Navigating Through Change: Advancing Diversity, Equity and Inclusion

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Associate Professor of Medicine
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Student Affairs Professional Development Committee
Tuesday, November 27, 2018

Northwestern
Outline

The Diversity, Equity and Inclusion Continuum, and the Academic Business Case
– About the Office of Institutional Diversity and Inclusion

The Leadership Challenge and Organizational Change

Student, Faculty, Staff and Alumni Engagement: Focus on the A’s

Best Practices and Considerations for the Effective Leader
The Diversity, Equity and Inclusion Continuum, and the Academic Business Case
Diversity and Inclusion Continuum

**TRANSACTIONAL DIVERSITY**
Diversity - describes the mix; unique differences between people
Focus on compliance, metrics, recruiting, retention, events, initiatives, programs, training
Diversity is respecting and celebrating each individual

**TRANSFORMATIONAL INCLUSION**
Inclusion - a call to action; leveraging everyone’s voice and talents; making the mix work
Focus on systemic organizational change and competitive advantage
Inclusion is a critical strategy to drive engagement and innovation
Academic Business Case for Diversity, Equity, and Inclusion
How do you make diversity, equity, and inclusion sustainable?

- Conceptual Clarity
- Business Rationale
- Research
- Communication
- Integration
- Education
- Stakeholder Engagement
- Shared Responsibility
- Accountability
- Measurement
- Rewards and Recognition
- Vision
- Strategic Planning
About the Office of Institutional Diversity and Inclusion (OIDI)
OIDI Team

**Associate Provost & CDO: Jabbar R. Bennett, PhD**
- Diversity, Equity & Inclusion Strategic Plan
- Executive Advisory Group Lead
- Multicultural Alumni Council Lead
- University Diversity Council Lead
- Faculty Diversity & Excellence
- Provost Advisory Council on Women Faculty
- Black Student Experience Committee Chair
- Black/URM Pre-Med/Pre-Health Initiative
- Undergraduate Student Life Cycle
- Veterans & GQNB&T Support Work Groups

**Assistant Provost: Monica Russel y Rodriguez**
- Diversity, Equity & Inclusion Strategic Plan
- Diversity Leaders Group Lead
- Marketing & Communications Strategy
- Faculty Diversity & Excellence
- Provost Advisory Council on Women Faculty
- Accessibility Council
- One Book One Northwestern Committee
- MLK Commemoration Committee
- Student Surveys Planning Group

**Manager: TBD**
- MLK Commemoration Committee Lead
- Project, Program & Budget Management
- Research, Assessment & Data Analysis
- OIDI Annual Report, Website & Insights
- Human Resources Liaison

**Manager: Jasmine Gurneau**
- Native American & Indigenous Initiatives
- Native American Leadership Council
- Native American & Indigenous Peoples Steering Group
- Native American Inclusion Budget, Website & Newsletter
- OIDI Insights
- Diversity, Equity & Inclusion Strategic Plan

**Project Coordinator: Zenani Greenwell**
- Administrative & Operations Lead
- Calendar Management, Event & Travel
- Financials & Reimbursements
- Social Media

**Women’s Center Director: Sekile Nzinga-Johnson, PhD**
- Women’s Center Strategic Plan
- Management of Women’s Center Staff
- Programming, Events & Operations
- Marketing and Communication
- Financial Planning and Budgeting
- Fundraising and Grant Writing
- Collaborates with Campus Community

For more information visit [https://www.northwestern.edu/diversity/index.html](https://www.northwestern.edu/diversity/index.html).
OIDI Leadership Partners

- Executive Advisory Group
- University Diversity Council
- Multicultural Alumni Council
- OIDI
- Diversity Leaders Group
- Native American Leadership Council
- Native American and Indigenous Peoples Steering Group

For more information visit https://www.northwestern.edu/diversity/index.html.
OIDI Affiliates

Women’s Center

OIDI

Center for Native American and Indigenous Research (CNAIR)

For more information visit https://www.northwestern.edu/diversity/index.html.
OIDI Focus Areas

Access
• Recruiting Diverse Talent
• Enabling Advancement and Success

Equity
• Ensuring Fairness
• Requiring Accountability

Enrichment
• Promoting Inclusive Education and Training
• Enhancing Culture and Climate

Wellbeing
• Supporting Holistic Personal Development
• Building Community

For more information visit https://www.northwestern.edu/diversity/index.html.
Equality is about everybody getting the same thing. Equity ensures that everyone gets what they need to be successful.
OIDI Key Updates and Initiatives
2017 – 2018 Key Updates

Explored Black Student Experience Task Force recommendation implementation

Partnered on Staff Engagement Survey

Launched the Veterans Support Initiative

Conducted first-ever Student Climate Survey for Diversity
2018 – 2019 Key Initiatives

Undergraduate Student Life Cycle

Diversity, Equity, and Inclusion Strategic Planning Process

Gender-Queer, Non-Binary, Transgender Support Task Force
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**High-Level Project Flow**

**Key Milestones & Dates**

1. **Analysis of existing data**
   - **Description:** Review of existing survey methods and data findings (via culture, engagement, and climate surveys)
   - **Dates:** (August - September 2018)

