity. Each respondent had the option to participate anonymously and voluntarily.

## Quantitative

An online survey was distributed to members and non-members through Survey Monkey and remained open between August 2022 and December 2022. Variables fell into categories including the respondents' feelings of belonging ("I feel like I belong at the CWPA"), belief in a growth mindset ("CWPA believes that people can always improve their talents and abilities."), diverse identities and experiences ("I enjoy, value, and treat with respect the people from different backgrounds and cultures within the CWPA.") and the knowledge of equity implementation ("Are you aware of any DEI-centric objectives or goals at CWPA?").

Another category measured included a bias-free evaluation of the organization's culture ("How important is a diverse, equitable, and inclusive association culture to you?"). Response options were Likert scales ranging from: 1) Strongly agree to strongly disagree - and 2) The most important priority to Not important at all - Categorical. We also implemented dichotomous responses - Yes and No- to collect straightforward and easily quantifiable data. The survey design was structured to increase the validity and reliability of gauging attitudes, opinions, and perceptions (Hasson & Arnetz, 2005). The full survey instrument can be seen in Appendix A.

## Qualitative

Open-ended questions served as qualitative data to acquire nuanced and context-rich data. The questions encourage survey participants to articulate their thoughts, experiences, and perspectives in their language (Feng & Behar-Horenstein, 2019). Allowing respondents to elaborate on their viewpoints stood as an indispensable instrument for uncovering qualitative data and gaining insights and a deeper understanding of CWPA's current culture. Inquiry prompts used to elicit detail and context-rich responses included: 1) "What is one of the most important things the CWPA can do to support its members of different races, ethnicities, genders, and other dimensions of cultural identity?" and 2) "Is there anything else you would like us to know concerning CWPA culture?"

## **Strengths Opportunities Aspirations Results/Recommendation (S.O.A.R)**

The S.O.A.R. analysis involved the identification of strengths within CWPA's diversity and inclusion efforts, exploring opportunities for further improvement, determining aspirational goals, and assessing perceived results (Cole & Starvros, 2019). This approach, in accordance with survey data, ensures a more robust and multifaceted examination of CWPA's diversity and inclusion landscape, enhancing the overall validity and reliability of the study's conclusions.

### **Data Analysis**

Our quantitative analysis, facilitated by Survey Monkey, was utilized for its rigorous statistical analysis. We illuminated key insights into the organization's strengths, areas of opportunity, and the priorities held by the CWPA community. The findings provided valuable benchmarks, essential for charting a course toward greater inclusivity, equity, and effectiveness within the organization, and can be seen in Appendix A.

A qualitative approach was employed, specifically using inductive coding, to analyze the open-ended questions in our survey, which can be seen in Appendix B. The responses provided by participants to open-ended questions were subjected to a thematic analysis process. This involved systematically coding and categorizing the textual data to identify recurring themes, patterns, and key insights. By employing inductive coding within our qualitative methods, we sought to gain a deeper understanding of our participants' nuanced perspectives and narratives, allowing for a richer exploration of the research questions and a more comprehensive interpretation of the findings.



# Findings

The findings from 108 surveys and the S.O.A.R. analysis illustrates that CWPA’s membership reflects attitudes and beliefs of belonging and trust, inclusion and validation, diversity identities and experience, and equity implementation— and these themes are of great priority within the organization. These findings also highlight CWPA’s continuous strides to create an inclusive and respectful environment, and members are generally aware and supportive of the organization's efforts. However, a significant amount of work still needs to be done— building and incorporating existing endeavors.

## Survey Participant characteristics

Demographically, the survey captured a snapshot of the organization's composition. Around 68% of the survey respondents identified as cisgender women, reflecting the gender distribution within the organization. Moreover, the racial makeup revealed that 81% of survey respondents were White or European, indicating a potential need and focus for enhanced diversity implementation strategies. Lastly, 33% of respondents fell within the age range of 45 to 54, suggesting a presence of experienced professionals within the association. The organization has an average of 300 members annually.



81%  
Respondents  
Identified as White  
or European



68%  
Respondents  
were cisgender  
women



33% of respondents  
were between the  
ages of 45-54

**Quantitative and qualitative findings** The quantitative data collected through the survey provides valuable insights into members' perceptions of belonging and respect within CWPA. Notably, 62% of respondents feel a sense of belonging, while 63% agree that they feel respected and valued by their fellow members. However, regarding feeling respected and valued by the CWPA Executive Board, the agreement rate drops to 50%. These statistics suggest that there is generally a positive atmosphere of belonging and respect within the membership but room for improvement in interactions with the Executive Board.



Agreed they feel a sense of belonging



Feel respected and valued

The qualitative comments further emphasize the organization's ongoing efforts to enhance its culture. Respondents appreciate the behind-the-scenes work aimed at making CWPA a better and more inclusive organization. Their recognition of CWPA's commitment to change and inclusivity reflects a shared dedication to these organizational principles. This alignment between members' perceptions and the organization's objectives indicates a positive direction for CWPA in fostering a sense of belonging and respect among its members.

*"I have personally seen a lot of the work that CWPA is doing behind the scenes to become a better organization"*

*"I see how hard the organization is working to be inclusive"*

A significant 97% of respondents agreed that they enjoy, value, and treat individuals from diverse backgrounds and cultures with respect within CWPA. This reflects a strong sense of inclusivity and respect among members. However, a more nuanced picture emerges when looking at other questions. For instance, only 50% of respondents agreed they can voice opposing opinions without fear of negative consequences. This suggests that there may be room for improvement in fostering an environment where diverse viewpoints are not just tolerated but encouraged. Furthermore, 44% of respondents disagreed that CWPA's membership represents diverse backgrounds, with an additional 27% expressing indifference. This data points to a perception gap regarding the diversity within the organization. On the positive side, 73% of respondents are aware of DEI-centric objectives or goals at CWPA, indicating a substantial level of awareness about the organization's DEI initiatives.

97%

Enjoy, value, and treat individuals from diverse backgrounds and cultures with respect.

44%

Disagreed that CWPA's membership represents diverse backgrounds



Are aware of DEI-centric objectives or goals at CWPA

Qualitative responses provide context for the quantitative findings. Respondents expressed a desire for empathetic listening, the importance of valuing diverse voices and building more inclusive decision-making processes. They also highlighted concerns about the organization's representation and the need for continued efforts to make CWPA more inclusive and equitable. In conclusion, while the quantitative data generally reflect a positive attitude towards DEI within CWPA, the qualitative responses reveal nuanced challenges and opportunities for improvement. These insights will be invaluable in shaping future strategies and initiatives to enhance diversity, equity, and inclusion within the organization.

“What is one of the most important things the CWPA can do to support its members of different races, ethnicities, genders and other dimensions of cultural identity?”

- “Listen with empathy”
- “Listen, provide support”
- “Do not dismiss or diminish different viewpoints”

# S.O.A.R./ Recommendations

In our analysis, OEC identified four pivotal themes: 1) **Belonging and Trust**, which examines the role of trust in fostering a sense of belonging in CWPA; 2) **Inclusion and Validation**, focusing on the recognition and acceptance of diverse identities; 3) **Diversity Identities and Experiences**, celebrating human diversity; and 4) **Equity Implementation**, exploring practical strategies to dismantle disparities and promote fairness within the organization. From there, a S.O.A.R. analysis supported the findings by interpreting and leveraging the insights gained from the data while increasing validity and reliability. Also included are recommendations and next steps for CWPA.



# Themes/S.O.A.R.

## Theme #1: Belonging and Trust

OEC believes that CWPA leadership genuinely desires to improve DEI association-wide. Therefore, they must pledge to acknowledge the work that must be done, take accountability for the current landscape, assess how barriers influence the climate, and take action toward real change. To do this, CWPA leadership should recognize that truth and healing require letting go of the notion that they should direct these difficult conversations. Rather, they should seek out and join dialogues already occurring in marginalized communities that will aid in the cultural conflict recovery process.

This approach not only deepens learning and awareness but also fosters a deeper sense of collective responsibility. At the same time, CWPA leadership should be astutely aware of the “double tax” often placed on people of color in racial equity work. BIPOC professionals are not only expected to deal with the effects of racism in their lives and work but also to lead antiracism or diversity, equity, and inclusion work in their organizations.

Until CWPA leadership recognizes and addresses the antiquated procedures, processes, and practices informed by past and present oppressive social attitudes, the impact—whether intentional or not—will continue to manifest in CWPA communications, programs, and events as unreconciled trauma.

While belonging and trust appear on-target, this data is perceptually misleading, considering that the survey respondents overwhelmingly reflected a racial, gender, and age-homogeneous group. Given the scope of information provided anecdotally and the historical conflict within the organization, some of the data must be juxtaposed, and the recommendations are based on all available data and information provided by individuals, groups, and from the survey.

**Strengths** - A substantial portion of respondents feel a strong sense of belonging and trust at CWPA. A strong sense of belonging motivates CWPA members to increase productivity, by completing goals. Furthermore, this response indicates a positive organizational culture fostering inclusivity within the organization.

**Opportunities** - CWPA can enhance existing feelings of belonging by implementing various engagement strategies leveraging a more positive perception of the organization.

**Aspirations** - Aiming to increase membership who feel a strong sense of belonging may lead to a more unified organizational structure and build camaraderie among existing and new members.

**Results** - As a result of increasing a sense of belonging for more members, overall conditions and perceptions of the organization can significantly improve. Ultimately, CWPA can attract new members.

## Recommendations based on Theme 1: Belonging and Trust

Establishing a truth and reconciliation process for the current culture of mistrust and marginalization. While CWPA needs solid data and technical analysis when tackling complex challenges like systemic oppression and institutional inequities, more is needed to support effective, equitable, and inclusive collective action. Systemic change requires trusting relationships that enable risk-taking.

The data shared in this report will create an awareness of the issues and highlight the impact of inaction and certain blind spots. However, the CWPA Board and other members in positions of power must create a strategy to influence and initiate palpable change that may result in some necessary discomfort. This might include public acknowledgment of the lived experience of the association's recent tribulations, establishing opportunities for the Executive Board to hear the lived realities of marginalization, racism, and the human stories behind those statistics, and increasing a sense of accountability in addressing them.

