

# Be a Career Chief Diversity Officer (CDO)!

## *Finding Your Spheres of Influence*

Annual NUSAC Career Workshop  
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*In the spirit of healing, I acknowledge and honor the  
Potawatomi, Odawa, and Ojibwe Tribes, the original people of  
the land upon which Northwestern University stands.*



Northwestern University  
Office of Institutional  
Diversity & Inclusion



# Mission of OIDI & Northwestern University

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**Vision: To realize an ideal Northwestern University where community members are challenged to engage differences as strengths in an environment that ensures equality of access, opportunity, representation and participation.**

**Mission: To help create and sustain a diverse, inclusive, and welcoming environment for all...**

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▪ **OIDI Strategic Priorities--IDEA-- are guided by university values**

- Commitment to student [faculty/**staff**] experience and diversity and inclusion (Inclusion and Diversity)
- Commitment to faculty [students/**staff**], and to excellence in research, scholarship, creative work, and teaching (Equity)
- Commitment to balancing Northwestern's present and future needs (Accountability)

# University Diversity Plan: Inclusion, Diversity, Equity, Accountability (IDEA)



- **INCLUSION:** We develop a supportive campus climate that values well-being by identifying strategies, rules, and policies that foster an inclusive working and learning environment.



- **DIVERSITY:** Our policy-making is informed by a scholarly understanding of diversity---the variety of group experiences that result from the social structure of society. A broad concept that includes differences in society's opportunities, the shaping of social institutions by different social factors, the formation of group and individual identity, and the processes of social change.



- **EQUITY:** We redress inequality and structural inequities while assuring that all are treated equitably.
- **ACCOUNTABILITY:** We establish accountability at NU by developing benchmarks to evaluate and assess the impact of our diversity and inclusion efforts.

# Finding Your Sphere | Challenges for CDOs—The Diversity Example

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Can you make a compelling case for diversity for your department/unit/group/club?

**Why is diversity important to you?**

Diversity: Refers to the variety of group experiences that result from the social structure of society. Diversity is a broad concept that includes differences in society's opportunities, the shaping of social institutions by different social factors, the formation of group and individual identity, and the processes of social change. This includes race, class, gender, age, nationality, sexual orientation, religion, age, disability, language, and region residence, among others. Adapted from : Andersen, Margaret, and Howard Taylor. *Sociology: Understanding a Diverse Society*. 4th ed. Belmont, CA: Thomas Wadsworth, 2008. 11. Print.

What are your goals? **Data and/or reflection** are needed to determine how you want to “move the needle” related to, for example, diversity, recruitment, retention, climate, and equity.

**Next steps: Prioritize strategies** with the highest potential for the greatest positive impact on diversity, recruitment, retention, climate, and/or equity. Implement those strategies, measure outcomes, collect data, and identify key and important wins and challenges. Let the data inform whether rules and polices/sunset or build up.

# Campus Climate | Actions & Solutions

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- **Develop visible functionality: Demonstrate your values**
  - All leaders are Diversity Officers (DOs)
  - Strategic leadership/actions vs. crisis leadership/actions
  - Transformational planning—grass-roots, motivating, buy-in, moving the needle
    - Transactional planning: In our DNA, reward/punishment; carrots and sticks
- **Marketing diversity and inclusion: Be honest about your values**
  - Representing the institution’s commitment to diversity needs to be authentic, beyond multi-tokenism, to sharing personal experiences: people can see “someone like me is finding their way through NU”
- **Step Up, Speak Up: Model your/institutional values**
  - Don’t leave impacted groups to shoulder harm or change
  - See yourself in “if I offended the XXX community”

# You Know You're a CDO if...

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- Per National Association of Diversity Officers in Higher Education (NADOHE): You “facilitate a shift from ‘total responsibility’ [...] to a system where every member of the institution has a [...] responsibility.”
- Embed solutions in your Core Values: **sustainability, gender and sexualities equity in leadership; community and civic engagement; and diversity and inclusion**
  - Not enough to be “progressive”
- In service to our Publics
  - Campuses, Alumni, Communities, State
- Use your P-Card with Historically Underutilized Businesses (HUBs)

# Rendering Ourselves Vulnerable: Crises of Faith

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“For too long, powerful people have expected the people they have mistreated and marginalized to sacrifice themselves to make things whole. The burden of working for racial justice is laid on the very people bearing the brunt of the injustice, and not the powerful people who maintain it. I say to you: I refuse.”

--Nikole Hannah-Jones, July 6, 2020

# Being a CDO: Strategies and Personal Accountability

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- Caution: Secondary trauma, Carrying trauma home/other spaces
- Know your values and that of university
  - 'I can't believe what you say, because I see what you do'—James Baldwin (adapted Ike & Tina, 1964)
- Be coach'able
- Avoid benevolence/savior models
- Don't haze yourself
- Give up some control. Change behaviors that no longer serve you.

# CDO to-do's—Work Your Sphere of Influence

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- **Do:** Make space to hear others. Don't just say, 'come in to see me.' Instead, say 'I'd like to set up a visit with you to hear how things are going.'
- **Do:** Know that inclusion requires more variables. As Michelle Kim of Awaken reminds, inclusion means less standardization, and more flexibility.
- **Do:** Put into practice diverse work groups. Researcher Scott Page used mathematical modeling to prove that diverse groups of problem-solvers out perform individuals and homogeneous groups.
- **Do:** Be a Diversity Officer or DO all of the time, where you are. Climate, equity, and inclusion improve.

# Resources



**NADOHE's Standards of Professional Practice for CDOs:** <https://www.nadohe.org/nadohe-standards>

**Bystander Intervention:** <https://studentaffairs.lehigh.edu/content/what-bystander-intervention>

**Toolkits & Syllabi:** <http://diversity.tamu.edu/Resources#toolkits>

# The Office for Institutional Diversity...

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THANK YOU!!!

For working to **advance inclusion, diversity, equity, and accountability, across Northwestern University while resisting racism, bias, and discrimination.**



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