2. **OIDI strategy session with Diversity Leaders Council**
   - **Description:** Half-day working session with NU unit leaders sharing about project components and collecting their input through polling and discussion.
   - **Dates:** (August 2018)

3. **Conduct Executive interviews**
   - **Description:** 1 on 1 60 min interviews collecting experiences, thoughts, and point of view on D&I.
   - **Dates:** (September 2018)

4. **Conduct Focus Groups**
   - **Description:** Twenty one focus groups across faculty, staff, and student sectors.
   - **Dates:** (October 2018)

5. **Annual Senior Leaders meeting**
   - **Description:** KF will join the Annual Senior Leaders meeting to provide information on this project, KF approach, current progress, and hear from participants.
   - **Dates:** (October 2018)

6. **Theme analysis**
   - **Description:** Summarizing and analyzing all data inputs to identify themes, tendencies and insights to inform recommendations.
   - **Dates:** (November 2018)

7. **Final report**
   - **Description:** Final written findings and recommendations report and presentation.
   - **Dates:** (December 2018)

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For more information visit [https://www.northwestern.edu/diversity/initiatives/diversity-equity-and-inclusion-strategic-planning.html](https://www.northwestern.edu/diversity/initiatives/diversity-equity-and-inclusion-strategic-planning.html).
Gender-Queer, Non-Binary, Transgender Task Force

Purpose
To support the success of gender-queer, non-binary and/or transgender students, faculty and staff at Northwestern University.

Objectives
To identify key challenges faced by gender-queer, non-binary, transgender and transitioning individuals at Northwestern

To review existing data and information available about the gender-queer, non-binary and transgender population and their needs

To submit a report on findings and recommendations to better support the success of gender-queer, non-binary and transgender individuals

Source: https://www.northwestern.edu/diversity/initiatives/gender-queer,-non-binary,-transgender-task-force.html
Gender-Queer, Non-Binary, Transgender Task Force (cont’d)

Sponsors
Jonathan Holloway, Provost
Patricia Telles-Irvin, Vice President of Student Affairs
Pam Beemer, Vice President and Chief Human Resource Officer

Co-chairs
Héctor Carrillo
Professor of Sociology and Gender and Sexuality Studies, and Co-Director of the Sexualities Project at Northwestern (SPAN)

Sekile Nzinga-Johnson
Director of the Women’s Center, and Lecturer in Gender and Sexuality Studies

Source: https://www.northwestern.edu/diversity/initiatives/gender-queer,-non-binary,-transgender-task-force.html
Gender-Queer, Non-Binary, Transgender Task Force (cont’d)

Task Force
Consists of students, faculty, staff and alumni

Convene monthly between October 2018 – June 2019

Cover topics including:
- Common spaces: Bathrooms, safe spaces, gendered spaces
- Residential spaces
- Classroom: Pronouns, training and education for faculty, group interactions
- University resources: Counseling and support, advocacy, student groups, staff groups
- Body and wellbeing: Health services and insurance
- Names and identity: Human Resources, Office of the Registrar, training, policy and practice
- Community, connection, and collaboration

Source: https://www.northwestern.edu/diversity/initiatives/gender-queer,-non-binary,-transgender-task-force.html
The Leadership Challenge and Organizational Change
Acknowledge Multilevel Factors That Impact Diversity, Equity and Inclusion:

Unit

Leadership

Individual
Challenges to Advancing Diversity, Equity and Inclusion – Unit

To concisely articulate and clearly communicate unit commitment to and values around diversity, equity and inclusion

To develop a single diversity, equity and inclusion strategy and action plan that would be effective across the entire unit

To effectively implement, monitor and assess progress based on action plans and improving outcomes for various constituents across the unit
Challenges to Advancing Diversity, Equity and Inclusion – Leadership

Communication

Resistance to Change

Policy Implementation

Organizational Climate and Change Management
Challenges to Advancing Diversity, Equity and Inclusion – Individual

Inherent Bias

Lack of Knowledge

Absence of Buy-in

Fear of Consequences
Top 10 Attributes of Equitable Leaders

1. Be informed
2. Be engaged
3. Be fair
4. Be objective
5. Be vigilant
6. Be optimistic
7. Be welcoming
8. Be thoughtful
9. Be accommodating
10. Be vocal
Embrace Cultural Sensitivity

Strive to have high-quality, effective engagement with students, faculty and staff from diverse sociocultural backgrounds
Commit to Cultural Humility

Cultural humility requires leaders to continually engage in self-reflection and self-critique as lifelong learners and reflective practitioners.

Cultural humility incorporates a lifelong commitment to redressing the power imbalances in the leadership hierarchy, and to providing mutually beneficial and nonpaternalistic teaching, research, training and advocacy opportunities for all.
Follow the **Golden** Rule

“Treat people the way you would like other people to treat you.”
Student, Faculty and Staff Engagement: Focus on the A’s
Focus on the A’s: Join The A – Team!

Access

Awareness

Acknowledgement

Action

Advancement

Advocacy
Access
Access in *Action*!