- Publishing an account of the CWPA's history related to racial equity as part of any DEI-centric strategic plan, including policies and practices that have caused long-standing harm to historically marginalized and minority communities. This historical content should center the truth of CWPA's history and provide insight into the role of a legacy organization in creating and maintaining hierarchy and facilitating systemic racism, among other forms of oppression. Knowing the history will help CWPA leaders recognize inherent beliefs reflected in governance, leadership, programs, outreach, supplier diversity, data, marketing, etc.
- Implementing leadership training sessions that highlight inclusive leadership and promote members addressing assumptions and biases. Leadership sessions are suggested to promote spaces that support diversity among adversity.
- Building leadership within CWPA. Given that 55% reported CWPA can support their career development and 75% believed the organization is a good source of information and resources, this type of training could serve as a good opportunity to facilitate learning and growth.
- Establishing inclusive membership through innovative recruitment strategies, specifically by fostering diverse leadership succession plans— for young professionals, graduate students, etc.
- Maintaining a satisfactory membership threshold is key to the growth and wellness of the association. For example, work with other organizations to offer dual membership, etc.

## Theme #2: Inclusion and Validation

While most respondents reported a positive assessment of how they extend respect to others, many also reported that some of the unique features associated with inclusion were absent in their lived experience with CWPA. Only half of those who responded believed their opinions were valued and that they could challenge colleagues without fear of consequences. Considering the demographics of those who responded and the absence of BIPOC individuals represented in the data creates opportunities for deep reflection on how policies, processes, and procedures might have created conditions and experiences of marginalization for former and even current members.

**Strengths** - Most of the survey respondents agreed that they value and respect other members from diverse cultures and backgrounds. CWPA's culture of respect for diversity potentially enhances team cohesion, leading to better problem-solving, communication, and productivity.

**Opportunities** - Respecting the diversity of different backgrounds and cultures leads to opportunities such as diversity education training to understand better perspectives, which CWPA is slated to implement.

**Aspirations** - CWPA may aspire to achieve measurable impact regarding increased representation, reduced disparities, and improved workplace satisfaction related to diversity and inclusion.

**Results** - CWPA results demonstrate measurable progress, the potential for long-term sustainability, community and organizational impact, and a positive reputation.

## Recommendations based on Theme 2: Inclusion and Validation

- Develop and implement an “Emerging WP Leader” vocational development system, including a mentoring/coaching program with a particular target strategy for WPA-GO inclusion. This could connect to the inclusive leadership succession plan recommended in Theme #1 for board development training.
- Create the opportunity for CWPA general membership to develop and self-organize Employee Resource Groups (ERGs), Special Interests, or Affinity groups to empower like-minded members to rally around a shared identity/cultural dimension without having to code switch or accept inequities. Additionally, create opportunities for those groups to cross-pollinate conversations and information, when desired, to ensure the association continues to work toward collective liberation, community, and equitable outcomes.
- Create an internal shared Impact coalition—ideally co-led by WPA-GO to develop CWPA’s value proposition statement (for attracting new and retaining current members). Consider as part of this process highlighting CWPA’s unique capacity or potential to offer:
- Consider online education - Younger members are more likely to question the value of annual dues for information they can access via searching the web and watching tutorials. They are typically unwilling to pay to belong to organizations that offer such resources. Offerings must pique their interests and add value to their existing knowledge base, such as providing customized WPA resources that promote self-guided learning and personal development.
- Curate DEI Leader Credential - Certification is among the leading incentives encouraging members to join/stick with associations.
- Provide Professional Development/Networking - Disrupting members’ day jobs without increasing personal growth and/or career opportunities will lead to cancellations. Members are going through a challenging economic time; support, resources, and guidance will set CWPA apart.
- Create a communications team within the Executive Board to address some administrative tasks, especially those related to marketing and promoting events, newsletters, inclusive campaign development, reporting, surveying, social media posting, and website support. Currently, most communication appears to be generated through one voice. This can signal a lack of inclusion. Additionally, establishing a communications team addresses the issues and challenges regarding the division of administrative tasks and increases a sense of belonging and validation of talents and opinions.



- Establish official regional or state-level convenings, groups, and affiliates to foster inclusion and belonging. This could increase membership, provide career development opportunities, and build the leadership pipeline.
- Build shared power spaces, including formal professional leadership development opportunities. CWPA should incentivize power-sharing with the communities that have been harmed. One way to address this gap is by training all CWPA members, particularly those interested in active leadership roles, whether formally on the board or informally, such as “leading from the middle.” Another way to address this issue is for the CWPA board to support building cross-functional teams to advance association-wide initiatives. Of course, those with positional power must also take responsibility for leading on equity. They can start by leading with humility and sharing power with non-board members.

### Theme #3: Diversity Identities and Experience

The majority (87%) of survey respondents believed that it is important for CWPA to be a DEI-centric association. In addition, 96% of respondents reported that DEI was a priority for them. However, over 70% reported that CWPA does not represent diverse identities and experiences and did not provide a definitive response to the question of identities and experiences. Given the historical and current lack of diversity in the writing field, the composition of diverse identities and experiences may be lacking within the organization. Furthermore, findings suggest a need to prioritize representation.

**Strengths** - This S.O.A.R. response to diverse identities and experiences highlights valuable feedback from its members, indicating the perception that CWPA’s membership is not representative of diverse backgrounds.

**Opportunities** - Participants’ response also highlights an opportunity for the organization to examine its membership composition further and take proactive steps to enhance diversity and inclusion.

**Aspirations** - The organization may aspire to create a membership representing a broad spectrum of backgrounds, fostering an inclusive environment. Aspiring to open dialogues within the organization may lead to understanding and collaboration among members.

**Results** - By addressing the 44% of survey respondents who disagreed that the organization represents diverse backgrounds and the 27% who did not respond, CWPA can achieve an inclusive membership perceived as such.

## Recommendations and considerations based on Theme 3: Diversity Identities and Experiences

- Focus on creating a strategy and tactics to address the challenges of recruiting diverse members for CWPA from underrepresented populations. This might include partnering with local social and cultural organizations and educational institutions. For example, The National Panhellenic Council, K-12 schools, HBCUs, HSIs, MSIs, Community Colleges, Chambers of Commerce, etc.
- Encourage CWPA members to establish student organizations and clubs with WPA-GO to co-lead and recruit more individuals with diverse identities and experiences.
- Assess your membership eligibility processes to mitigate and eliminate barriers and seek guidance from current members with diverse identities and experiences to foster full participation and inclusion by all stakeholders.
- Develop the organization's overall awareness about racial inequity in higher education through knowledge-building activities curated around racial equity, the evolution of race, and how racism shows up, especially in higher education.

## Theme #4: Equity Implementation

Operationalizing equity requires that you are both equity-minded and equity-minded. While the previous recommendations have presented considerations for both in terms of equity implementation, these recommendations will represent more equity-minded tactics. Implementing equity-minded tactics promotes actively pursuing cultural change, aligning commitments to a mission, and restructuring a system to enhance all stakeholders' access to opportunities and resources (Maxwell, 2023).

Centering equity in the CWPA will require engaging multiple perspectives and experiences to define association-wide problems and solutions. To engage multiple perspectives, you'll need to draw on more than knowledge restricted to the intellectual and academic realms of numeric analysis, logic, theory, and rationalist approaches to truth. You must lift ancestral wisdom, intuitive knowing, the insight of the arts with their ability to represent complexity, and the ancient knowing of nature.

To contextualize the recommendations further, this next section amplifies the importance of storytelling that will elevate the complexities of the work CWPA intends to embark upon.

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Embedding storytelling as a strategic communication imperative is critical to holding the many perspectives, needs, and experiences of CWPA's different communities—and bringing them forward to develop transformative solutions. The transformative nature of personal storytelling also provides opportunities for all who participate to bear witness to their strengths and begin to heal the intergenerational wounds of systemic racism, patriarchy, and other forms of structural discrimination. The following change makers explain the importance of storytelling for organizations.

Amee Raval—policy and research associate for the Asian Pacific Environmental Network (APEN) and a second-generation South Asian American—shares that storytelling is imperative for their organizing and advocacy efforts. “For us, storytelling is really critical; it is not just a way of knowing but a way of healing,” she says.

Famous Cherokee writer Thomas King writes, “The truth about stories is that’s all we are.” And thus, the stories we tell matter a great deal. Many people and cultures across the globe are rooted in the wisdom of stories, and we see this practice being brought forth more intentionally and frequently in justice work.

Monica Dennis—a Black feminist, leader, liberation consultant, and co-director of Move to End Violence—“distortion of the story is a practice of white dominant culture that furthers oppression.”

Thus, you can move toward liberation by reweaving or retelling your individual and collective stories. Storytelling should also be central to CWPA's mission to present the diversity of its members in ways that break through personal isolation, challenge the status quo, and build a thriving association culture.

**Strengths** - This survey response suggests that a vast majority of respondents maintain the knowledge of the organization's DEI objectives and goals. This awareness first implies the communication and visibility of the organization's DEI efforts and its implementation.

**Opportunities** - Members' knowledge of DEI objectives can be leveraged by implementing and building on existing efforts with members, stakeholders, the community, etc.

**Aspirations** - By implementing and building on the existing efforts to implement diversity, equity, and inclusion, CWPA can aim for 100% awareness among members and non-members alike.

**Results** - The 27% of respondents who are not aware of DEI initiatives presents the opportunity for CWPA to expand existing efforts of DEI engagement and involvement within the organization.

