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# ***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*



@DrMissKecia

# 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

## Paradigms for Organizational Diversity



Discrimination & Fairness

- Recruitment oriented

Access & Legitimacy

- “Special” positions or units

Learning & Effectiveness

Thomas & Ely (1996)

DIVERSITY RESISTANCE  
IN ORGANIZATIONS

KECIA M. THOMAS



## 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*

Thomas, K.M. (2008). *Diversity Resistance in Organizations*. NYC: Lawrence Erlbaum & Associates.

# 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



Thomas, K.M. (2018). Four ways that good intentions and well-meaning behaviors derail inclusion. Eye on Psi Chi. Chattanooga, TN: Psi Chi International Honor Society. [http://www.ourdigitalmags.com/publication/?i=449999#{%22issue\\_id%22:449999,%22page%22:34}](http://www.ourdigitalmags.com/publication/?i=449999#{%22issue_id%22:449999,%22page%22:34})

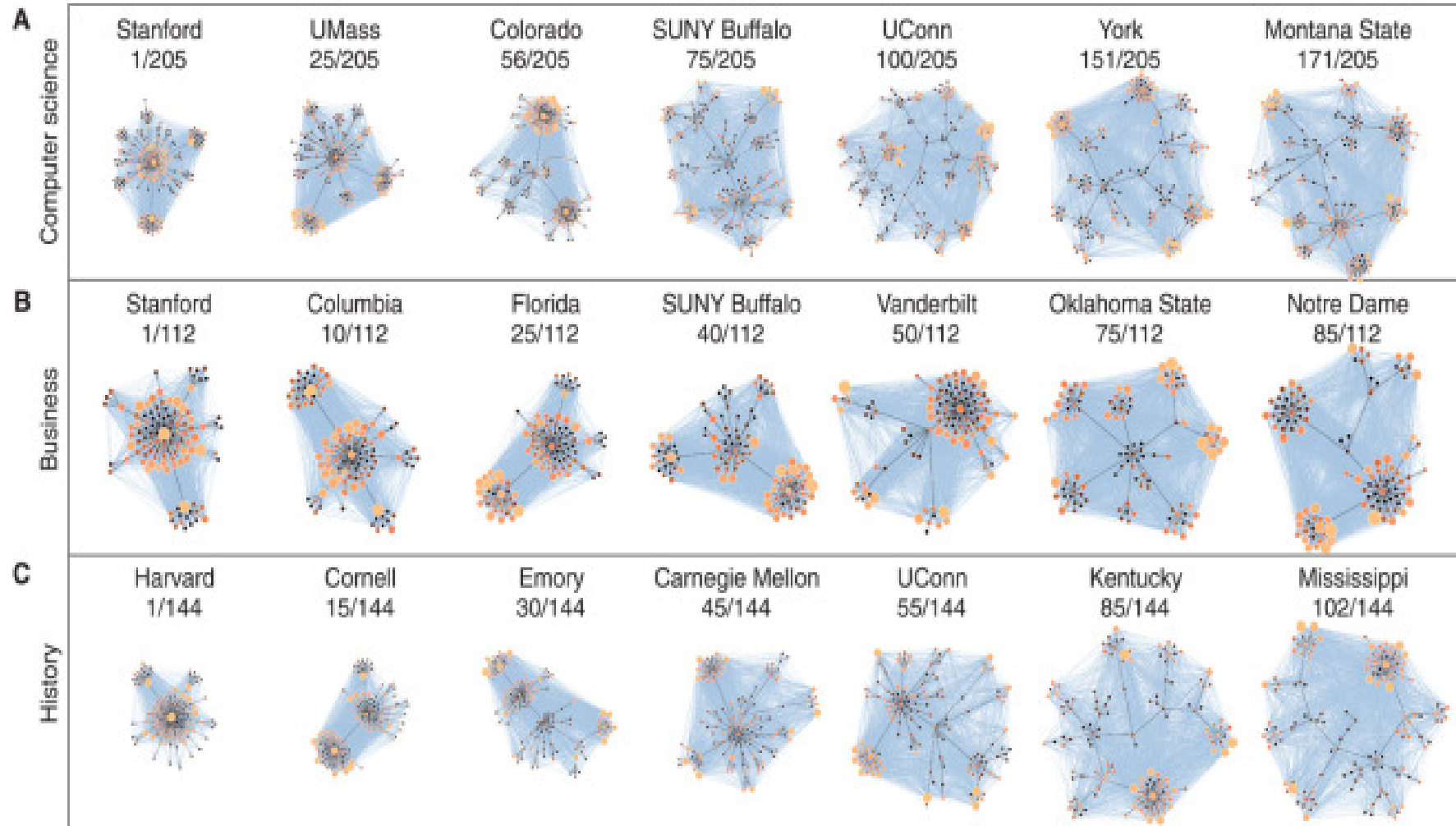


**FOUR  
WAYS**

*That Good  
Intentions &  
Well-Meaning  
Behaviors*  
**DERAIL**  
**INCLUSION**

