Steps to Increase Diversity and Inclusion

Understand the full scope of diversity.
Every hire that brings a fresh perspective based on their life experiences adds to your organization’s diversity and its potential to succeed. Types of diversity can include:
✔ Race
✔ Ethnicity
✔ Age
✔ Disability status
✔ Educational experience
✔ LGBTQ+ status
✔ Religion
✔ Parent/family caregiver status
✔ Socio-economic background
✔ Veteran status

Get stakeholder buy-in.
Make the case for more diverse leadership. To be successful, your plan needs stakeholder buy-in. Some suggestions may include:
✔ Identify stakeholders in top administrative positions for buy-in
✔ Focus on the benefits to your organization financially, creatively, and ethically.
✔ Focus on benefits such as employee and talent acquisition and retention

Bring in diversity implementation experts.
Diversity and inclusion consultants have the resources, knowledge and sensitivity to navigate the conversations and changes that come with starting and facilitating diversity and inclusion initiatives.
✔ Hire a consultant to assess a diverse constituency – students, faculty, staff, and administrators – who should work with the consultant
✔ Maintain transparency with the results of any data collection (e.g. surveys, focus groups, etc.)
✔ Employ strategies to address concerns shared in the results
Lead the shift in your culture
✔ Academic leaders must make diversity a priority. They should launch new policies and processes, and then follow through on implementing them, emphasizing that diversity will be a consistent focus moving forward.
✔ Provost and senior leaders should have stated commitments and begin galvanizing support from the department chairs and search committees.
✔ Regularly speak the language of diversity, partnership and inclusion.
✔ Shift the culture within the workplace by acknowledging where you’ve been and stating where you want to go.
✔ Your diversity goals must be stated clearly and often by leadership, because departments and teams need to hear that leadership is serious about inclusivity.

Hire the best people for the job
✔ Require prospective faculty members to affirm that they support diversity. This can be done by requiring prospective candidates to propose a specific, concrete plan to advance diversity (e.g., UC-Berkeley).
✔ Network and recruit using innovative strategies to hire the best candidates.
✔ View hiring diverse candidates as a strategic advantage.
✔ Avoid setting numerical targets. This prevents people from thinking about a quota system. We want to hire outstanding faculty members who can help the institution continue to be successful.
✔ Hire diverse candidates who value mentoring for students.

Diversify your talent pipeline
If your organization does not already have relationships in place with diverse professional groups, connecting with them will expand your pool of potential talent. Consider the recruiting tactics used by the Securities and Exchange Commission’s Workforce Diversity Outreach program, which include:
✔ Recruiting with women’s colleges, historically black colleges and universities and other schools with majority-minority student bodies.
✔ Advertising open management roles in media that serves women and minorities.
✔ Encourage minority faculty to share with their networks.
Address hiring and compensation disparities
✔ If your hires for diverse employees are primarily in lower-level admin positions and adjunct faculty, then that’s a clear indicator that the university’s efforts for DEI are shallow; the university’s human resources department should be keeping a close eye on this metric and make adjustments to level the playing field.
✔ Conduct a salary review based across positions and demographics

Overhaul your hiring practices
✔ Reread your company’s standard job postings and look for words and phrases that can subtly limit the number of prospective candidates who can see themselves in those roles.
✔ Engaging in blind hiring is one approach to reducing unconscious bias in hiring. With names and other personal information removed from resumes, recruiters can focus on candidates’ accomplishments without the influence of identity indicators.
✔ Promote cluster hiring

Provide diversity support resources
✔ Create employee resource groups (ERGs). ERGs can support your diversity program by giving employees a place where they can discuss issues that affect them and interests that they have in common.
✔ Fund and support inclusive events for safe spaces and discussions

Encourage and incentivize implicit bias training
✔ We encourage institutions to provide in-depth training for search committees, especially for the committee chair because the chair sets the tone for the search and influences the behavior of the committee members
✔ Deans approve committee memberships and discuss equity and additional training seminars

Avoid Tokenism
✔ Institutions also have a responsibility to ensure that all faculty feel a true sense of institutional support, rather than feel like they were a “diversity hire.”
☑ Extend equitable privileges for opportunities and space for minorities to add value on a variety of topics – not just topics on diversity and inclusion
☑ Value feedback from minority members in a variety of settings
☑ Extend the same power of authority to minority leaders and trust their discretion in decision making. Avoid verifying their discretion with white colleagues.

References