## Recommendations and Considerations based on Theme 4: Equity Implementation

- Consider framing your work using one or a combination of the following models to cultivate an equity ecosystem within CWPA that amplifies the core values of an equitable leader: compassionate humility, capacity-building, and responsible decision-making.
  - CARE Model (Creary et al., 2023)
  - Shared Equity Leadership (USC, 2021)
  - Inclusive Action Model (Kipinski and Nielson, 2020)
  - Equity Tank (Newsome, Folkes, and Marchlewski, 2022)
  - A Change Management and Deep Equity Primer (Petty, 2023)
  - Operational Gates for Equity Implementation (Maxwell & Brown-Thirston, 2023)
- Foster involvement at all levels as a consistent practice, engaging members, leaders, and all other CWPA stakeholders in the decision-making process.
- Avoid putting all of the strategic plan activation burden on CWPA Leadership. Procure external consultants and facilitators—in addition to recruiting internally from non-CWPA Leadership members who demonstrate the competency and time—to engage membership on DEI-centric strategy implementation, communication, and evaluation.
- Establish an annual and sustainable DEI culture measurement system, annually evaluate and communicate DEI progress and opportunities for improvement. This system benchmarks successes and identifies pervasive gaps in achieving the DEI goals once those have been developed.
- Define and develop a DEI-Centric Strategic Plan that includes a strategic communications plan, organizational DEI statement, definitions, and approach, a DEI-connected mission and vision, values, initiatives, activities, events, and accountability measures, as well as the establishment of measurable objectives to achieve and communicate the vision as core to the organization’s viability and success. This plan should be co-constructed, and each benchmark should be communicated publicly and openly for transparency and rebuilding of trust. Note: When devising a collective DEI-centric vision and strategy, it is useful to remember the idea of the holographic organization — in which the whole and its parts interact for mutual benefit. In meta-organizations, this means making sure that each partner can mobilize the resources of the whole network while ensuring that each part can be tapped to contribute to the effectiveness of the whole.

- Design and implement new CWPA Board Management System.
  - Adopt a new member/officer recruitment – identification system, expectations, and commitments.
  - Employ new and current member/officer development – onboarding, orientation, and professional development.
  - Provide regular officer leadership development that includes intra-personal awareness and growth training that strengthens emotional and cultural awareness, intellectual capacity, and ability to deal with fear, uncertainty, and loss of control.
  - Clarify the purpose of committees (with non-board seats): nominating committee, diversity, inclusion task force, and the mentorship program.
  - Require psychological safety-building training for CWPA’s Leadership structure. Promote mental health and well-being focus to members, providing resources while modeling through CWPA leadership behavior and embedding in association policies, procedures, and practices.
  
- Commit funding for ongoing initiatives to strengthen organizational DEI at all levels.

# Fostering Liberatory Leadership

The Current CWPA Board should embrace and foster a liberatory leadership board culture. Leaders can begin by considering the following:

- **Know your inclusive-leadership shadow:** Seek feedback on whether you are perceived as inclusive, especially from people who are different from you. This will help you to see your blind spots, strengths, and development areas. It will also signal that diversity and inclusion are important to you. Scheduling regular check-ins with members of your team to ask how you can make them feel more included also sends the message.
- **Be visible and vocal:** Tell a compelling and explicit narrative about why being inclusive is important to you personally and the business more broadly. For example, share your personal stories at public forums and conferences.
- **Deliberately seek out difference:** Give people on the periphery of your network the chance to speak up, invite different people to the table, and catch up with a broader network. For example, seek out opportunities to work with cross-functional or multi-disciplinary teams to leverage diverse strengths.
- **Check your impact:** Look for signals that you are having a positive impact. Are people copying your role modeling? Is a more diverse group of people sharing ideas with you? Are people working together more collaboratively? Ask a trusted advisor to give you candid feedback on the areas you have been working on.
- **Practice Self-Awareness:** Mustering the will to act with moral courage in a sustainable way is not a spontaneous act. In fact, it requires a healthy amount of perspective and self-awareness to do it right. Self-aware leaders tend to lead less with ego and more with conviction. They're often better able to articulate their vision and to mitigate their own misperceptions and biases. Developing self-awareness takes work and must start from within, but that doesn't mean it needs to be done alone. Creating the space for a leader to ask themselves questions and recognize patterns within their own behavior is a powerful practice. Becoming more self-aware requires pushing against the boundaries and assumptions that permeate our systems and beliefs. That means thinking about who is—and who is not—in the room when decisions are being made; it also means getting used to being uncomfortable. Until we know ourselves, and can master our own passions, it is difficult to understand others.

- **Examine, Sharpen, and Clarify Core Values in Dialogue With Others:** Aspiring leaders need others to challenge their deeply held beliefs to sharpen their ideas and shore up their vision's weaker aspects. Surrounding oneself with peers who are not afraid to push back is key to strengthening one's leadership skills and the ability to execute. Respectful sparring shakes up a leader's internal status quo and opens up the possibility of transformation, perception shift, and consideration that a leader's preferred way might not be the only way (or even the right way). Building opportunities and spaces to help clarify a leader's values is paramount, often in dialogue with leaders from across sectors and backgrounds in a closed-door setting. A critical precondition for authentic dialogue is laying norms and ground rules with full group buy-in. These agreements might include commitments to keep confidentiality, to engage with an open heart, and yes, to disagree—but with the desire to understand and learn, not with the desire to “win.” Moments that allow for honest, non-performative self-evaluation are rare in modern society. If leaders have no place to explore ideas, make mistakes, and even be inelegant in how they process ideas—to practice sitting with the tension between their beliefs and someone else's—they'll be less prepared to lead with confidence, conviction, and care. Now more than ever, leaders need gathering places curated with intention and rooted in trust to engage with people in deep, authentic, and courageous dialogue. Some organizations are doing great work in this area, but we believe more funders and supporters need to do more to invest in creating and offering these spaces.
- **Create Systems of Trust and Nourishment:** Helping an organization to change unjust systems takes a serious toll. Leadership is lonely. Burnout is a constant threat. How do leaders sustain themselves? Who do they need in their court to keep them going? Where do they go to test their assumptions continually? This is where a group of trusted peers is necessary. They can hold one to account while also supporting ambitions. Leaders with this kind of community are much better equipped to navigate the challenges of moral leadership. Fellowship cohorts put together by leadership-supporting organizations often serve this purpose. But there's room for funders to take an even more proactive convening role to build community amongst their grantees and laureates and help those leaders build peer networks. In addition, a personal board of advisors and mentors, combining both personal and professional relationships, can help leaders find the nourishment they need to stay in the fight, especially when success feels most uncertain.

# Limitations



It is essential to address the boundaries inherent in our study to provide a comprehensive understanding of our findings. The analysis may be constrained by the data obtained from survey responses encompassing members and non-members of CWPA. A non-member survey was created and launched after the member survey closed. A total of seven individuals responded.

The non-member response rate was inadequate for comparison with the member survey response rate. Member-centric data may suggest specific perspectives or experiences from non-members or other stakeholders that are not captured, limiting meaningful comparisons for the CWPA culture and potentially increasing response bias. Additionally, with minimal participation, OEC held three virtual listening sessions and two in-person sessions at the CWPA National Conference in Reno, NV. Therefore, there is the potential absence of profound insights that may have been gathered.

# Epilogue



At the culmination of this report, we have paid homage to the very essence of your organization—as a catalyst for change and a beacon of benevolence. The authors of this report hope the cultural assessment and S.O.A.R. Analysis will guide you to understand your strengths and endless opportunities better. We hope you continue to aspire toward the organization you desire to be and refer to the results and recommendations throughout this report to inform your decisions. Each meaningful step you take as a collective body will lead the Council of Writing Program Administrators closer to a future where your influence within the membership community embodies hope and possibility.

One Eight Create is your partner on this journey, and we look forward to working on the next steps in your implementation process with you. In the meantime, your feedback and inquiries are invaluable to us. If you have any questions or need more information about this report, please email us at [dwood@oneeightcreate.com](mailto:dwood@oneeightcreate.com), and we will be delighted to give you the help and insights you may need.



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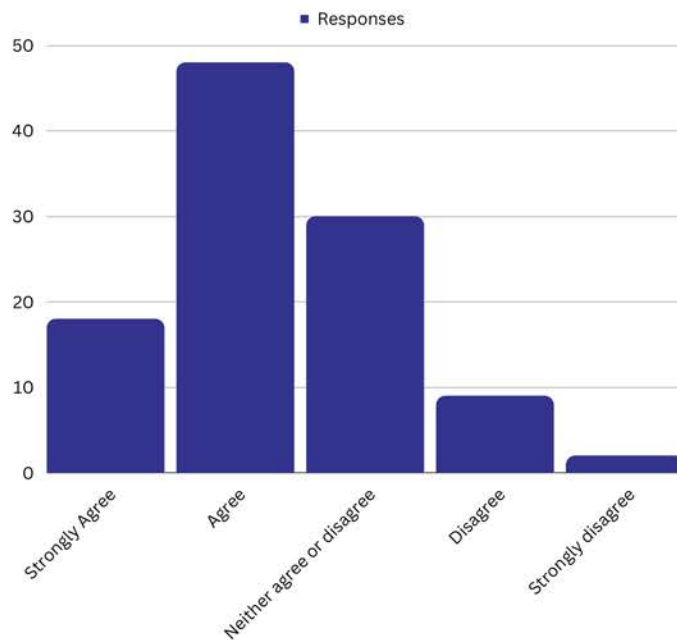
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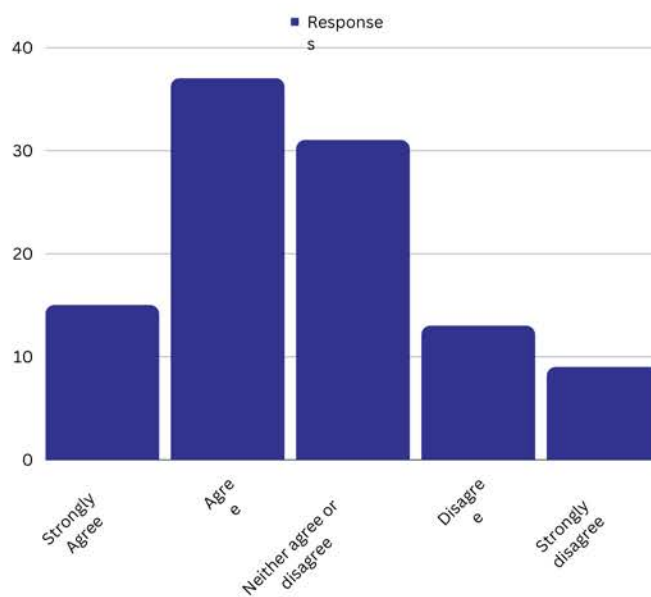
Q1: "I feel like I belong at the CWPA."