**Students**
- Marketing Material/Web Presence
- Recruiting
- Admissions Policies
- Financial and Academic Support

**Faculty**
- Job Descriptions
- Advertising
- Recruiting
- Hiring Policies and Best Practices

**Staff**
- Job Descriptions
- Advertising
- Hiring Policies and Best Practices

**Alumni**
- Student, Faculty and Staff Recruitment
- Advising and Mentoring Students
- Financial Support
Awareness
Acknowledgement
Acknowledgement in Action!

Affinity Groups and Clubs

Awards and Grants

Education and Training
  – Personal and Professional Development

Funding

Social Networking
Action

Committees

Surveys

Task Forces

Work Groups
Advancement
Advancement in *Action*!

Accountability

Communication
  - Advisory Councils
  - Newsletters
  - Town Halls

Data Accessibility and Utilization

Monitoring and Assessment

Policy Implementation and Enforcement

Resources

Transparency
Best Practices and Considerations for the Effective Leader
The Do’s...
Adopt the Eight Core Competencies of the Equitable Leader

“The human equity advantage: Beyond diversity to talent optimization.”

Trevor Wilson

Jossey-Bass
A Wiley Brand
Eight Core Competencies of the Equitable Leader (cont’d)

1. Openness to Difference
2. Equitable Opportunity
3. Accommodation
4. Dignity and Respect
5. Commitment to Diversity and Inclusion
6. Knowledge of Diversity and Inclusion
7. Change Management
8. Ethics and Integrity
### Understand the Qualities of (Un)succesful People/Leaders

<table>
<thead>
<tr>
<th>Successful People</th>
<th>Unsuccessful People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a sense of gratitude</td>
<td>Have a sense of entitlement</td>
</tr>
<tr>
<td>Forgive others</td>
<td>Hold a grudge</td>
</tr>
<tr>
<td>Give other people credit for their victories</td>
<td>Take all the credit of their victories</td>
</tr>
<tr>
<td>Accept responsibility for their failures</td>
<td>Blame others for their failures</td>
</tr>
<tr>
<td>£¢Compliment</td>
<td>Criticize</td>
</tr>
<tr>
<td>Read everyday</td>
<td>Watch TV everyday</td>
</tr>
<tr>
<td>Keep a journal</td>
<td>Say they keep a journal but really don’t</td>
</tr>
<tr>
<td>Talk about ideas</td>
<td>Talk about people</td>
</tr>
<tr>
<td>Want others to succeed</td>
<td>Secretly hope others fail</td>
</tr>
<tr>
<td>Share information and data</td>
<td>Horde information and data</td>
</tr>
<tr>
<td>Keep a “to-be” list</td>
<td>Don’t know what they want to be</td>
</tr>
<tr>
<td>Exude joy</td>
<td>Exude anger</td>
</tr>
<tr>
<td>Keep a “to-do/project” list</td>
<td>Fly by their seat of their pants</td>
</tr>
<tr>
<td>Set goals and develop life plans</td>
<td>Never set goals</td>
</tr>
<tr>
<td>Continuously learn</td>
<td>Think they know it all</td>
</tr>
<tr>
<td>Embrace change</td>
<td>Fear change</td>
</tr>
<tr>
<td>Operate from a transformational perspective</td>
<td>Operate from a transactional perspective</td>
</tr>
</tbody>
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The Don’ts...
Innovation Killer Org Chart

CHIEF IDEA KILLER

VP OF NO
  DIRECTOR OF ONEROUS REPORTING

VP OF STATUS QUO
  DIRECTOR OF BUREAUCRACY

VP OF STAY THE COURSE
  DIRECTOR OF RIGIDITY

DIRECTOR OF ANALYSIS PARALYSIS
  MANAGER OF NEW GROWTH IDEAS (VACANT)

GrowthCloud
If serving is below you,
leadership is beyond you.

-Anonymous
Leaders who don’t listen will eventually be surrounded by people who have nothing to say.

-Andy Stanley
Above All Things, Take Care of Yourself
18 Things Mentally Strong People Do

1. They reflect on their progress
2. They keep control
3. They move on
4. They embrace change
5. They stay happy
6. They are kind
7. They are willing to take calculated risks
8. They invest their energy in the present
9. They accept full responsibility for their past behavior
10. They celebrate other people’s success
11. They think productively
12. They expend their mental energy wisely
13. They evaluate their core beliefs
14. They have staying power
15. They are prepared to work and succeed on their own merits
16. They tolerate discomfort
17. They enjoy their time alone
18. They are willing to fail

Northwestern
Lead Yourself Exceptionally Well

Manage Your Emotions
Manage Your Time
Manage Your Priorities
Manage Your Energy
Manage Your Thinking
Manage Your Words
Manage Your Personal Life
Be Empowered

Understand your potential

Acknowledge your ability

(Confidently) exercise your competence

Pursue your ambition

Determine your contribution
On being true to yourself...

You have brains in your head.
You have feet in your shoes.
You can steer yourself
any direction you choose.
You’re on your own.
And you know what you know.
And YOU are the guy/gal
who’ll decide where to go.

Dr. Seuss, 1990