



# **Inclusion=Diversity+Engagement**

Building Welcoming and Inclusive  
Communities

Todd Odgers, Principal  
NorQuest College Centre for  
Intercultural Education



# Consider

“Multiculturalism is an invitation to learn”

» G. Bateson







# Our Framework

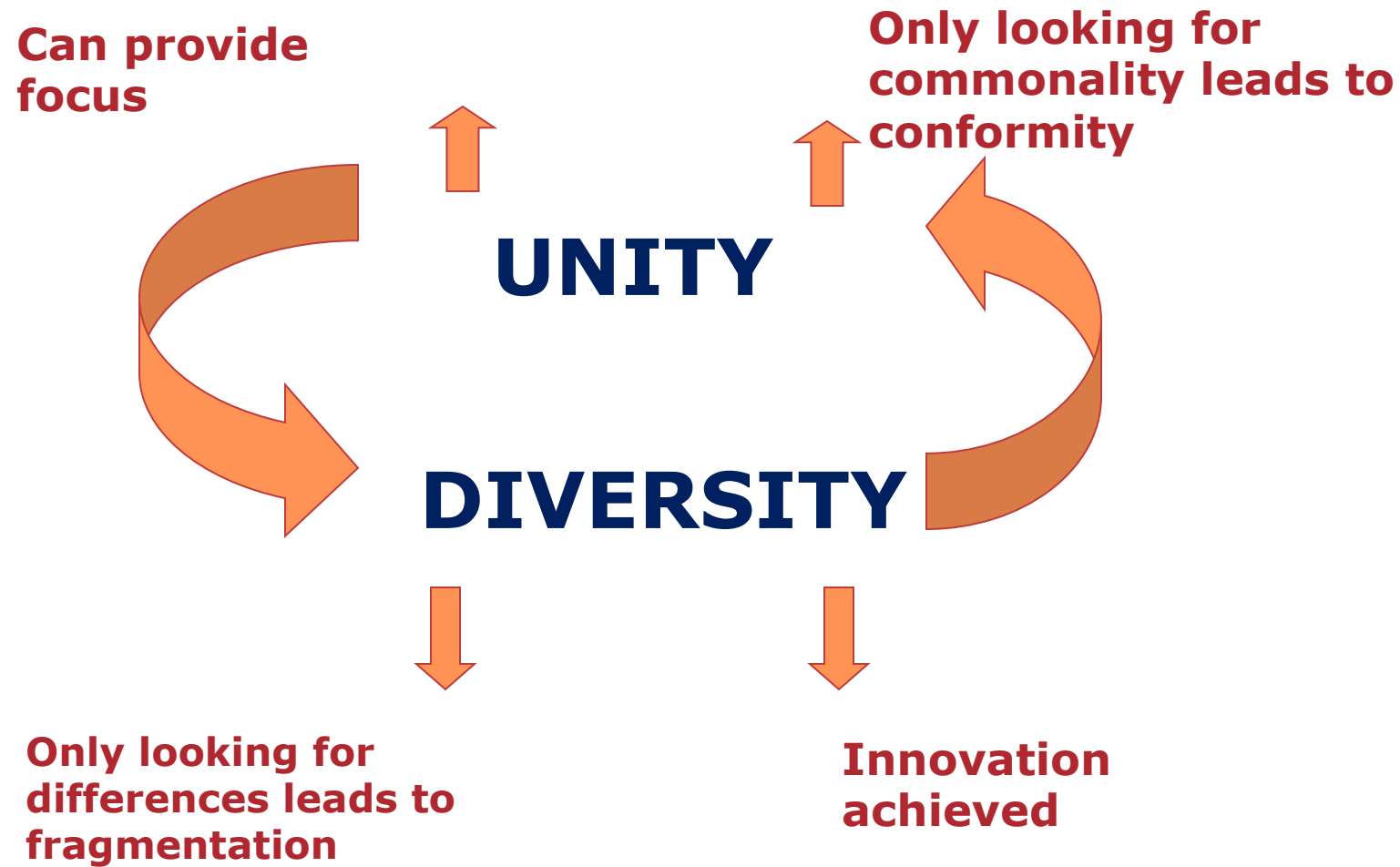
$$I = D + E$$

(inclusion)  
= DIVERSITY + ENGAGEMENT

Louw and Whitelaw



# Dynamic of an IC Campus



# Two Definitions

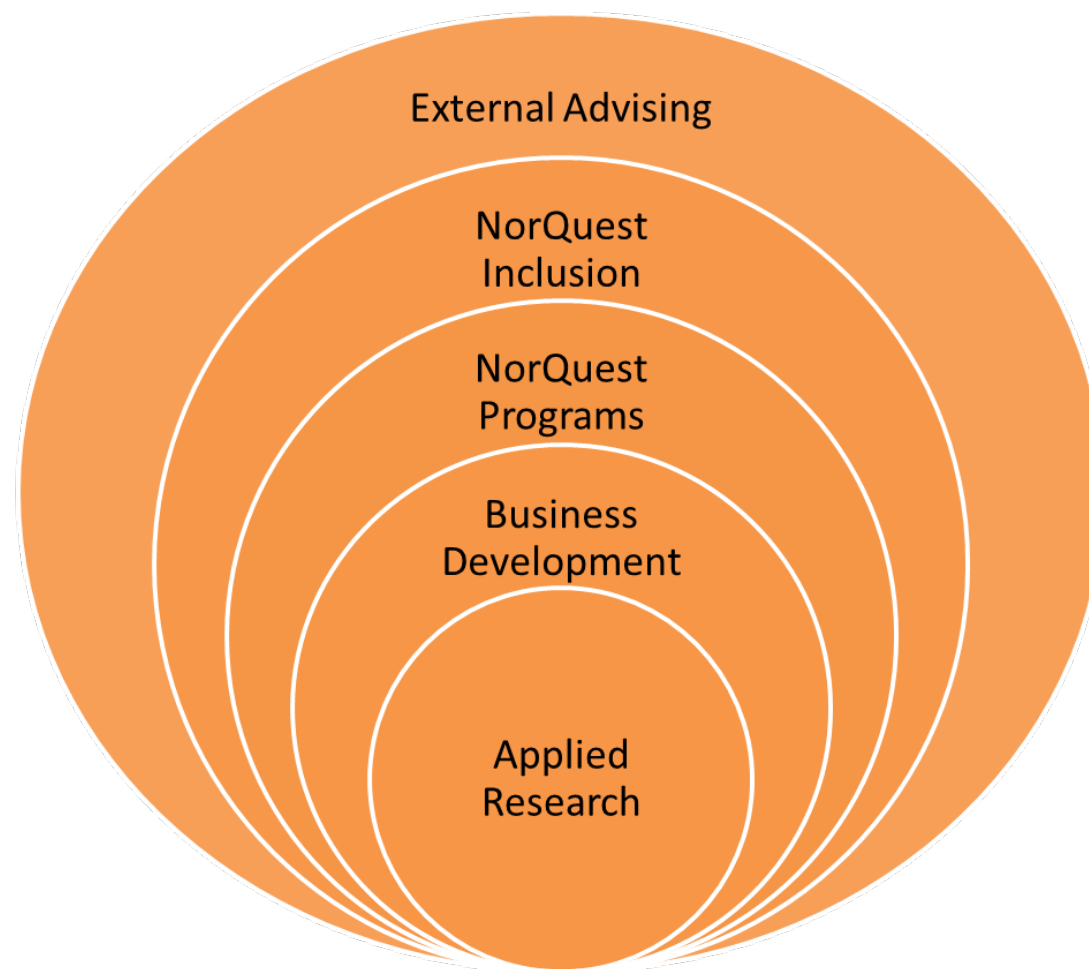
## **Intercultural sensitivity**

The ability to discern and experience relevant cultural differences in a positive way

## **Intercultural competence**

The ability to think and act in appropriate ways that support the achievement of goals in culturally diverse contexts

# CIE Activities





The Centre for Intercultural Education  
in NorQuest



# Inclusion Timeline



# NorQuest Community College- Internal

## "50 Years of Inclusive Education"

1. Student, Faculty, Staff, Leaders Targets
  - Student "Inclusive Experience" Targets
  - 75% with satisfactory intercultural competence
2. College Wide Learning Outcomes-Inclusive Community
  - Inclusive Culture
  - Creative and Critical Thinking
  - Community Citizenship
  - Communication and Collaboration
3. Curricular and Co-Curricular





# The Centre for Intercultural Education's Community Stakeholders

# Municipalities

## 1. City of Edmonton

## 2. Rural Alberta

- Rural Routes
- Roots and Connections
- Volunteer Alberta Umbrella







# Alberta Workplaces

1. Professional
  - Engineering, financial
2. Industrial
  - Trades, technical, transport & logistics
3. Service
  - NorQuest Hospitality Institute

# Not For Profits

- Edmonton Regional Immigrant Employment Council (ERIEC)
- Edmonton Business Diversity Network (EBDN)
- Volunteer Alberta





# Thank You



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# Intergroup Contact Theory

Groups from different cultures must be appropriately prepared to interact.

If they are not, then a reinforcement of stereotypes and prejudice is likely to occur.

(Allport, G. W., 1954; Pettigrew, T. F., Pettigrew & Tropp, L. R., 1993, Sindanus et al., 2008)