Answer Choices	Responses	
Responses	16.82%	18
Agree	44.86%	48
Neither agree nor disagree	28.04%	30
Disagree	8.41%	9
Strongly disagree	1.87%	2
	Answered	107
	Skipped	1



Q2: "I can voice an opposing opinion to CWPA colleagues without fear of negative consequences."

Answer Choices	Responses	
Responses	14.29%	15
Agree	35.24%	37
Neither agree nor disagree	29.52%	31
Disagree	12.38%	13
Strongly disagree	8.57%	9
	Answered	105
	Skipped	3

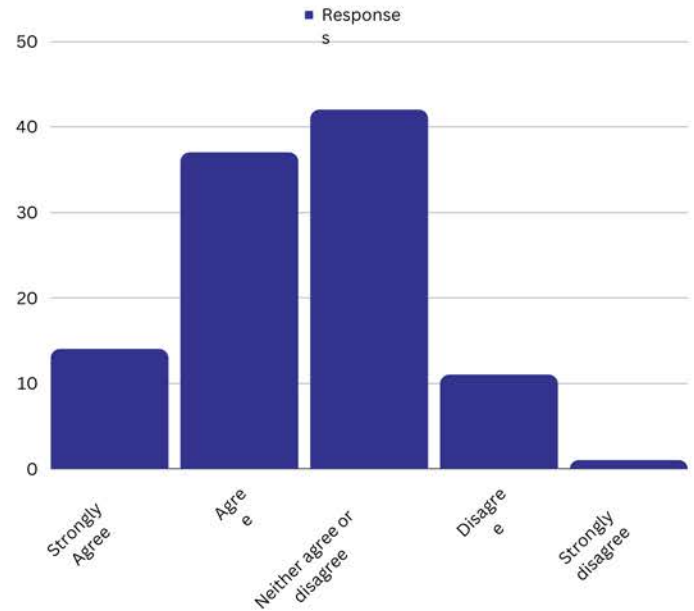


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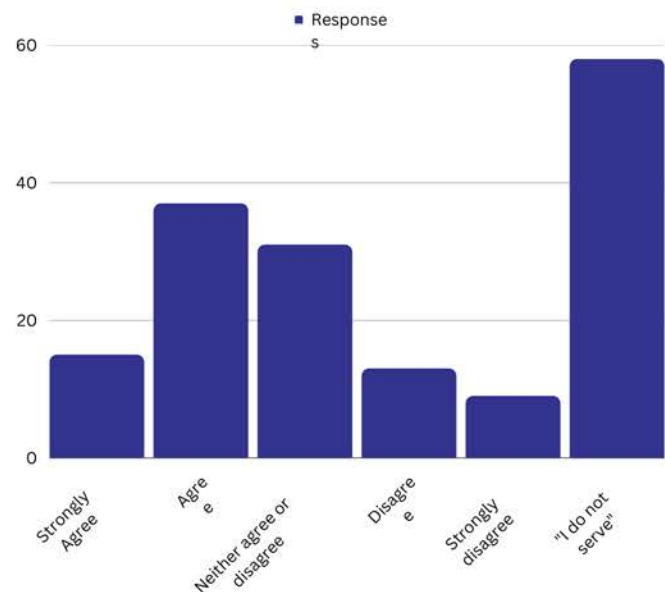
Q3: "When I speak up at CWPA meetings, my opinion is valued."

Answer Choices	Responses	
Responses	13.33%	14
Agree	35.24%	37
Neither agree nor disagree	40.00%	42
Disagree	10.48%	11
Strongly disagree	0.95%	1
	<b>Answered</b>	105
	<b>Skipped</b>	3



Q4: "If you serve on a CWPA Committee, Task Force, or other official association work group, administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are divided fairly at CWPA."

Answer Choices	Responses	
Responses	14.29%	7
Agree	35.24%	21
Neither agree nor disagree	29.52%	12
Disagree	12.38%	6
Strongly disagree	8.57%	2
I do not serve on an official CWPA Committee, etc.	54.72%	58
	<b>Answered</b>	106
	<b>Skipped</b>	2

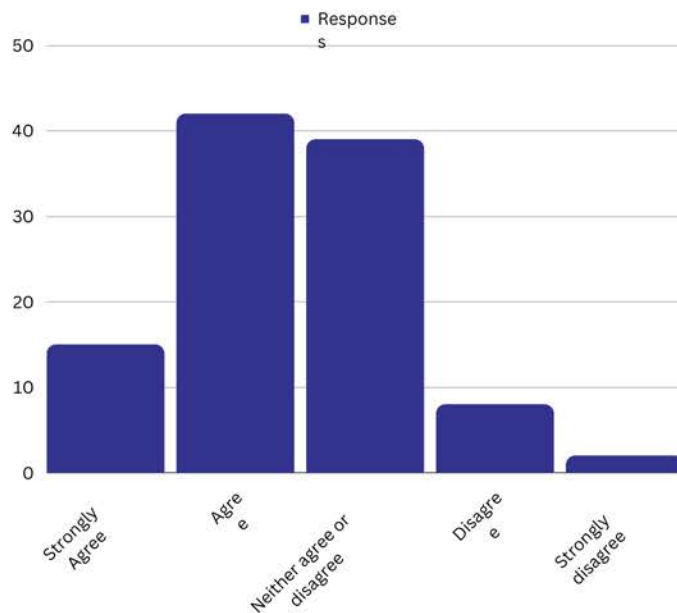


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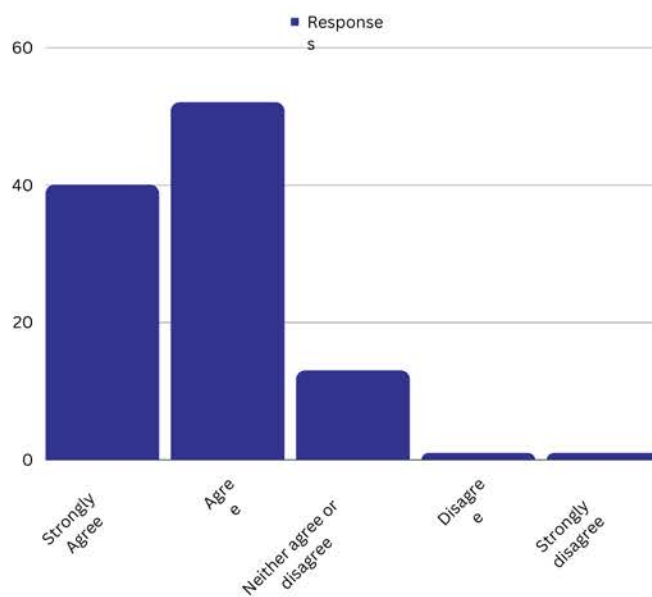
Q5: "Nominations and elections are fair at CWPA."

Answer Choices	Responses	
Responses	14.15%	15
Agree	39.62%	42
Neither agree nor disagree	36.79%	39
Disagree	7.55%	8
Strongly disagree	1.89%	2
	Answered	106
	Skipped	2



Q6: "CWPA believes that people can always improve their talents and abilities."

Answer Choices	Responses	
Responses	37.38%	40
Agree	48.60%	52
Neither agree nor disagree	12.15%	13
Disagree	0.93%	1
Strongly disagree	0.93%	1
	Answered	107
	Skipped	1

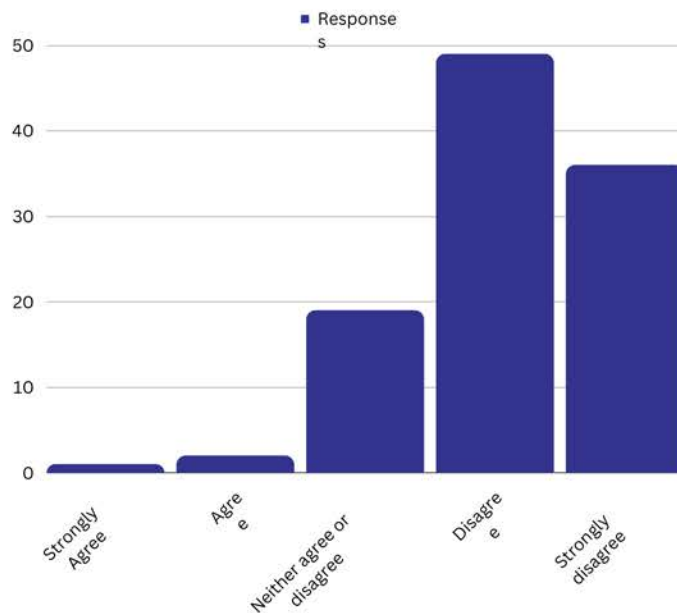


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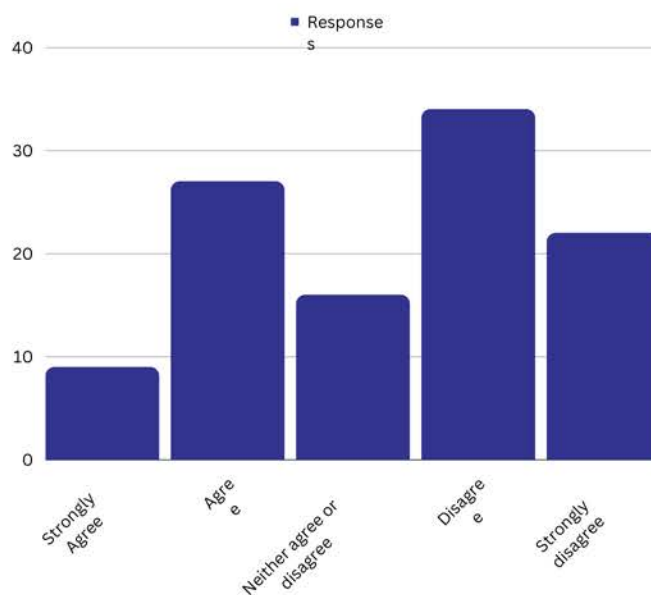
Q7: "CWPA believes that people have a certain amount of talent, and they can't do much to change it."

Answer Choices	Responses	
Responses	0.93%	1
Agree	1.87%	2
Neither agree nor disagree	17.76%	19
Disagree	45.79%	49
Strongly disagree	33.64%	36
	<b>Answered</b>	107
	<b>Skipped</b>	1



Q8: "I often worry that I do not have things in common with other CWPA members."

