University of Bremen
Equity as an Approach to Anti-Racism

ELIZABETH ORTIZ, VICE PRESIDENT
INSTITUTIONAL DIVERSITY AND EQUITY
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“...It is apparent that engaging diversity provides a wonderful opportunity to attend to many issues which have long needed attention....Diversity on campus impels us to prepare students and our institutions for a future in which diversity of our communities and institutions is widely recognized as a powerful resource” (Smith, 1997).
Diversity Leadership

- The pessimist complains about the wind, the optimist expects the wind to change, a leader adjusts the sails.

- Einstein's definition of insanity: The definition of insanity is doing the same thing over and over again and expecting a different result.

- “We must change our structures, policies, and systems in order to transform the Academy.”
Diversity Leadership

- **Visible:** Others must see and hear the commitment
- **Specific:** The expression will be most credible when it addresses specific conditions of the work force and challenges for that organization
- **Personal Responsibility:** Leaders are responsible for diversity progress and evaluated periodically, using performance measures
- **Persistent:** The message should be constant and reinforced frequently in words and in action
- **Intentional:** Results do not come through chance or providence. They occur when the leaders say, “this is what I want to happen” and they create policies and structures to support the change
Themes for Change

- Context
- Policy
- Action
- Practices
Design a world where we all have a good view. Where we all succeed.
Diversity (Equity) Evolving Concept

- Diversity will continue to evolve as our society changes
- Difficult to define because it means different things to different people
- Open inclusive definition
- No cookie cutter recipe
• Diversity is now part of everyone’s lexicon
• Diversity work in the US since 1964 Civil Rights Act has been about remediation and righting past wrongs
• Diversity transformed higher education
• Benefits for all
• However institutions continue to struggle
• How do we engage in effective diversity strategies
• There is no standard diversity models or accreditation standards
• Diversity work must be a systems imperative
• Diversity a problem to be solved
Defining Diversity: Context Matters

- How does the University of Bremen view the work?
- Who is included? (Students, Faculty, Staff)
- What is the language and words used to describe your context, history, and traditions?
- What works for the organization?
- How do you bring others in the university along with you?
Context: United States Historical Perspective

- Compliance/Law Imperative
  - Affirmative Action

- Social Justice Imperative
  - The right thing to do

- Diversity Imperative
  - Value difference for the positives it brings to the learning, work, and community environments

- Inclusion Imperative
  - Power sharing and decision making
Equal Employment Opportunity

The Law

Over the last fifty years, federal and state legislation as well as court decisions have established the principles and mandates of equal opportunity, and have refined their meaning and requirements for compliance.

- **Title VI of the Civil Rights Act of 1964** prohibits unlawful discrimination based on race, color, or national origin in provision of benefits or services in all programs or activities which receive federal financial assistance.

- **Title VII of the Civil Rights Act of 1964** prohibits unlawful discrimination in employment based on race, color, religion, sex, or national origin regardless of whether the employer is a contractor with the federal government. Title VII also prohibits sexual harassment.

- Most important and sweeping legislation of civil rights movement and history of United States
- The goal was twofold:
  1) Eliminate employment discrimination
  2) eliminate broader economic and social effects of the historical legacy of discrimination
- The law was meant to “level the playing field” for those who were left out due to discrimination
The Americans with Disabilities Act of 1990 (2008) prohibits against employers from discriminating against individuals with a physical or mental disability
   1) Reasonable accommodation
   2) Access

The Illinois Human Rights Act prohibits unlawful discrimination in employment, housing, public accommodations, and financial credit

Civil Rights Act of 1991 provides for compensatory and punitive damages and jury trials in discrimination cases

Pregnancy Disc. Act of 1978 prohibits discrimination against pregnant employees

Executive Order 11246: "prohibits federal contractors and federally assisted construction contractors and subcontractors, who do over $10,000 in Government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin. It also requires contractors to "take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex or national origin."

Equal Pay Act of 1963 outlaws discrimination in pay, employee benefits, and pensions based on gender.

Equal Employment Opportunity Act of 1973 extends coverage to government employee’s, faculty in higher education and strengthened the enforcement powers of EEOC.

Lilly Ledbetter Fair Pay Act of 2009 extends the statute of limitations for filing an equal pay complaint for each instance of improper conduct by an employer.

Vietnam Era Veterans Readjustment Assistance Act of 1974 (2008) prohibits unlawful discrimination in employment based on veteran status. Section 402 of this act requires government contractors to take affirmative action to employ and advance in employment disabled veterans and veterans of the Vietnam era

The Age Discrimination in Employment Act of 1967 (as amended) prohibits unlawful discrimination in employment against individuals who are at least 40 years of age

Family and Medical Leave Act of 1993 (2008) allows employees to receive 12 workweeks of unpaid leave during any 12 month period (birth, adoption, illness, family care during illness)
Where to Begin?

