Session Focus

- “Level-set” understanding of the concepts of Diversity and Inclusion
- Utilize understandings of the concept of “culture” as a neutral framework for informing perspectives on Diversity and Inclusion
- “Frame” the conversation or focus on D & I in a contemporary and systemic way
- Confirm agreement on the role of the Council in advancing the D & I agenda
- Explore the building blocks necessary for sustainability
- Identify “leadership behaviors” necessary to advance and sustain the initiative
### The Evolving Conversation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Discrimination</td>
<td>Hudson Institute Report</td>
<td>Multicultural Markets</td>
<td>Global marketplace</td>
</tr>
<tr>
<td>Race</td>
<td>Changing Demographics</td>
<td>Winning The War for Talent</td>
<td>Four Generations at work</td>
</tr>
<tr>
<td>Civil Rights</td>
<td>Diminishing racial barriers</td>
<td>Diversity and Inclusion</td>
<td>Cultural Competency</td>
</tr>
<tr>
<td>Equal Employment</td>
<td></td>
<td></td>
<td>Social Media</td>
</tr>
<tr>
<td>Affirmative Action</td>
<td></td>
<td></td>
<td>Speed of technology</td>
</tr>
</tbody>
</table>
Why Diversity and Inclusion?

*Internal and External Drivers*

- Changing demographics
- Global marketplace
- Global leadership
- Cultural competencies
- Speed of technology
- Business expectations
- Other stakeholder expectations
- Competition
- Change
A change initiative that addresses the **IMPACT** of workforce, workplace and marketplace differences on communication, decision making, problem solving, innovation, customer interactions, team work, leadership, faculty, staff and student engagement and organizational effectiveness.
An organizational *climate* whose culture encourages and invites:

- **Collaboration**
- **Learning from differences**
- **Flexibility**
- **Equity**
- **Innovation**
- **Open opportunity**

and where structures, policies and practices enhance organizational effectiveness.
“There are many cultures in the world. Who is to say one is better than the other? If we try to understand one, we can understand the universe.”

Eleanor Roosevelt
The system of shared beliefs, values, customs, behaviors, and artifacts the members of society use to interact with their world and with one another.

**Culture:** Defined

*culture noun \ˈkəl-chər\*
More Than The Tip of the Iceberg

The Visible

- Race
- Gender
- Ethnicity
- Appearance
- Age
- Physical Ability

The Hidden

- Assumptions
- Customs
- History
- Ideology
- Knowledge
- Values
- Orientations
- Biases
- Attitudes
- Ethics
- Prejudices

Assumptions          Attitudes
Customs            Ethics
History                Prejudices
Ideology
Knowledge         Values
Orientations
Biases
Acquiring Our Lens

Parents      Family        Friends
Community                   School
Generation          Race            Ethnicity
Place in Family                      Education
Curriculum      Religion               Travel
Socio-economics
Societal events        Life changes
Role models
Take a moment to reflect on these three questions and how they have informed or formed your lens for diversity!

In triads, each person take a few (2) minutes to share “your story”.

1. *Where were you born, where did you grow up, and how did that influence who you are today?*

2. *What significant events in society helped to shape your lens for diversity?*

3. *What significant experiences were a catalyst to fuel your development and interest in culture and diversity?*
The Ten Lenses

- Assimilationist
- Colorblind
- Cultural Centrist
- Elitist
- Integrationist
- Meritocratist
- Multiculturalist
- Seclusionist
- Transcendent
- Victim/Caretaker

Source: Mark Williams
A framework for Focus on D & I

- Talent Management
- Curriculum and Learning Environment
- External Image
- Student Services
- Organizational Climate
Talent Management Focus

Diversity of Leadership, Faculty, Staff, Students
Recruitment
Retention
Development
Performance Management
Engagement

Payoff

- Acquisition of talent
- Increased retention of talent –leadership, faculty, staff, students
- Attraction of student achievers
- Increased graduation rate
- Increased stakeholder investments
Attend to diverse voices and perspectives

Acknowledge that there are many ways of knowing

Invite and facilitate the learning from tension created through different perspectives

