We’re Not In Kansas Anymore!
Developing a Vital Workforce
ARL Membership Meeting
October 13, 2010

Dr. G. Christine Taylor
Purdue University
Vice Provost for Diversity and Inclusion
taylorgc@purdue.edu
We’re Not In Kansas Anymore!
Developing a Vital Workforce
ARL Membership Meeting
October 13, 2010

Dr. G. Christine Taylor
Purdue University
Vice Provost for Diversity and Inclusion
taylorgc@purdue.edu
Diversity Enriches the Educational Experience
General Institutional Focus

- Increase and retain the number of historically underrepresented and diverse students
- Increase and retain the number of diverse faculty and staff
- Prepare students to operate and compete in an increasingly diverse and global environment
- Create and sustain an environment in which all members feel welcome and can excel
Environmental Scan for Diversity in Higher Education
Environmental Scan for Diversity in Higher Education

Dramatic Changes in Demographics
Increased complexity of issues
Environmental Scan for Diversity in Higher Education

- Dramatic Changes in Demographics
- Increased complexity of issues
- Complex funding challenges
Environmental Scan for Diversity in Higher Education

Dramatic Changes in Demographics
Increased complexity of issues

Complex funding challenges
Access & Affordability
Environmental Scan for Diversity in Higher Education

Dramatic Changes in Demographics
Increased complexity of issues

Complex funding challenges

Access & Affordability

Global Competition
Environmental Scan for Diversity in Higher Education

Dramatic Changes in Demographics
Increased complexity of issues

Complex funding challenges
Access & Affordability

Global Competition
Shifts in workforce / Increased workforce competition

Saturday, November 13, 2010
Diversity

...a mosaic of people who bring a variety of backgrounds, styles, perspectives, values, and beliefs as assets to the group and organizations with which they connect.
Primary Dimensions of Diversity
Primary Dimensions of Diversity

Gender
Primary Dimensions of Diversity

Gender

Ethnicity
Primary Dimensions of Diversity

- Gender
- Ethnicity
- Physical Ability
Primary Dimensions of Diversity

- Gender
- Ethnicity
- Physical Ability
- Sexual Orientation
Primary Dimensions of Diversity

- Gender
- Ethnicity
- Physical Ability
- Sexual Orientation
- Race
Primary Dimensions of Diversity

- Gender
- Age
- Ethnicity
- Physical Ability
- Sexual Orientation
- Race
Inclusion

The active, intentional, and ongoing engagement with diversity—in people, in the curriculum, in the co-curriculum activities, and in the organization designed to increase

1) awareness
2) content knowledge
3) cognitive sophistication
4) empathic understanding of the complex ways individuals interact within systems and institutions.
Diversity is the highway
Inclusion is the destination
Ideal that we are working toward
Diversity – complex and dynamic
The Good Ole’ Days
The Good Ole’ Days
The Good Ole’ Days
Today
Life with Technology
Life with Technology

- Confusing
- Felt uncomfortable
- Programs could not talk to each other
- Required patience
- Many doubted the necessity
- Afraid to touch it... might break
Life with Technology

- Confusing
- Felt uncomfortable
- Programs could not talk to each other
- Required patience
- Many doubted the necessity
- Afraid to touch it… might break

- Simplifies life
- Don’t know how we lived without it
- Connects us in new and exciting ways
- Increases productivity
- Better organizations
- Must work to stay on top of the changes
Life with Diversity
Life with Diversity

- Confusing
- Felt uncomfortable
- Programs could not talk to each other
- Required patience
- Many doubted the necessity
- Afraid to touch it... might break

Saturday, November 13, 2010
Life with Diversity

- Confusing
- Felt uncomfortable
- Programs could not talk to each other
- Required patience
- Many doubted the necessity
- Afraid to touch it... might break

Simplifies life
- It is shaping our life
- Connects us in new and exciting ways
- Increases productivity
- More responsive organizations
- Must work to stay on top of the changes
U.S. Department of Labor reports by 2050

- The U.S. population is expected to increase by 50 percent
- Minority groups will make up nearly half of the population
- Immigration will account for almost two-thirds of the nation’s population growth
- Population of older Americans is expected to more than double
U.S. Department of Labor cont.

