Innovating Diversity & Empowering Leaders:
Renewing Hope Through Inclusive Excellence

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Inclusive Excellence Residency
University of Dayton

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Activating in Social Media

@DAWPHD
#StrategicDiversityLeadership
#InclusiveExcellence
Innovate Diversity

1. Questioning?
2. Solutions Across Boundaries
3. Engaging other innovators
4. Experimenting – with new ideas
5. Taking Ideas to Scale
6. Leading with Courage
Burning Questions

What is diversity in the 21st century? Why is it so important in the new economy?
Burning Questions

How can we engage a broad agenda of diversity and inclusion without losing site of unique group needs?
Burning Questions

What does it mean to lead strategically around issues of diversity, equity and inclusion?
Burning Questions

How can we embrace the realities of the Centennials and future-proof our campuses?
Burning Questions

Why is there so much talk of change but so few results?
Diversity Leadership Set

**STRATEGIC DIVERSITY LEADERSHIP**
ACTIVATING CHANGE & TRANSFORMATION IN HIGHER EDUCATION

DAMON A. WILLIAMS
Foreword by William G. Tierney

**THE CHIEF DIVERSITY OFFICER**
STRATEGY STRUCTURE & CHANGE MANAGEMENT

DAMON A. WILLIAMS
KATRINA C. WADE-GOLDEN

Inclusive Excellence Tour
Framing Diversity in the 21st Century
Perfect Storm: Elevating Diversity in the New Economy

- Rise of the Centennials
- Emergency of a Global Knowledge Economy
- Persistent Societal & Educational Inequities
- Resurgence of Activism
- Technology & Social Media
- Great Recession
- “Trump Lash?”
- Political & Legal Threats to Diversity
- The Educational & Business Case for Diversity

RESURGENCE OF ACTIVISM
the centennials
Leaders MUST Understand Generational Differences
Teens on Social Media

“I use this social media platform constantly…”

- Snapchat: 45%
- Instagram: 36%
- YouTube: 29%
- Twitter: 18%
- Facebook: 17%

2015 BGCA SURVEY OF TEENS
N=1,300 Teens
A Generation

AT RISK
21st Century: Inclusive Excellence Goals Framework

21st Century Star Model of Leadership

- Ideation & Problem Solving
- Communication Abilities
- Cultural Competence
- Lead & Follow in Teams
- Digital Literacy

Inclusive Excellence Tour

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Diversity Work as Culture Change

Mental Models & Assumptions

Espoused Values

Beliefs

Processes

Symbols

Traditions

Behavioral Patterns

Geospatial
The Cheetah vs. the Wolf
The Cheetah

- Crisis-driven
- Isolated Efforts
- 100 Things We Do
- Lack of Coordination
- Lack of Point Leadership
- Symbolic Support
- Simple & Mechanistic
- Small Focus
- Frenetic
The Wolf

- Strategic Focus
- Connecting & Synchronizing Efforts
- Collaborative
- Vertical & Lateral Diversity Infrastructures
  - CDO’s, Diversity Point Leads, Committees, Units, etc.
- Defined Leadership
- Engaged Senior Leadership
- Symbolic & Material Support
- Innovative & Creative
- Implemented and Go to Scale – To create Transformative Possibility
- Disciplined & Relentless
- Accountability Focused
Action Principle 1:
Start with Why

Action Principle 2: Build A Diversity Plan

Action Principle 3:
Build a Diversity Plan & Scorecard

Action Principle 4:
Identify Critical Leverage Points
Action Principle 5:
Find & Cultivate
“Tempered Radicals”
Law of Diffusion of Innovation
Action Step 6:
Principle the Chairs on the Yard
Action Step 7: Give it some “AllR”

Accountability
Infrastructure
Incentives
Resources
Action Step 8:
CDO Point Leadership

• Charged with Executive Level Responsibility
• **Point Leadership** for D & I
• Integrator Role
• Engage these issues as a matter of first priority
• Report directly to the President
  May Have an Hybrid Responsibilities
• Should have resources to stimulate change – incentivize the work
• Portfolio Should Evolve Over Time

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Flawed View of Chief Diversity Officer
Integrative View of Chief Diversity Officer
Action Principle 9:
Leadership Step Up & Out

- Bias towards Action
  - Step-up and Step-out
- Articulate a personal commitment to diversity and establish an institutional one
- Frame diversity as essential to the institutional mission
- Lay the ground-work
- Set the Vision for Diversity
- Can Direct Resources
- Keep Focus on the Change Effort
- Infuse into campus speeches, letters, communications
- Regularly participate in the D & I Work
Action Principle 10:
Commitment without Currency is Counterfeit