Invite inquiry as intellectual exploration without judgment

Payoff

- Inspired life-long learners
- Heightened emotional intelligence
- Preparedness for the world of work
Organizational Climate Focus

People feel that they belong, are engaged and are connected through their work to the goals and objectives of the organization

Establish a site for consultation and collaboration on diversity, equity and climate issues

Payoff

- Increased engagement of faculty, staff and students
- Inclusiveness
- Expansion of creativity and innovation
Student Services Focus

Poised to anticipate diverse cultural expectations of student populations

Payoff

- Students experience inclusion, respect and cultural acknowledgement
- External reputation of culturally sensitive student services will increase applicant referral, and encourage student retention and graduation
External Image Focus

Student Recruitment
Student Services
Community Engagement
Government Compliance

Payoff

- Institution of Choice
- Employer of Choice
- Public Recognition
Building Blocks for the *Sustainability* of a Diversity & Inclusion Initiative

- Conceptual Clarity
- Value Proposition
- Research
- Vision
- Leadership, Faculty, Staff, Student Involvement
- Strategic Planning
- Communication
- Education
- Rewards & Recognition
- Accountability
- Measurement
- Systems, Policies, Practices, Procedures
To “level set” understandings of the concepts of Diversity and Inclusion

Payoff

- Alignment of all internal stakeholders
To frame messaging in a way that resonates, motivates and engages all stakeholders

- Personal ownership
- Attachment to continuous improvement
- Creative solutions to new challenges
Why Research?

To understand current realities and create new opportunities

**Payoff**

- Data to inform strategic focus
- Opportunity to recognize and build upon internal “best practices”
Why Vision?

Promote Diversity as a Core value
To become the University of Choice and Workplace of Choice
To meet the future with a plan

Payoff

- Validate the value proposition for internal and external stakeholders

“If you don’t know where you are going, any road will get you there.”
Lewis Carroll
Why Communication?

To deliver consistent messages about the current state and messages about the future that is being created

Payoff

- Alignment with mission, vision and strategy internally and externally
To create a platform of understanding for all stakeholders

**Payoff**

- Alignment on purpose of formulating the “building blocks” for sustaining the D & I initiative
- Enhance understanding of D & I and links it to internal stakeholders’ area of work
**Why Internal Stakeholder Involvement?**

All are stakeholders in the process outcomes - Leaders, Faculty, Staff, Students, Leadership Council, D & I sub-committees, Employee networks, Student clubs etc.

**Payoff**

- Critical mass in advancing the initiative toward the vision
Why Strategic Planning?

Identify key areas for strategic focus:

1. Leadership, Faculty, Staff Involvement
2. Education, Training, Development
3. Recruitment and Retention
4. Community Relations
5. Communication
6. Policy and Program Development
7. Measurement and Reporting

Payoff

- Road map for continuous advancement towards the vision
Why Systems, Policies, Practices and Procedures?

To create an infrastructure for accountability and a process for getting work done and establishing community

Payoff

- Understand how work will get done and transparency on how to be included in community
Why Accountability?

To track progress and affirm rewards and recognition

Payoff

- Results!!!!
What gets measured gets done!

Why Measurement?

Quantitative → Process, Feedback, Outcomes → Qualitative

- Progress toward goals
- Advancement toward vision

“What gets measured gets done!”
Why Rewards and Recognition?

To validate new behaviors and to communicate the importance of the D & I Initiative

Payoff

- Create and sustain *systemic* change
D & I and Human Resources

- Ensure compliance with legislation
- Balance compliance with exceptional customer service
- Help to foster a positive and inclusive work environment
- Facilitate a culture of collaboration and conflict resolution
- Provide leadership in advancing the D & I agenda
- Balance transactional roles and consultancy roles
Role of D & I Council

“Provide senior leadership and direction in the development and implementation of the University’s D & I Action Plan”

- Model leadership behaviors
- “Thought leaders”
- Develop operating plan
- Champions for continuous improvement of D & I at FSU
- Represent FSU externally at forums and events that position FSU’s leadership in D & I
- Recommend “Best Practices”
- Allocate resources
- Establish accountability measures
- Participate on sub-committees
- Personal development in D & I
“Feedback is the breakfast of champions!”

- Feedback?
- Questions?
- Concerns?