

John J. Heldrich Center for Workforce Development
Rutgers University
State of Workforce Diversity Forum 2017

Dr. Lisa M. Coleman

Current: Senior Vice President, Global Inclusion and Strategic Innovation
New York University

Former: Chief Diversity Officer and Special Assistant to the President
Harvard University

DIB - Working Definition

1. Underscores legal equity and is the active, intentional, ongoing engagement of contemporary & historical cultural-power difference matrices
2. Best Practices will engage organizational efforts to ensure all members are full participants/citizens

Leveraging key significant components

Cognitive (thought) + Demographic (representational/categorizations)

=Value Added (inclusive, innovative & operationalized belongin)

ALL COMPONENTS ARE CRUCIAL

Select (US) History -- Equity/Diversity/Inclusion/Belonging

1950-70's

Era of Compliance- 1963 Equal Pay Act, 1964 Civil Rights Act
Title IX, Rehabilitation Act, American Disabilities Act (ADA)
Civil Rights Movements (Women's, Ethnic/Racial, LGBTQ)
Historical Underrepresentation and Underutilization
EEO Officers

1980-00's

Era of Multiculturalism, Pluralism
Multicultural officers; Mixers; Food

2000-now

Era of Diversity and Inclusion
Data, Research, Best Practices,
Expanded Legal Definitions; Compliance Shifts
Supreme Court Decisions; Rights → Equity
Underrepresentation and Underutilization
CDO in corporations → Higher Ed CDO
CEO+CDO+CDO/CFO+CIO+CIO = Organizational Alignment

The Significance of DIB – Field Specific

Underscore Excellence in Scholarship, Research, Teaching & Leadership Area Specific

- Educational
- Legislative/Compliance [EO] (procurement & other compliance areas)
- Workforce, Demographics and Culture, Human Resources (Recruitment, Retention and Climate; Generations) - New Jobs
- Bias (Social Psych.) & Sociological Analyses
- Climate, Organizational
- Business, Technology, STEM Case
- Global Case/Internationalization (Intersectional); Design
- Sponsored Research; Foundations - Funding (NSF, NIH, Ford, Mellon)
- Human Medicine, Health Science, Public Health, (Prevention, Patient-Care)
- Sustainability and Access (SES)
- Data Science

Changing Workplace Demography

National

US Birth Rates
Internationalization/Global
Religion

More Diverse Constituencies
Must Examine Specific Areas of Org.

Millennials

They are everywhere!

Person w/Disabilities & Veterans

Changes in policies, practices...

Gender Shifts

LGBTQAI

Enough said

Age – *Graying of the American Academy*

Ethnic/Racial/Gender ROI

Companies w/diversity outperform (ROI) less diverse organizations → 15% higher for gender diversity, 35% higher for ethnic diversity (McKinsey, 2015)

