

Diversity, Equity, and Inclusion

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2022 Institute for Chief Academic Officers
with Chief Financial and Chief Enrollment Officers



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DEI Roadmaps: Creating Organizational Change

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Dean of Institutional Equity and Inclusion



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Diversity, Equity, and Inclusion are not problems to be solved. They are central components of answers and solutions to the pressing questions that face institutions.

What you will learn in this session:

- Important concepts
- How to create institutional change
- How to address resistance and build buy-in



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Key Concepts

Diversity

Diversity is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.

Equity

Equity refers to fairness and justice. It involves recognizing that we do not all start from the same place and we must acknowledge and make adjustments to imbalances. The process is ongoing, requiring us to identify and overcome intentional and unintentional barriers arising from bias or systemic structures.

Inclusion

Inclusion is the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized

Cultural Competence

Cultural Competence focuses on the ability to understand, communicate with and effectively interact with people across cultures. It encompasses being aware of one's own world view, developing positive attitudes towards cultural differences, and gaining knowledge of different cultural practices and world views.

Cultural Humility

Cultural Humility is a lifelong process of self-reflection and self-critique that involves examining one's beliefs and identities, recognizing power imbalances, and developing institutional as well as personal accountability.

Full Participation

“Full participation is an affirmative value focused on creating institutions [and practices] that enable people, whatever their identity, background, or institutional position, to thrive, realize their capabilities, engage meaningfully in institutional life, and contribute to the flourishing of others” (Sturm 2010).

Creating An Institutional Infrastructure of Full Participation

We can operationalize the concepts of equity, diversity, inclusion, and cultural humility in ways that create and maintain an institutional infrastructure of full participation

Dimensions of Change and Innovation

- Micro: Individual, Sub-group, Group
- Macro: Office, Division, Institution, System

Three Types of Change

- **Transactional change** largely works within an existing set of institutional and structural arrangements.
- **Transitional change** involves some limited modification of the institutional structure
- **Transformative change** restructures the system itself rather than reform some relationship within the existing structure.

Keys to creating transformational change

- Centralize Diversity, Equity, Inclusion throughout micro-level and macro-level structures, processes, procedures, etc.

Interactive Exercise



Overcoming Resistance and Building Buy-in

- Appreciative inquiry can be used to overcome resistance and build buy-in



Appreciative Inquiry Steps:

- Explore what is working well
- Identify meaning-making and values
- Connect into catalysts for change

Catalysts for Change

- Institutional Mission
- Institutional Strategic Plan
- Institutional EDI Strategic Plan
- Climate Assessments
- External Reviews



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Questions?





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THANK YOU



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