# Using the AQAL

2. Organizational Values  
Feeling of Belonging  
(or Exclusion)

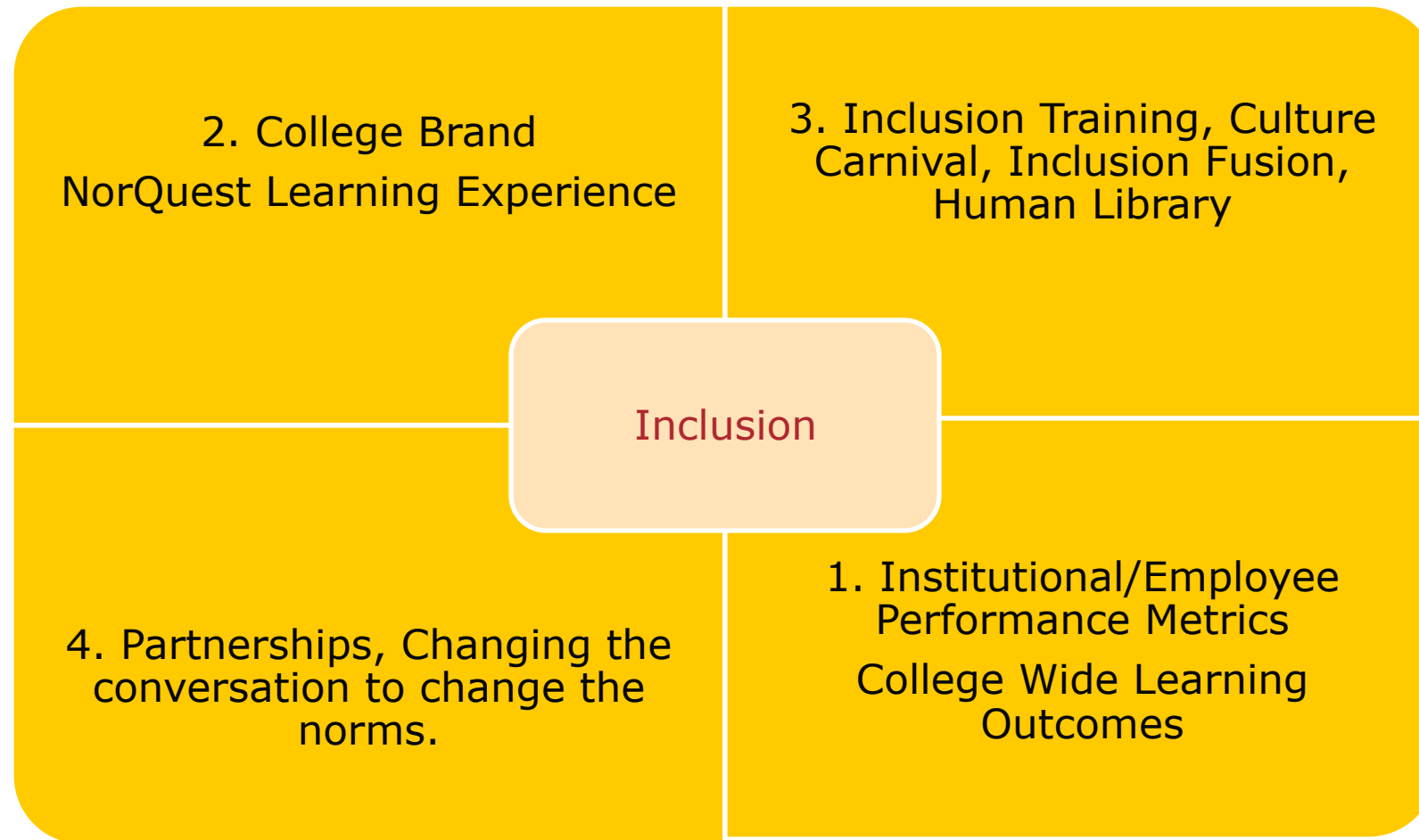
3. Actions of  
Organizational Members.  
Observable Diversity,  
Engagement, Inclusion

Inclusion

4. Organizational culture,  
group norms

1. Organizational policies,  
systems, processes used  
to achieve organizational  
goals.

# Inclusion Map



# Intercultural Competence

1. Humility
2. Tolerance for ambiguity
3. Open *minded/hearted*-ness
4. Flexibility of mental frames
5. Unconditional respect and positive regard for others
6. Adaptability
7. Empathy and sensitivity
8. Creativity

(Ting-Toomey, 1999)

# Centre for Intercultural Education

**Todd Odgers – Principal, CIE**

## **Our Focus**

- Applied Research leads to real-world improvements in productivity and performance.
- Leverage the alignment with NorQuest culture and unique characteristics.
- Connections with Alberta business, industry and government.
- Recognized as leader in Canada.



# Applied Research at Innovation Core

## Applied Research

Contracts since 2008

- \$4,411,970.
- 80+ companies served.
- 80+ community engagements.
- 4,900 individuals engaged.

## Recent Workplace Projects

- Navigating the Interview.
- Critical Incidents for Intercultural Communication in the Workplace.
- Gaining Access: New Employee Orientation for Newcomers to the Workplace

<https://www.norquest.ca/norquest-centres/centre-for-intercultural-education/projects.aspx>

# Training and Business Development

Contracts between 2008/09 - 2013/14

- In excess of \$600K
- Over 85 organizations engaged

Contracts for 2014-15

- \$200K

# Future Direction

1. Excellence and NorQuest CIE Differentiation
2. Larger Contracts and Asks
3. International Education Consulting
4. Product Development





“**Green** comes from **blue** and is  
better than **blue**”

Chinese expression

We don't see the world as they are;  
we see the world as we are.

A. Nin