Answer Choices	Responses	
Responses	8.33%	9
Agree	25.00%	27
Neither agree nor disagree	14.81%	16
Disagree	31.48%	34
Strongly disagree	20.37%	22
	<b>Answered</b>	108
	<b>Skipped</b>	0

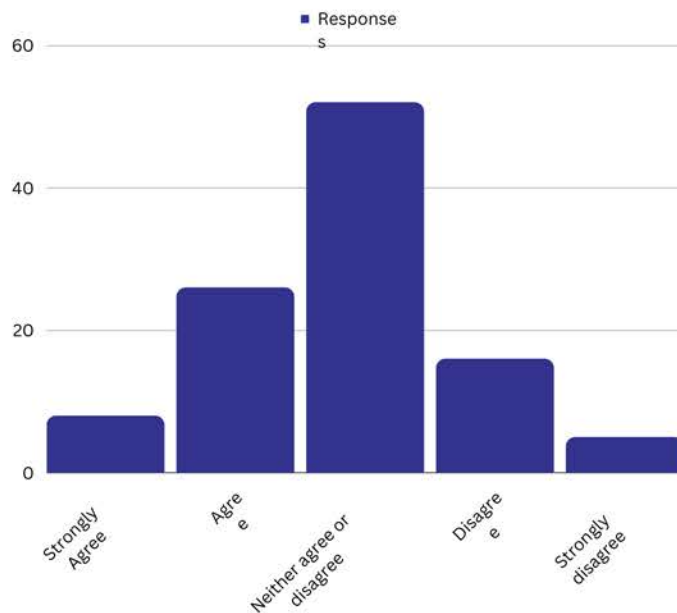


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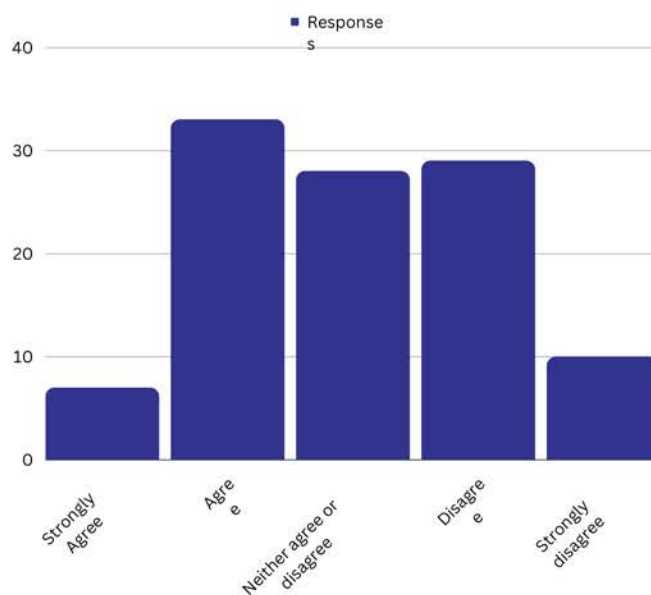
Q9: "I feel like my CWPA membership colleagues understand who I really am."

Answer Choices	Responses	
Responses	7.48%	8
Agree	24.30%	26
Neither agree nor disagree	48.60%	52
Disagree	14.95%	16
Strongly disagree	4.67%	5
	<b>Answered</b>	107
	<b>Skipped</b>	1



Q10: "Being a member of CWPA is important to the way that I think of myself as a person."

Answer Choices	Responses	
Responses	6.54%	7
Agree	30.84%	33
Neither agree nor disagree	26.17%	28
Disagree	27.10%	29
Strongly disagree	9.35%	10
	<b>Answered</b>	107
	<b>Skipped</b>	1

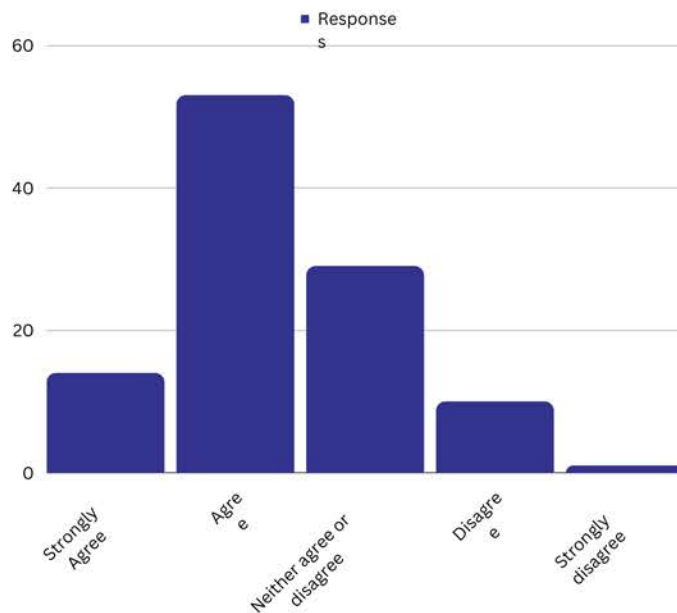


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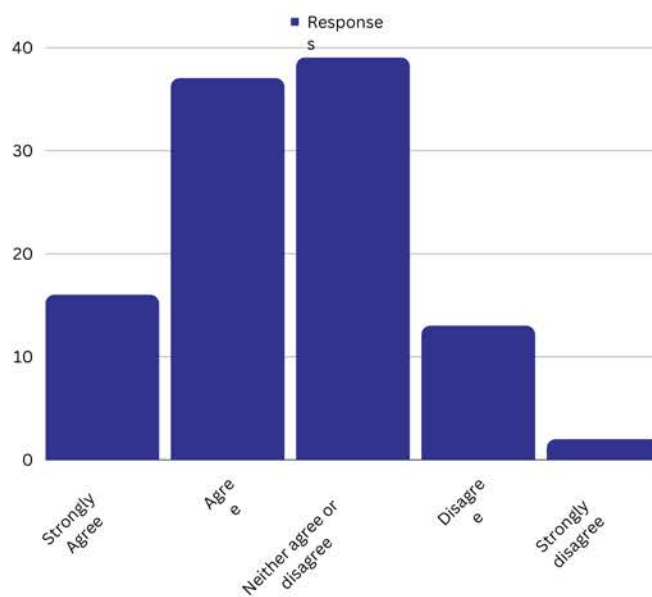
Q11: "I feel respected and valued by my fellow members of the CWPA."

Answer Choices	Responses	
Responses	13.08%	14
Agree	49.53%	53
Neither agree nor disagree	27.10%	29
Disagree	9.35%	10
Strongly disagree	0.93%	1
	<b>Answered</b>	107
	<b>Skipped</b>	1



Q12: "I feel respected and valued by the CWPA Executive Board."

Answer Choices	Responses	
Responses	14.95%	16
Agree	34.58%	37
Neither agree nor disagree	36.45%	39
Disagree	12.15%	13
Strongly disagree	1.87%	2
	<b>Answered</b>	107
	<b>Skipped</b>	1



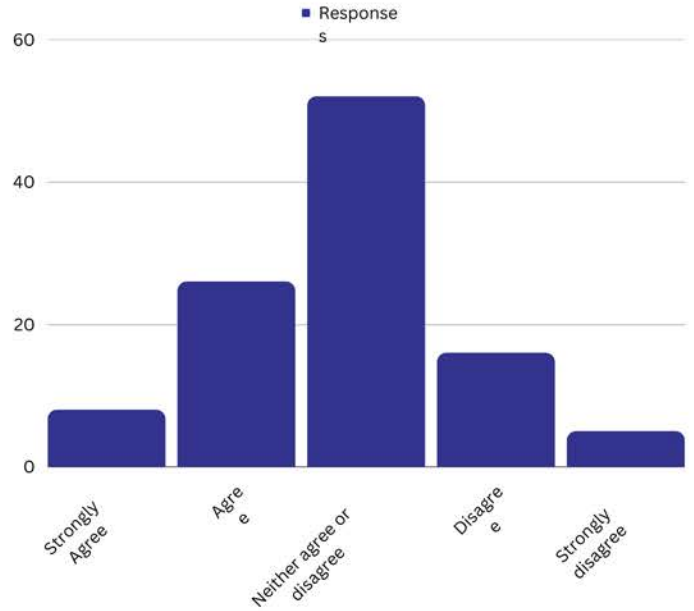


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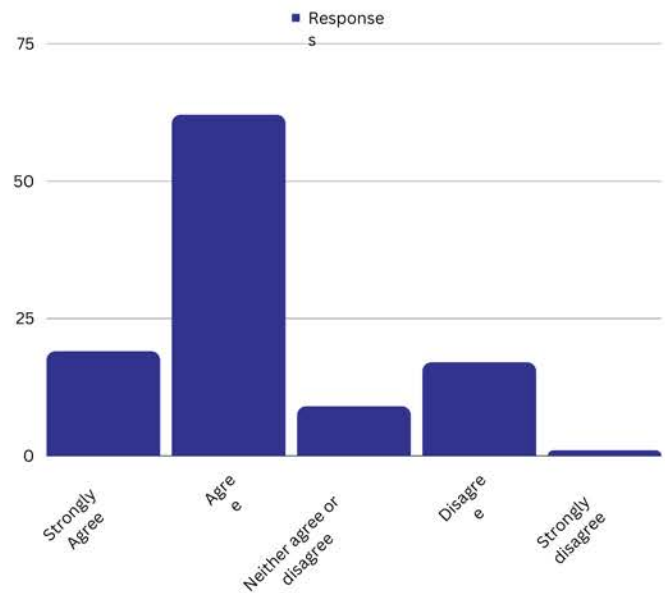
Q13: "I enjoy, value and treat with respect the people from different backgrounds and cultures within the CWPA."

Answer Choices	Responses	
Responses	62.62%	67
Agree	34.58%	37
Neither agree nor disagree	2.80%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
	Answered	107
	Skipped	1



Q14: "The information and resources provided by CWPA are readily available."