- Readiness
- Factors/criteria
- Self-Evaluation
- Assessment measure
- Opportunities
- Barriers
Structural Racism: It’s The System

- Systems work together to perpetuate the same results and bias interferes with change
- Systems are designed to sustain and recreate itself
- Diversity efforts often revert back to organizational culture practices and norms
- They often don’t fit
- If we always do what we’ve always done we will continue to get the same results
POLICY: Creating Policies To Impact Change And Implement Compliance

- Systems thinking required to assess equitable policies and to safeguard individual rights
- Anti-Discrimination and Harassment Policy
- Sexual Assault and Violence Prevention Policy
- Hiring and Search Policies
- Admission Policies
- Undocumented Student Policies
- Equal Employment practices
- Professional Development
- Salary and Resource Equity
- How committees are formed and members selected
Diversity As A Strategic Business Imperative

- Leadership commitment
- Part of mission and fabric of the organization
- Valued as a core business and ethic advantage

How do you begin?

- Part of larger SP process
- Stakeholder Involvement
- Current Condition
- Aspirational Goals

Action: Diversity Strategy and Implementation
## Implementation

### Program Design
- CDO or other position Centralized or decentralized model
- Assessment and Feedback mechanisms
- Best Practices: Recruitment, Retention, and engagement
- Small wins that are public and celebrated
- Metrics

### Vision of the Future: Aspirational Goals
- Clear vision of the future
- Set clear goals
- Alignment with mission and objectives
- How will this shape decision making and resource allocation if any
- Establish benchmarks and progress against aspirational goals
The deficiency model: Diversity brings special challenges to the academy

Asset model: Diversity adds value to the university and our community
Flipping the Switch

MINORITY.
A TERM APPLIED TO THE
MAJORITY OF THE WORLD’S
POPULATION.
Developing the Diversity Mindset

- Define diversity in an inclusive way
- Know the difference between under-representation and diversity
- Realize that this can be done and build in processes and practices that will help your university achieve its goals
- Diversity is about quality and benefits everyone
- Wherever possible dispel the *myths of diversity*
Be Change Agents

- Communicate changes to university in a way that helps people understand and embrace change
- Develop a strategy for implementation
- Plan should be results oriented
- Model behavior and inspire others to do the same
- Accept responsibility for personal areas of influence for implementing change
- See the challenges as they arise as stepping stones to the future
- Adapt visible actions of new plan so others can follow
Diversity Change

• In order to effect sustainable change: change behavior
• To change the system we must analyze current practice and procedures and change processes to become more inclusive
• “Systems thinking requires us to understand that everything we do in an organization is part of a flow of activities that are interacting and influencing one another, often in ways that we don’t realize”
• The ability to think across systems is critical in obtaining diversity results
• Change the system and alter the way people are working
• Do a consistent practice over and over it becomes part of the collective will and achieves critical mass
• Start with commitment and a plan and step by step move toward action
Essential Criteria

- Leadership commitment
- Process or system that is ready to change
- Must be able to link diversity plan to organizational mission, vision, values, and current business strategy (strategic plan)
- Mission - link plan to organization’s purpose
- Vision - Picture for the future and inspirational
- Creative tension - understanding of current reality combined with a clear vision of the future
- Involvement of key stakeholders
- Resources
- Community engagement
Best Practices

- Leadership
- Accountability
- Data & metrics
- Recruitment
- Engagement and retention
- Compliance
- Education and training
DePaul Diversity Structure

- Mission and Values
- Colleges
- Student Affairs
- Mission and Strategic Plan
- OIDE
- Academic Affairs
OIDE Programs

- President’s Diversity Council
- Diversity Advocates (FC)
- President’s Signature Series
- OIDE Cultural Programming Fund
- Employee Resource Groups and the Annual Diversity Summit
- BUILD Diversity Certificate Program
- Affirmative Action Plan (AAP)
- Compliance and Title IX
- National Center for Faculty Development and Diversity
- DREAM Working Group
- NEW: Speed mentoring and Leadership Institute
- Climate studies
The goal is to create a learning culture that values diversity and inclusion, understands the benefits of leveraging a multicultural environment, connects diversity to the mission and strategic plan as part of its core operating business principles, and where participants can apply diversity competencies into action.

- Building multicultural competencies
  - Leveraging Diversity

- Understanding differences and how it impacts the workplace
  - Leadership- role modeling behavior

- Inclusive Excellence
  - Developing measures of success
Types of Diversity Training

- New Employee orientation
- Mandatory manager training
- Leadership training
- Compliance training
- Diversity certificate and diversity awareness training
- Professional development training
- On-line training skills

Note: Training should be inclusive and open to all within the organization
University Training Opportunities

- New Employee Orientation
- Mandatory Manager Training
- Leadership Training
- Compliance Training
- Diversity Certificate
- Professional Development Training
- On-line Training Skills, Managerial, and Compliance
Diversity training can be transformational
Education is key in changing behaviors
Diversity trainers are guides and experts in this process
Intercultural learning is the integration of the experience and the ability to understand: *sense making*
Building capacity for harnessing diversity and difference
Leadership Institutes

- Provides for employee engagement, mentoring, and satisfaction
- Should be part of the organization’s career succession plan
- Cultivate future leaders and provide a pipeline of workforce talent
- Is a cost effective way of providing professional development
- Is a tangible demonstration of the organizations investment in its people
- Should be consistent and fair providing opportunities to a wide range of individuals within the organization
Diversity Councils