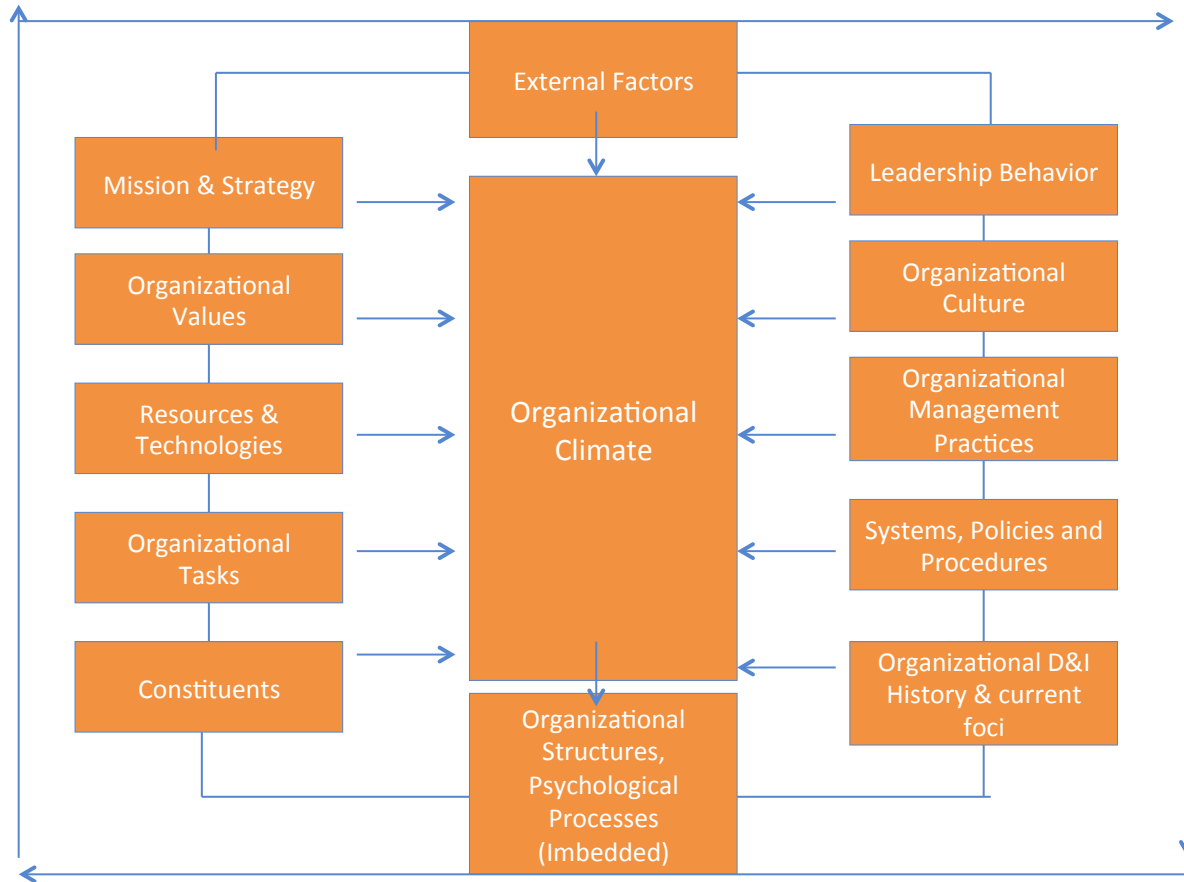
D-bunk Myths:
Person w/disabilities

Ethnic & racial diversity

- 80% increase in team based work w/ethnic & racial diversity (Deloitte 2014)

Gender Diversity:

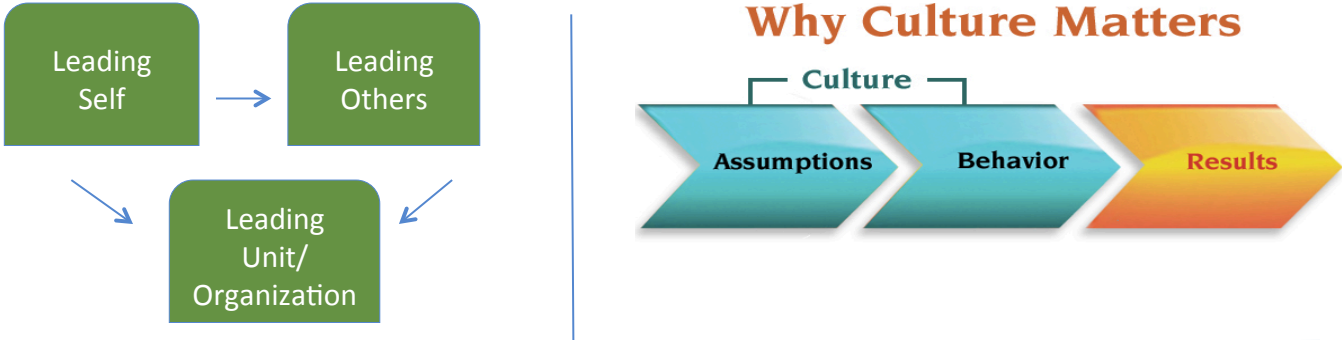
- 53% increase in performance w/highest percentages of on women of board directors.
- 66% ROI w/highest percentages of women on board of directors (Catalyst 2015)



Note: Model adapted from – The Creative Cultural Solving Group, Buffalo, NY 1998 and 2005.

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Organizational Climate/Culture



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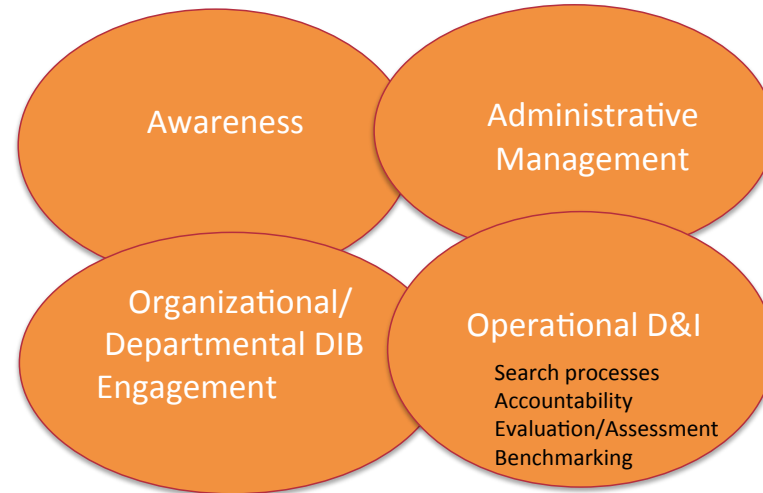
DIB Competency Leadership Development

Cultural competence

- ability to interact “successfully” across difference
- Emphases = organizational cultural competence; employment and learning



D&I COMPETENCIES



Thank you

For more information:
lisa.coleman@nyu.edu