Answer Choices	Responses	
Responses	17.59%	19
Agree	57.41%	62
Neither agree nor disagree	8.33%	9
Disagree	15.74%	17
Strongly disagree	0.93%	1
	Answered	108
	Skipped	0

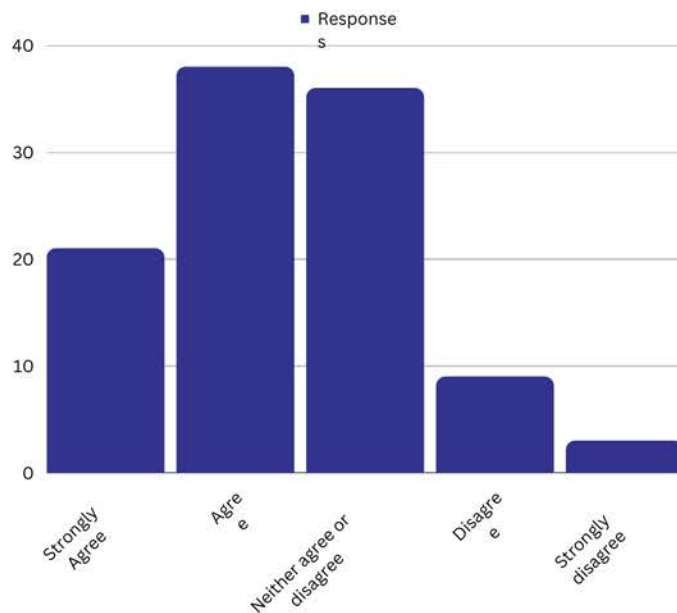


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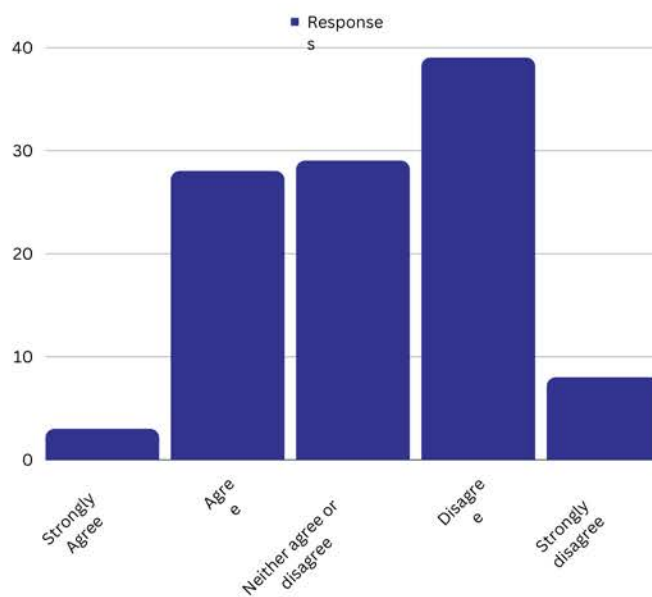
Q15: "I feel confident I can develop my career as a member of CWPA."

Answer Choices	Responses	
Responses	19.63%	21
Agree	35.51%	38
Neither agree nor disagree	33.64%	36
Disagree	8.41%	9
Strongly disagree	2.80%	3
	<b>Answered</b>	107
	<b>Skipped</b>	1



Q16: "CWPA's membership represents diverse backgrounds."

Answer Choices	Responses	
Responses	2.80%	3
Agree	26.17%	28
Neither agree nor disagree	27.10%	29
Disagree	36.45%	39
Strongly disagree	7.48%	8
	<b>Answered</b>	107
	<b>Skipped</b>	1

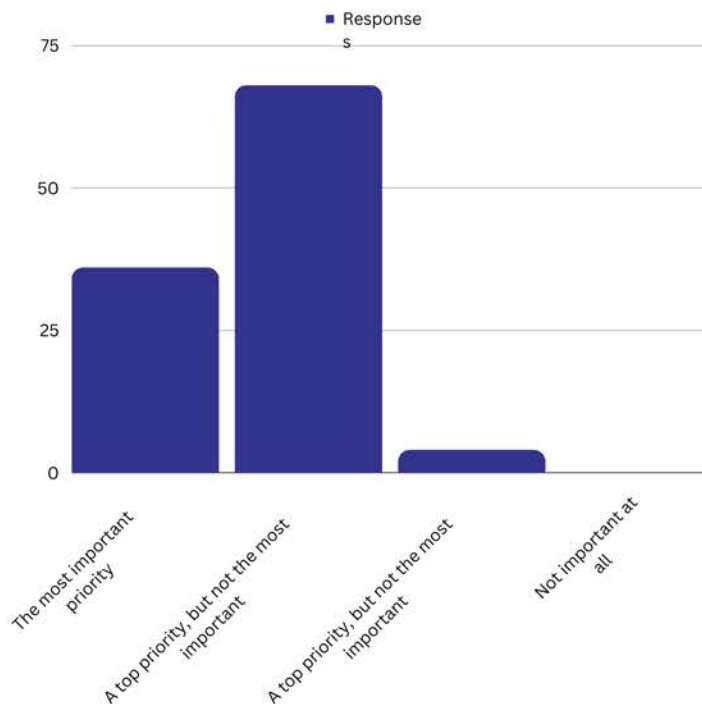


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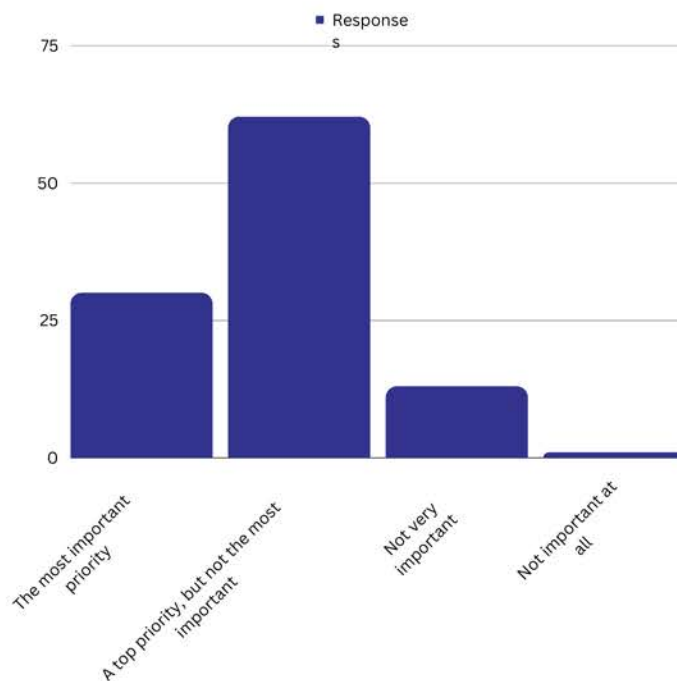
Q17: "How important is a diverse, equitable and inclusive association culture to you?"

Answer Choices	Responses	
The most important priority	33.33%	36
A top priority, but not the most important	62.96%	68
Not very important	3.70%	4
Not important at all	0.00%	0
	<b>Answered</b>	108
	<b>Skipped</b>	0



Q18: "How much of a priority is a diverse, equitable and inclusive culture to the CWPA Executive Board?"

Answer Choices	Responses	
The most important priority	28.30%	30
A top priority, but not the most important	58.49%	62
Not very important	12.26%	13
Not important at all	0.94%	1
	<b>Answered</b>	106
	<b>Skipped</b>	2

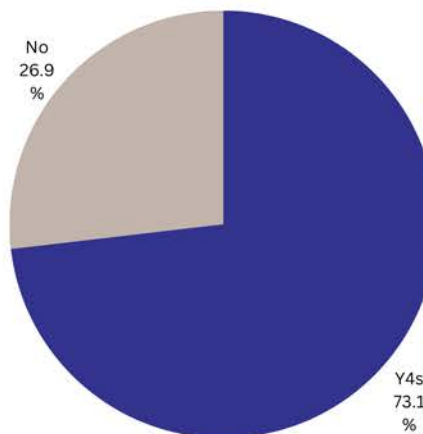


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## Appendix A - Survey Instrument

Q19: "Are you aware of any DEI-centric objectives or goals at CWPA?"

Answer Choices	Responses	
Yes	73.15%	79
No	26.85%	29
	Answered	108
	Skipped	0



Q20: "What is one of the most important things the CWPA can do to support its members of different races, ethnicities, genders and other dimensions of cultural identity?"

Nov 29 2022 12:19 PM

Demonstrate diversity, equity, and inclusion in leadership by working to actively seek/promote leaders & committee members from diverse backgrounds. Review policies and statements with equity in mind & listen to the experts on these topics.

Nov 29 2022 05:31 AM

To listen carefully and learn of lived experiences, then support the amelioration of any inequities they see either in the organization or in their home institutions through resolutions and resources.

Nov 28 2022 02:25 PM

See each person as an individual.

Nov 19 2022 08:27 AM

Continue efforts to have a diverse nominee pool for positions; continue to advocate for the work of composition & program administration (including committee service) to be valued for promotion and tenure.

Nov 17 2022 12:44 PM

Take criticism without viewing it as a personal attack, and take action to support the real (not perceived or assumed) needs of the members at-large. Information is siloed and inaccessible to the vast majority.

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## Appendix A - Survey Instrument

Q20: (continued)

Nov 17 2022 10:39 AM Ensure CWPA leadership has diverse representation

Nov 16 2022 09:33 PM Continue offering scholarships to the annual conference and workshops.

Nov 16 2022 08:39 PM As demonstrated by the decision to have a F2F conference during a pandemic that focuses on social justice, I can't conclude that the CWPA and its leadership cares at all about inclusion of disabled people.

Nov 16 2022 04:38 PM Respect and encourage new members.

Nov 16 2022 01:31 PM Listen to them.

Nov 14 2022 10:00 AM

CWPA has been talking about diversity and representation for a long time. It need to makes strides toward actually engaging the stakeholders that we have been wanting to recruit into the organization for a long time—that is hard work, time-intensive work, and resource-intensive work... and it isn't work that is centered on the current membership. I think if CWPA is serious about support for diverse membership is has to expand its interests and engage its non-members in meaningful dialogue around why they aren't already participating and what meaningful participation could look like. It will take rethinking membership, leadership, activities, goals, and resource allocations.

Nov 10 2022 08:21 AM I don't know.