- Wide representation within the organization
- Set mission, goals and objectives
- Council should have the authority to act and implement solutions and strategies
- They should report to a high level executive
- Meet periodically with leaders of the organization
- Have term limits and operating procedures
Employee Resource Groups

- Builds a sense of community and belonging
- Empowers employees to work toward positive change
- Provides and nurtures mentoring and networking opportunities for diverse faculty and staff
- Demonstrates and investment in diverse workforce
- Executive Champions should be assigned
- Be given an operational budget
Diversity Summit, Public Ceremonies, and Diversity Programming

- Public demonstration of commitment to diversity
- All can participate and learn from the programs
- Top level administrators should be in attendance
- Topics should be timely and address real issues
- Ceremonies should celebrate victories, acknowledge high performers, highlight accomplishments made by ERG’s, the institution, and the council.
- If possible, create annual events/summits
Assessment of Internal Programs

Evaluations ensure quality programs and allow for adjustments to improve

1. What is to be measured?
2. How it is to be measured?
3. Criteria for measurements?
4. Instrument to be used?
5. When to measure?
6. How are findings used, interpreted and communicated?
Resource Allocation: Vital to Diversity Success

- Link to strategic plan as a strategic objective which is a funded priority
- Diversity spend is powerful symbol of organization’s commitment to diversity initiative
- Proposal writing is key to building the diversity budget
- Advancement opportunities vs. line item budgets
### Diversity Budget/Spend

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
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<tbody>
<tr>
<td>Diversity Councils</td>
<td>$15,000</td>
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<tr>
<td>Employee Resource Groups</td>
<td>$28,000</td>
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<tr>
<td>Annual Diversity Summit and Diversity Programming</td>
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<td>Training and Diversity Programs</td>
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<td>Leadership Institutes</td>
<td>$20,000</td>
</tr>
<tr>
<td>Office of Diversity Total Budget</td>
<td>$1 million</td>
</tr>
</tbody>
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Learn to Shift the Frame of Reference

- Shift *conflict as negative* to *conflict as a positive*
- View conflict as an opportunity for growth, learning, innovation, and transformation
- Can help the organization solidify and validate its position by thinking through the why, of its positions and its decisions
- Difference and conflict should not be seen as problems but potential solutions to be managed
- Conflict can often prevent “group think”
Causes of Conflict

- Opposing positions
- Competitive tensions
- Power struggles
- Performance discrepancies
- Just someone having a bad day

Two most important are:

- Misunderstandings and miscommunications
- Emotions such as: pride, jealousy, insecurity, hurt feelings, wounded egos, etc.
Realizing Difference Can Lead To Conflict

- Realize everyone has their own cultural lens in which they frame their reality and view of the world
- That view may be different than yours
- No right or wrong just different
- This differing interpretation may lead to conflict
Tools for Managing Conflict

- **Define acceptable behavior**: Make sure it is a shared set of values that focuses on collaboration, team building, and focusing on shared objectives and mission.

- **Take action**: address conflict immediately if not it will become a bigger problem leading to resentment and misunderstandings.

- **Understanding the WIIFM Factor**: Understanding the other persons motivations and their “What’s In It For Me” position.

- **Collaborate**: Help those around you achieve their objectives and goals less likely to have conflict.
Tools for Managing Conflict

- **Us vs. Them**: Drop the *Us versus Them* attitude and develop we are all in this together.
- **The Importance Factor**: Pick your battles and avoid conflict for the sake of conflict. Know when to take a stand or to remain silent to live to fight another day.
- **View Conflict as Opportunity**: Every conflict has the potential for a tremendous teaching/learning opportunity. Learn from each experience and/or using it as a teaching moment.
- **Confrontation vs. Negotiation**
- **Giving credit where credit is due and the validating experience**
“Resolution can normally be found within conflicts where there is a sincere desire to do so. Turning the other cheek, compromise, forgiveness, compassion, empathy, finding common ground, being an active listener, service above self, and numerous other approaches will always allow one to be successful in building rapport if the underlying desire is strong enough. However, when all else fails and positional gaps cannot be closed, resolve the issue not by playing favorites, but by doing the right thing.”

- Mike Myatt
Future Trends

- Establishing metrics to measure diversity success
- Establishing organization desired learning outcomes, goals, and objectives
- Technology will continue to be a factor in training, and delivery methods moving towards e-learning methods
- Integration of diversity and inclusion concepts striving for deeper for transformational change
- Incorporation of the broader global context
Equity & Diversity Last Thoughts

- Make a conscious effort to notice who is at the table and who is not
- Develop a process for constant monitoring and feedback
- Check for exclusionary practices
- Engender and safeguard trust
- When you realize you are wrong: make it right
- Equity and inclusion work is a long term objective and may take years to implement
Questions

Thank You!
• Cullen, M (2011) Diversity Series: 5 keys to make diversity Training more effective
• Winters, A. (2008) A Retrospective view of Diversity Training from 1964 to present
• Diversity Inc., Diversity Leadership: http://www.diversityinc.com/department/52/Leadership-Profiles/
• http://www.aspeninstitute.org/