Developing a Climate for Diversity & Inclusion: Starting from Scratch

Kecia M. Thomas, Senior Associate Dean
Professor of I/O Psychology & African American Studies
Franklin College of Arts & Sciences
Office for Inclusion & Diversity Leadership (2007)

• Collaboration with the Dean
• Taskforce of Faculty & Staff

• Priorities
  • Recruiting & Retaining Faculty
  • Recruiting & Retaining Graduate Students
  • Build a Pipeline of Diverse Leadership
  • Supporting Cultural Competency

https://www.franklin.uga.edu/inclusion-and-diversity
Paradigms for Organizational Diversity

- Discrimination & Fairness
  - Recruitment oriented
- Access & Legitimacy
  - “Special” positions or units
- Learning & Effectiveness

Thomas & Ely (1996)
Diversity Resistance

The continuum of individual and organizational behaviors and practices that, intentionally or unintentionally, interferes with diversity as an opportunity for individual and institutional learning and effectiveness

The Experience of “Otherness”

- **Groups**
  - Race and gender
  - Expatriate status
  - Sexual orientation
  - Economic Class
  - First-Generation status
  - Others?

- **Outcomes**
  - Least likely to lead
  - Multiple ways of being the other lessen opportunities for advancement
  - Lowers aspirations
  - Attrition risk
Recruitment as Normal

Clauset, Arbesman, & Larremore (2015)
### Administrative
- Diverse Search Committee
- Charging the Search Committee
- Implicit Bias Training
- Applicant Pool Strategy
- Diversity Rhetoric in Ads
- Ad Placement
- Engaging Networks
- Faculty Recruitment Toolkit

### Evaluative
- Documentation of efforts to diversify the pool
- The visit: Who, what, when and where?
- Candidate meeting with the Associate Dean

### Culture Reinforcing
- Letters of Offer with D&I Expectations
- Expanding Networks
- Building Competency
- Prof./Lead. Dev.
- Annual Review of Department Heads
- Annual Review of Graduate Programs
- Reward & Recognize

[https://www.franklin.uga.edu/sites/default/files/2018%20Faculty%20Recruit%20Toolkit%209.11.18%2011.33.pdf](https://www.franklin.uga.edu/sites/default/files/2018%20Faculty%20Recruit%20Toolkit%209.11.18%2011.33.pdf)
## Franklin College Diversity Initiatives

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<tr>
<th>FRANKLIN COLLEGE DIVERSITY INITIATIVES</th>
<th>Graduate Students</th>
<th>Faculty</th>
<th>Cultural Competence</th>
<th>Leadership Development</th>
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2018 FRANKLIN FACULTY RECRUITMENT TOOLKIT

A Resource Prepared by the
Office of Inclusion and Diversity Leadership

https://www.franklin.uga.edu/resources
Recruitment as Marketing

- Recruitment as marketing
- Applicants as consumers of recruitment messages
- Applicants attend to explicit and implicit signals

Research


Diversity rhetoric

“Institution X is an AA/EEO institution”
Diversity rhetoric

The Franklin College of Arts and Sciences, its many units, and the University of Georgia are committed to increasing the diversity of its faculty, staff, and students, and sustaining a work and learning environment that is inclusive.
Cultivating a Diverse Applicant Pool

Ad Placement

- Chronicle of Higher Ed
- Diverse Issues in Higher Ed
- Insight into Higher Ed
- Disciplinary outlets and newsletters
Cultivating a Diverse Applicant Pool

Ad Placement

- Personal Networks (other faculty)
- Alums
- Franklin College Visiting Scholars
- Former faculty
- Current faculty/graduate students’ major professors
- High performing programs
- Non-academic employers
- NSF/AWIS/APA/SACNAS HERS workshop attendees
- Specialized listservs/Social media
If There’s Only One Woman in Your Candidate Pool, There’s Statistically No Chance She’ll Be Hired

by Stefanie K. Johnson, David R. Hekman, and Elsa T. Chan

APRIL 25, 2016
Black Women Now Have the Highest Graduation Rate at the University of Georgia

Filed in Degree Attainments on September 28, 2016

The University of Georgia reports that African American women now have the highest graduation rate of any demographic group at the university. The Office of Institutional Diversity at the university reports that for students who entered the university in 2008, 92.8 percent of all African American women had either earned their degrees within six years or had transferred to another educational institution. The overall
Tokenism

- Consider areas in which an individual might be a token; build bridges

- Be consistent in working to decenter the cultural default
Building Intentional Networks

Three quarters of whites don’t have any non-white friends

By Christopher Ingraham August 25, 2014
Diversifying a Discipline

In 2015, Penn State produced an unprecedented number of black, female Ph.D.s in philosophy. Here’s how.

Published in: The Chronicle of Higher Education

By Vimal Patel MARCH 27, 2016