Nov 10 2022 07:26 AM Nothing. It is not CWPA's responsibility to combat the problem that it is a very White field.

Nov 10 2022 05:46 AM

Make sure that diverse members are always in the leadership chain, and that less diverse leaders are always answerable for inclusive practices.

Nov 09 2022 07:11 PM

funding opportunities, scholarships/grants outline/describe labor of WPA work and how it should be compensated so members can bring to their home administrators in negotiating compensation/course releases

Nov 09 2022 03:06 PM

Publish statements of support and value the scholarship emerging in new areas, including disability studies, queer studies, and anti-racist pedagogy.

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## Appendix A - Survey Instrument

Q20: (continued)

Nov 09 2022 02:09 PM

Pay better attention to issues of intersectionality and social class, especially for members who work off the tenure track or at under-resourced institutions

Nov 09 2022 02:07 PM

I think that it's really essential that CWPA recruit more diverse membership and leaders. I think it's hard to see yourself in the organization when the membership is not like you at all, and particularly when the leadership is not at all like you.

Nov 09 2022 02:02 PM committees

Nov 09 2022 02:02 PM I've written and erased this three times now, but I'm just going to say it: To best support these members, we have to work to change the culture in which they teach - beginning with the elimination of universally "required" first-year composition as an effort toward "correctness" and standard English. All writing programs should be independent and should be designed around multiple cultures of communication, and then meaningful support can work its way through.

Nov 09 2022 01:53 PM keep reaching out, keep featuring DEI topics and speakers. Do what you're doing.

Nov 09 2022 01:46 PM

Continue to raise voices, challenge conventions, and highlight scholarship by and about members from diverse backgrounds.

Nov 02 2022 09:37 PM Actively recruit MMU scholars, listen and promote the work and perspectives of MMU scholars, modify the outcomes statement.

Oct 31 2022 04:40 PM

reconstitute the board and process with diverse members in ways that support (including financially members and future members of color)

Oct 30 2022 02:16 PM Listen with empathy.

Oct 30 2022 11:18 AM

The recent social justice turn is commendable but why did it take so long? And why the initial resistance? The field was turning this direction 20-30 years ago by those paying attention. That might be a racial bias thing to explore.

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## Appendix A - Survey Instrument

Q20: (continued)

Oct 29 2022 07:50 PM NA

Oct 29 2022 03:10 PM

Different leadership. There have been too many of the same folks serving in leadership roles for too long.

Oct 29 2022 02:24 PM

To not dismiss or diminish different viewpoints because those speaking don't have an established background or as much experience in the field.

Oct 21 2022 08:09 PM

Promote the choice of humanities-based higher education among those groups.

Oct 21 2022 05:04 PM

Make inclusion an integrated goal and not just something discussed in a silo - or in a particular subcommittee.

Oct 21 2022 04:24 PM

1. a better listening attitude about committee recommendations especially from hardworking people of color.

2. Make headway with DEI, but keep doing composition/WPA work at the same time. The holding pattern of introspection is noble, but it is causing me to feel like I'm just paying membership and waiting for CWPA to start moving forward again. I'm a relatively new member. I learned that DEI needed to take priority, but it feels like a long time before CWPA will start to adapt with new findings and also produce new content on the other side of this DEI review.

Oct 11 2022 11:33 AM

Not assume members of a demographic group think and feel alike. For example, where one black person sees a microaggression, another may see nothing at all.

Oct 11 2022 10:56 AM

Probably making sure not only that these members have access to information and opportunities, but that they are specifically connected to these opportunities.

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## Appendix A - Survey Instrument

Q20: (continued)

Oct 11 2022 12:07 AM Continue to be the open, principled organization that it has been for many years

Oct 10 2022 04:00 PM

Seek out candidates too include. This is a freighted question because many BIPOC faculty are already taking on an additional burden to represent DEI and other initiatives at their colleges. By asking them to serve CWPA, we are also increasing that burden. DEI is not a zero sum game. We keep treating it as if it's all or nothing—and that any failure to move visibly in one direction is a failure. We are not attending to the undercurrents and shifts. We are not attending to the whole picture. We, instead, are imbibing doctrine—sometimes out of fear— and absolutes associated with academic shaming, and it's paralyzing people from making fair, informed, and thoughtful decisions that are best for the organization moving forward—attending to the failures of the academy but also demanding rigorous frameworks for analyzing and repairing those frameworks. Simply screaming "\*ism" and walking out of meetings is not a theoretical framework. It also does nothing for repairing representation.

Oct 10 2022 03:18 PM

Communicate. I have searched the site for information and how found it is out of date. Include initiatives that focus on these areas and on schools with these populations.

Oct 10 2022 03:10 PM

listen, provide support (funds for conferences, extra support to publish)

Oct 10 2022 03:06 PM

Inclusion is key. We need more WPAs from diverse backgrounds. We need to support professional development.

Oct 10 2022 03:03 PM

Less-expensive costs (e.g., membership, conferences)

Oct 01 2022 12:05 PM

communicate opportunities; solicit information

Sep 30 2022 04:19 PM

Lessen the cost of the conference, the workshop, and the evaluator services. I am often unable to participate due to funding limitations.



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## Appendix A - Survey Instrument

Q20: (continued)

Sep 29 2022 08:58 PM

Support those Ph.D. programs that actively recruit and prepare WPAs from a variety of backgrounds.

Sep 29 2022 06:13 PM

Provide more funding or virtual opportunities for diverse scholars to be able to participate in order to increase the amount of diversity represented within boards/conference programs, etc.

Sep 26 2022 11:48 AM

Continue to provide information and opportunities to be together, whether virtually or in person, as accessible as possible. Accessibility should be considered at the design stage of anything and not an afterthought.

Sep 25 2022 01:14 PM

It can make WPA an open-access journal and make its materials fully accessible.

Sep 25 2022 10:34 AM

Allow members to set some of the agenda with respect to committees, conferences, etc. Also electing diverse leadership.

Sep 24 2022 04:24 PM

Ensure that they are better represented in various leadership roles and at the CWPA conference.

Sep 24 2022 10:38 AM

Create opportunities for BIPOC faculty to take on leadership roles or roles in which they can express their talents.

Sep 24 2022 07:13 AM

Ask for and value all contributions.

# Appendices



## Appendix A - Survey Instrument

Q20: (continued)

Sep 23 2022 09:55 PM

Find a way to treat DEI as a serious priority while keeping academe's grievance culture, and the extreme leftist political ideology fueled by it, from impinging on 1) open communication, 2) the ability to prioritize anything \*but\* racial/ethnic/sexual-identity concerns, 3) the ability to focus on the class issues that characterize our work, 4) recognition and leadership positions for anyone who's not the oppressed darling of the moment, 5) recognition of the genuinely goodhearted work and meaningful, valuable contributions of previous generations of scholars and colleagues none of whom are perfect but most of whom have worked their guts out for equity and inclusion, and are now treated like shit by out-of-control aggrieved graduate students and identity-politics-consumed members of the organization.

Sep 23 2022 04:04 PM

Cast a wide net for differing perspectives, including on issues of DEI. It feels as though there's only one right way to do DEI in CWPA, and other perspectives (including those of faculty of color) are ignored or even attacked.

Sep 23 2022 03:55 PM

Provide concrete, specific guidance for developing anti-racist writing programs.

Sep 23 2022 03:46 PM

Offer financial support for anyone precariously employed; create mentorship networks. Challenge journals and other publishing venues (which are de facto gatekeeping mechanisms) to review their practices. RaceB4Race initiatives offer some great models: <https://acmrs.asu.edu/RaceB4Race>

Sep 23 2022 03:39 PM

I believe that writing programs and departments and their administrations are going to be coming under increasing duress in the coming years and need broad-based support and infrastructure to organize and protect the valuable work our programs and departments do as well as those who work in these. I think CWPA has lost a sense of mission and is trying to replicate C's. We don't need another C's. That said, yes, we should provide whatever support the various identity groups desire and also work to share what those supports and concerns are so that we can all be better informed, as administrators.

Sep 23 2022 03:09 PM

Make the conference registration, workshop, and other PD opportunities more affordable.

# Appendices



## Appendix A - Survey Instrument

Q20: (continued)

Sep 23 2022 03:06 PM

Hold conferences in diverse cities.

Sep 16 2022 11:30 AM

CWPA at the moment seems very (pre)occupied with diversifying the Executive Board and the struggle to do so in the current climate. What I feel is/should be the most important thing to focus on is to develop resources (position statements, toolkits, outcomes statements, programmatic materials and guides, etc.) that demonstrate a commitment to diversity and inclusion AND to cultivate a more diverse and robust membership. Those two things are essential BEFORE CWPA can even begin to get a diverse EB. If CWPA can become a hub for inclusive programmatic resources, then it will be more enticing to diverse members. Those members in turn will be more interested and invested in the org and therefore more likely to want to hold leadership positions.

Sep 12 2022 08:43 AM

Embed DEI work in every committee.

Sep 11 2022 04:18 PM

Ensure that different perspectives and identities are not just included but visible / noticeable in leadership structures and key events.

Sep 08 2022 07:59 AM

Listening, valuing, and promoting diverse experiences. Right now I don't think there is enough awareness, knowledge, and comfortability for learning, mentoring, writing, publishing (basically doing our work) across cultural differences.

Sep 07 2022 09:53 AM

The steps taken thus far are excellent. But right now, it feels as if CWPA is in some disarray, and the communication and outreach has not been as robust as I'd have liked. It almost feels as if CWPA has gone dark.

Given the events of spring 2021, CWPA needs to be bold in owning its mistakes; in reaching out to its membership actively and regularly; and in recruiting new members in a just, transparent, and broadly visible manner. It still feels as if it's an organization of who you know.

I know that the pandemic complicated this, and I know that CWPA needed to reflect carefully on its actions; I can appreciate that. But time is of the essence here.

# Appendices



## Appendix A - Survey Instrument

Q20: (continued)

Sep 01 2022 07:25 PM

Continue to prioritize the content of our field and provide opportunities for mentorship (as has been done through workshops); the conference is a terrific venue for fairly "open access" participation. Funds to "seed" diverse WPAs in training would be useful. Consider fundraising for endowments to meet DEI goals.