Kecia M. Thomas, PhD  
University of Georgia

# Recruitment as Normal



## 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



# Franklin College Diversity Initiatives

FRANKLIN COLLEGE DIVERSITY INITIATIVES	Graduate Students	Faculty	Cultural Competence	Leadership Development
Franklin Visiting Scholars	X	X	X	X
Franklin Graduate Student Recruitment Support	X			
Franklin Ambassadors	X			
Innovation in the Multicultural Curriculum			X	
Diversity Curriculum Enhancement Awards			X	
Diversity Leadership Development				X
Faculty/Staff Excellence in Diversity Leadership		X		X
RED Seed Grants	X			
Diversity & Inclusion Graduate (DIG) Fellows	X		X	X
Monthly Diversity Notes	X	X	X	X
Navigating STEM Retreats	X			

# 2018 FRANKLIN FACULTY RECRUITMENT TOOLKIT

A Resource Prepared by the  
Office of Inclusion and Diversity Leadership



# Recruitment as Marketing

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



## Research

Avery, D. R., Hernandez, M., & Hebl, M. R. (2004). Who's Watching the Race? Racial Salience in Recruitment Advertising 1. *Journal of Applied Social Psychology*, 34(1), 146-161.

Celani, A., & Singh, P. (2011). Signaling theory and applicant attraction outcomes. *Personnel review*, 40(2), 222-238.

Perkins, L. A., Thomas, K. M., & Taylor, G. A. (2000). Advertising and recruitment: Marketing to minorities. *Psychology & Marketing*, 17(3), 235-255.

Thomas, K. M., & Wise, P. G. (1999). Organizational attractiveness and individual differences: are diverse applicants attracted by different factors?. *Journal of Business and Psychology*, 13(3), 375-390.

# 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

DIVERSITY

# 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 26, 2016





# The Journal of Blacks in Higher Education

*Dedicated to the conscientious investigation of the status & prospects for African Americans in higher education.*



[Enrollments](#) [Racial Gap](#) [Campus Racial Incidents](#) [Appointments](#) [Awards](#) [Grants](#) [Books](#) [HBCUs](#) [Graduate Schools](#) [Professional Schools](#)

## 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

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# Tokenism

- Consider areas in which an individual might be a token; build bridges
- Be consistent in working to decenter the cultural default

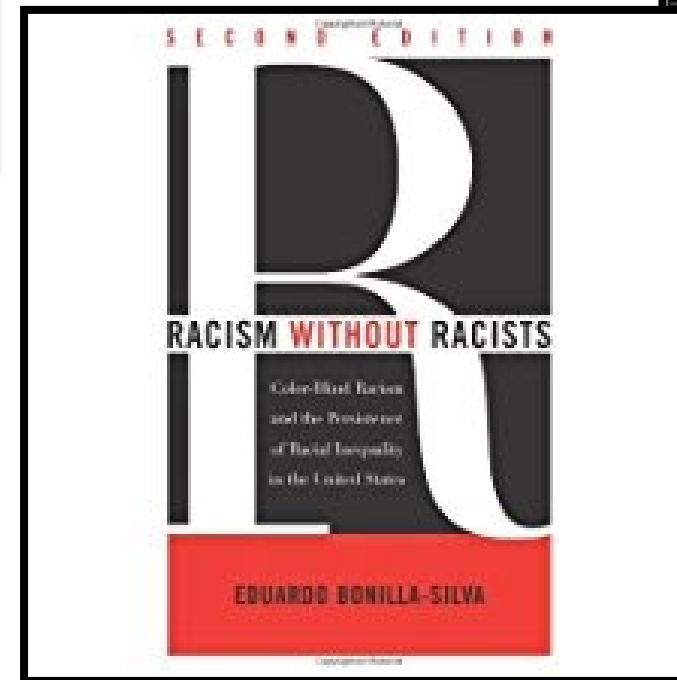
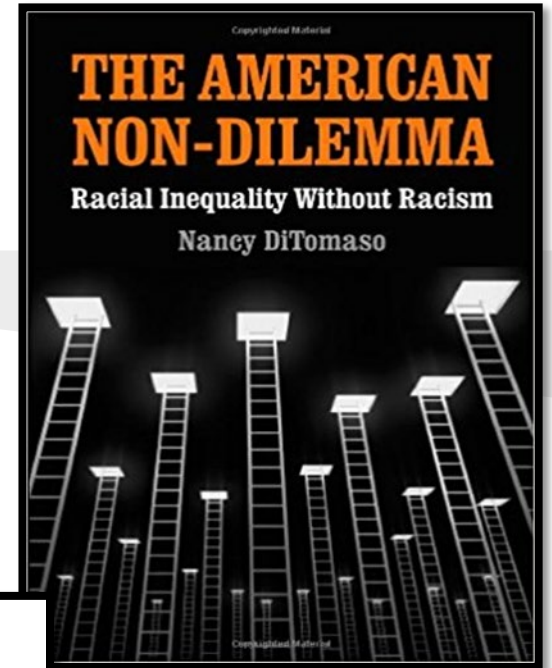


# Building Intentional Networks

Wonkblog

## 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