- One-quarter of all Americans will be of Hispanic origin
- Almost one in ten Americans will be of Asian or Pacific Islander descent
- Increase in women in workplace
- Increase in the number of people with disabilities in the workforce

- Futurework: Trends and Challenges for Work in the 21st Century, U.S. Department of Labor
Diversity in Higher Education

- 16 M students in 2015 up from 13.4 M in 1995
- 80% of new students – African American, Hispanic, or Asian American
- Minority students will make up 37% of college going students, 8% increase since 1995
- Hispanics students will be largest college going minority
- Asian Americans will become the fastest growing minority group.
Transforming the Culture

How does an organization begin to transform itself to maintain a competitive edge in the ever changing world in which it exist?
Do Numbers Matter?
Theoretical Model of Understanding for Diversity

(Adapted from Matthew, et al., 2005; 2006)

Historical Legacy: Inclusion/Exclusion of Diverse Groups (Policies and Actions)

Structural Diversity: Number and Proportion of Diverse Groups

Psychological Climate: Prevailing Perceptions, Norms, Attitudes, and Beliefs at Institution

Behavioral Climate: Quantity and Quality of Interaction Among Diverse Groups

Institutional Climate for Diversity

(Adapted from Matthew, et al., 2005; 2006)
Culture …

Provides our sense of being and knowing!
Culture …

Provides our sense of being and knowing!
Culture is like a rubber band!
Culture
Culture

* Learned
Culture

* Learned
* Transmissible
Culture

* Learned
* Transmissible
* Ethnocentric
Culture

* Learned
* Transmissible
* Ethnocentric
* Dynamic
Culture

* Learned
* Transmissible
* Ethnocentric
* Dynamic
* Selective
Culture

* Learned
* Transmissible
* Ethnocentric
* Dynamic
* Selective
* Composed of interrelated facets
OBSERVABLE
- Communication
- Attitude toward conflict
- Approach to task completion
- Decision making style
- Attitudes toward disclosure
- Approach to knowing
OBSERVABLE
• Communication
• Attitude toward conflict
• Approach to task completion
• Decision making style
• Attitudes toward disclosure
• Approach to knowing

BELOW THE SURFACE
• Beliefs
• Values
• Perceptions
• Expectations
• Attitudes
• Assumptions
Social System

Rules

Values

Norms

Social System Rules
Dominant Culture

Values
Male
White
Young
Wealthy
Protestant
Able-bodied
Heterosexual

Norms

Rules
Systems Seek Stability

System Tools
• Laws
• History
• Education
• Media
• Rituals
• Legal System
• Economic System

• Maintenance
• Stability
• Status Quo

Saturday, November 13, 2010
The Guiding Principles

- Culture is a predominant force, you cannot **not** be influenced by culture

- People are served in varying degrees by the dominant culture

- Group identity is as important as individual identities
Cultural Competence

- Behavior that is aligned with the standards that move an organization or an individual toward cultural proficient interactions.
Where are we headed?
We are perfectly aligned to get the results that we are getting!
Moving the Needle
Building a Diverse Workforce – An Ongoing Intentional Process

Career Development Plan Leadership Opportunities

• Formal / Informal Mentoring
• On boarding

Building a Diverse Workforce

Institutional Assessment SWOT

• Outreach
• Relationship Building

Preparation of Search Committees

• Search Process
• Job Description
• Recruitment Tools
• Position Description

Building a Diverse Pool

• The Search Process
• On-campus Interview Process
Focus on Entrance Doors
Follow-up on exit doors
Structural Components for Success

- Institutional Will
- Leadership - multilayer
- Measures of Accountability
- Assessment
- Goal Setting
- Training / Briefing
- Resources / Institutionalize
- Stay on message and course – tell it often
- Celebrate successes
The Big Questions!

- What voices are absent from this table that if heard, could provide important input into the development of this plan or the quality of this decision?

- How does this decision or plan impact those who are not represented at the table, but may well be disproportionately impacted?
“Why should we limit ourselves to shooting for the stars when we have already walked on the moon?”