Sep 01 2022 09:47 AM

Develop fora and opportunities to highlight and amplify underrepresented identities, perspectives, and experiences.

Aug 30 2022 08:34 AM

Find a way past defensiveness. The organization has struggled to support marginalized members and their needs, so they organization reaches out and "does something" but that thing is imperfect and when the org is told that, white, cis, straight fragilities take over and get in the way. The organizational board needs to learn how to listen to critique and process it effectively. The communication strategies seem non-existent there, everyone falling back on typical academic behaviors that have historically kept marginalized peoples out of academia and the organization. Part of being on the board should be an annual board retreat meeting where communication strategies are unpacked and group norms are established for behavior. Just following Robert's Rules doesn't get you there and often creates the very problems we want to solve.

Aug 29 2022 09:51 PM

Ask these members explicitly and directly what they want from the organization and then provide it. Don't ignore when they challenge issues that are related to issues of DEI.

Aug 29 2022 12:28 PM

I appreciate the steps CWPA is taking and feel they've been appropriate. As long as I see real follow-through as well as a commitment to diversifying leadership (without putting all the DEI work on marginalized scholars), we'll be in a good place.

Aug 29 2022 11:03 AM

Increase their visibility

Aug 29 2022 08:09 AM

Provide a range of opportunities for members to interact with one another (reducing cost of attendance at conferences and workshops)

# Appendices



## Appendix A - Survey Instrument

Q20: (continued)

Aug 29 2022 07:25 AM

Create opportunities for more frequent activities involving members

Aug 29 2022 03:33 AM

I think representation is key, mentoring to cultivate talent, and visibility and real leadership in the organization. I am a WPA at a small liberal arts college and we have been advocating for years that we feel excluded by the organization. That feeling comes from the kind of scholarship and positions that are elevated, for example, in keynotes and rewards. I admire \_\_\_\_, but she has said that at small colleges, the writing courses teach vampires, not writing, which those of us on the inside know is not true. The same could be said for other, more interdisciplinary ways of teaching of writing. If the field wants to grow and be inclusive, it needs to be open to these other lenses. Centralized models and best practices have their limitations. The field needs to be aware of this and what it excludes. It also gives the EB power of its other committees, so that our service is more of a show, a line for a CV, than leadership.

Aug 28 2022 11:44 PM

Let go of long-held traditions and processes that (perhaps unintentionally) exclude others. For example, the Board can always meet on Zoom. There is no reason to make people travel to a conference to serve.

Aug 28 2022 10:42 PM

Work on the full mission of CWPA. Focus on the complete range of member needs and interests. People join in order to learn effective ways to lead writing programs, to share ideas with others, and to establish connections with other WPAs. Support people in the work of being a WPA.

Aug 28 2022 09:06 PM

Work as a professional organization to ensure that CWPA work (and WPA work) in general AND ESPECIALLY THE EXTRA DEI WORK THAT SO OFTEN FALLS TO MEMBERS OF DIFFERENT RACES, ETHNICITIES, GENDERS, ETC. gets counted as part of career evaluation, promotion standards, qualifications for hiring, etc. and/or gets financially compensated by this organization.

Aug 28 2022 08:54 PM

Focus on the effective, equitable administration of teaching college writing.

Aug 28 2022 08:52 PM

Make space in the leadership for these individuals, to the point that they are the majority of those serving in those capacities.

# Appendices



## Appendix A - Survey Instrument

Q20: (continued)

Aug 28 2022 08:15 PM  
support them better materially

Aug 24 2022 08:40 AM  
CWPA needs to work on establishing its value to diverse POTENTIAL members so as to grow its membership.

**Appendix B:** Qualitative thematic coding analysis

**Open ended question:** Question 20: "What is one of the most important things the CWPA can do to support its members of different races, ethnicities, genders and other dimensions of cultural identity?"

Inductive Code	Themes	Subthemes
Code 1	Theme 1	Subtheme 1.1
"Demonstrate diversity, equity, and inclusion in leadership"		
"Continue efforts to have a diverse nominee pool for positions"		
"Ensure CWPA leadership has diverse representation"	CWPA should promote diversity within its leadership roles to ensure representation.	Membership should reflect diversity
"Make sure that diverse members are always in the leadership chain"		
"CWPA recruit more diverse membership and leaders"		
"Ensure they are better represented in various leadership roles"		
"Make space in the leadership for these individuals"		
"Different leadership"		

Code 2	Theme 2	Subtheme 2.1
"Listen with empathy"		
"To not dismiss or diminish different viewpoints"		
"a better listening attitude about committee recommendations especially from hardworking people of color."	Enhancing listening and valuing diverse voices.	Building inclusive decision making processes.
"Listening, valuing, and promoting diverse experiences."		
"listen, provide support (funds for conferences, extra support to publish)"		



Code 3	Theme 3	Subtheme 3.1
"Make the conference registration, workshop, and other PD opportunities more affordable."		
"Provide more funding."		
"Lessen the cost of the conference, the workshop, and the evaluator services."	Making professional development opportunities more accessible and affordable.	Inclusivity and equity
"funding opportunities, scholarships/grants outline/describe labor of WPA work and how it should be compensated."		
"Offer financial support"		

Question 28: "Is there anything else you would like us to know concerning CWPA culture?"

Inductive Code	Theme 1	Subtheme 1.1
<b>Code 1</b>	<b>Theme 1</b>	<b>Subtheme 1.1</b>
"I don't think the CWPA values disabled colleagues and so is willing to perform "diversity, equity, and inclusion" while completely ignoring disability.		
I want to feel "at home" at CWPA and am eager to see this organization reflect the things that matter to me and that I believe our stakeholders value.		
I wish this survey captured the grad student experience more and that CWPA oriented toward this population in more salient ways overall.	Diversity, inclusion, and representation	Enhance a diverse graduate student experience
"I still think it is a very white organization, and also predominantly female."		
"It's really difficult to create a diverse CWPA membership (and leadership) when the field itself isn't diverse."		
"I have no doubt that my previous answers to this survey are shaped by my gender, ethnic, and sexual identities, which are all in the group of most privilege."		

Code 2	Theme 2	Subtheme 2.1
<p>"our association is about helping us do our jobs, and there is SO much more to being an WPA than just being culturally aware, rhetorically sensitive, and inclusive."</p>		
<p>"This organization no longer represents me, it's doing damn little to support writing program administrators,"</p>		
<p>"I've felt dismissed as a woman and as a faculty member at a teaching college where I have a minimal research agenda."</p>		
<p>"The organization is so much of a target now that many are afraid to participate for fear of becoming targets themselves."</p>		

Code 3	Theme 3	Subtheme 3.1
<p>"I personally have seen a lot of the work that CWPA is doing behind the scenes to become a better organization."</p>		
<p>"I'm glad that CWPA is working hard to make changes."</p>		
<p>"I admire &amp; welcome the efforts to make CWPA more inclusive and equitable; that's important work."</p>	<p>Recognition for progress and on going commitment</p>	<p>Support for positive change</p>
<p>"I see how hard the organization is working to be inclusive."</p>		
<p>"I think it's great that CWPA has taken a step to try to learn more and to be more reflective."</p>		

## Appendix C: CWPA Demographics as of March 2022

<b>Category</b>		<b>Number of Students Served</b>	
Emeritus Member	3	10,001 - 15,000	21
Institutional Member	3	1000 - 5000	76
Library Member	1	15,001 - 20,000	23
Member Level 1	35	20,001 - 25,000	19
Member Level 2	158	25,001 - 40,000	38
Member Level 3	41	5001 - 10,000	48
	<b>297</b>	Over 40,000	29
		Under 1000	42
			<b>296</b>
<b>Gender</b>		<b>Time in Position</b>	
Man	84	0-3 years	98
Non-binary	1	12-15 years	19
Prefer not to answer	6	15-20 years	29
Woman	205	3-6 years	72
	<b>296</b>	6-9 years	25
		9-12 years	23
		Over 20 years	30
			<b>296</b>
<b>Age</b>		<b>Library Subscription</b>	
21-29	15	No	290
30-39	80	Yes	5
40-49	95		<b>295</b>
50-59	70		
60-69	21		
70 or better	5		
Prefer not to answer	10		
	<b>296</b>		

## Appendix C: CWPA Demographics as of March 2022

### Geographic Region

Non-US	8
US Alaska/Hawaii	1
US Midwest	76
US Northeast	75
US Northwest	11
US South	22
US Southeast	53
US Southwest	20
US West	30
	<b>296</b>

### Green Membership

Checked	232
Not Checked	65
	<b>297</b>

### Do NOT list in Directory

Checked	50
Not Checked	247
	<b>295</b>

### Race\_Ethnicity

Asian	15
Black/African American	10
Hawaiian or Pacific Islander	2
Indigenous	2
Latinx	11
Multiple/two or more	6
Other	3
Prefer not to answer	9
White	241
	<b>299</b>

## Appendix C: CWPA Demographics as of March 2022

### Type of University

2-Year	20
4-Year	82
Doctoral-granting	186
HBUC (historically Black college/university)	3
HSI (Hispanic-Serving Institution)	15
Masters-granting 76 SLAC (small liberal arts college)	23
TCU (Tribal College or University)	0
	<b>405</b>

### Affiliate Member Attendance

Carolinas Writing Program Administrators (North/South Carolina)	15
Florida Consortium of University Writing Programs (Florida)	3
High Mountain Affiliate of CWPA (Idaho, Western and Central Montana, Eastern Washington, Eastern Ore)	7
Independent Writing Programs Affiliate of the CWPA (National)	11
Metropolitan WPA Affiliate (NYC, Long Island, Northern New Jersey, Southern Connecticut Tri-State)	12
Michigan Writing Program Administrators (Michigan)	10
Northern California-Nevada Writing Program Affiliate (Bay area, Northern California, and Nevada)	7
Philadelphia Writing Program Administrators (Philadelphia and Northwestern New Jersey)	13
WPA Australia (Australia)	
WPA Midsouth (Alabama, Kentucky, Mississippi, Tennessee)	6
WPA Ohio (Ohio)	7
WPA West (Arizona, New Mexico, Nevada, Utah, Idaho)	14
Writing Across Virginia Affiliate (Virginia)	2
	<b>112</b>

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