

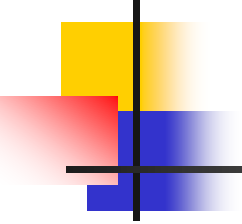


Diversity, Inclusivity and Civility: Developing and Enhancing Cultural Competence

Part 1

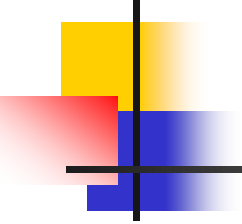
**Innovative Educators Webinar
February 15, 2011**

**www.tbrownassociates.com
tom@tbrownassociates.com**



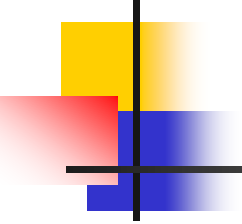
Imagine a school where all kinds of people feel comfortable showing up, secure in the knowledge that they have a place they don't have to defend every time they turn around, where they are encouraged to do their best, and are valued for it....

Allan G. Johnson, 2006



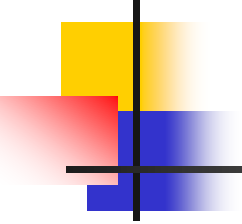
We are an inclusive community, in which students, staff, faculty members, and alumni feel welcome, respected, valued, and empowered to contribute fully.

University of Lethbridge

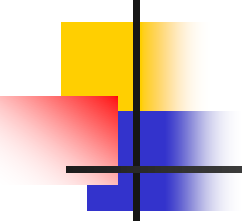


USD is committed to creating a welcoming, inclusive and collaborative community characterized by a rich diversity of people and ideas. The university values students, faculty and staff from different backgrounds and faith traditions, and is committed to creating an atmosphere of trust, safety and respect.

Core Values
University of San Diego

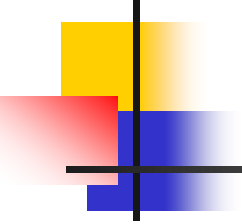


The American college campus is one of the very few places on earth where people from so many diverse backgrounds come together for a common purpose.



Diversity expands worldliness. Whether we like it or not, many times we find ourselves segregated from other groups in schools, churches, and our own neighborhoods. A college campus is like opening the door to the entire world without traveling anywhere else.

Why Does Diversity Matter at College Anyway?
US News and World Report , August 12, 2009



The American college campus is one of the very few places on earth where people from so many diverse backgrounds come together for a common purpose.

The only other is the American workplace.

Our goals today

To support on-going efforts to create diverse, inclusive, and civil campus communities, wherein all members feel valued and are treated with respect and dignity.

- **Increase awareness of difference**
- **Encourage you to use your power to make distinctions**
- **Expand your cultural competence**
- **Encourage you to use your natural empathy in relations with others**
- **Support you to make choices that strengthen your community**



Workshop Overview

- **What is diversity?**
- **Why does diversity matter?**
- **Why diversity/inclusivity programs?**
- **What do we need to know and understand about diversity?**
- **How can you contribute to creating a more inclusive and civil community?**



Diversity→Inclusivity→Civility

Civility matters because treating one another with respect is necessary to effective communication, community building, and finding common ground.

Dr. Cindy Clark



Diversity→Inclusivity→Civility

In keeping with the tradition of our Franciscan founders, welcoming everyone we encounter as an honored guest....

Core Values

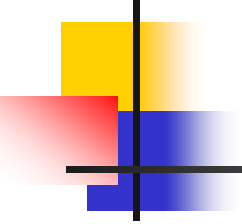
Viterbo University



Diversity→Inclusivity→Civility

We will support each other and work together toward the common good.

Statement of Values
Lenoir Rhyne University

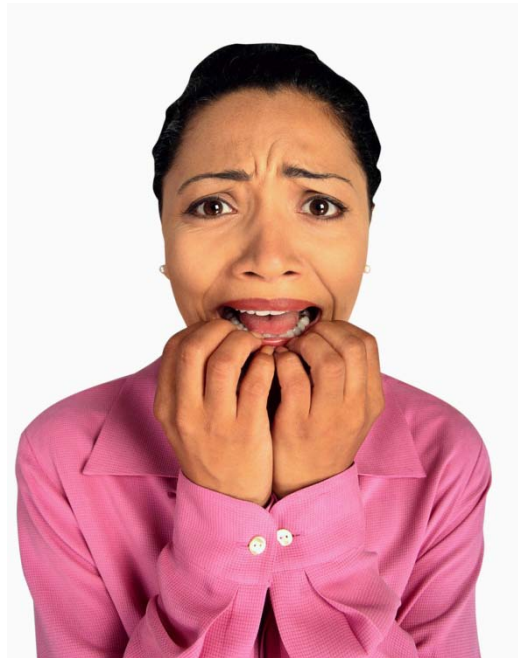


How do most faculty and staff respond to attending a “diversity workshop?”

Diversity Workshop?!?



Diversity Workshop?!?



**That could be a good day to
schedule my colonoscopy....**



Diversity/Inclusivity Programs Outcomes

Developing and enhancing cultural competence must be the primary outcome of diversity/inclusivity programs.

Cultural competence is the ability to understand, communicate and effectively interact with people across cultures.



Being effective in a diverse world?

Requires using your powers of observation....



Count the Fs

FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC STUDIES COMBINED WITH THE EXPERIENCE OF YEARS.



Count the Fs

**FINISHED FILES ARE THE RE-
SULT OF YEARS OF SCIENTIF
-IC STUDIES COMBINED WITH
THE EXPERIENCE OF YEARS.**

Being Aware, Conscious, and Paying Attention



Count the Fs

**FINISHED FILES ARE THE RE-
SULT OF F YEARS OF F SCIENTIF
-IC STUDIES COMBINED WITH
THE EXPERIENCE OF F YEARS.**



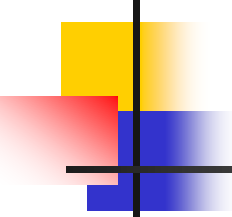
Blink

**Most of us make judgments in
less than two seconds....**

**Many of our conclusions are
less rational than we think.**



**PARIS
IN THE
THE SPRING**



Perception: The process of making sense of the world around us... people, situations, etc.

Reality from our point of view.

Our perceptions reinforce what we have been taught or expect, and they can shape our interactions with others different or similar to ourselves.



Diversity is a dynamic phenomenon, which means that any definition of diversity necessarily will miss some of its evolving features.

Diversity is inclusive of all ages, races, ethnic groups, genders, gender identities, sexual orientations, national origins, cultures, socioeconomic classes, capabilities, ways of thinking, geographic regions, and religions.

Ohio University



Seven kinds of diversity

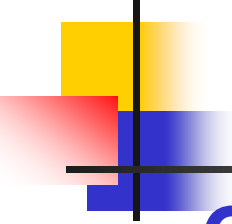
Beverly D. Tatum, 1999

- 1. Race/ethnicity**
- 2. Gender**
- 3. Religion**
- 4. Sexual Orientation**
- 5. Socio-economic status**
- 6. Age**
- 7. Physical/Mental Ability**



Setting the Stage:

Why diversity training?



Cultural diversity is an integral part of our nation's history, going back before the early colonies.

Native Americans were culturally different, belonging to different tribes, speaking different languages, and having a variety of different values and beliefs.

US National Guard and Army website



If the World Were a Village of 100 People

- 49 would be male, 51 would be female
- 82 people of color; 18 white
- 33 Christians
- 22 Muslims, 15 Hindus
- 14 would speak Chinese, Mandarin
 - 8 English
 - 8 Hindi
 - 7 Spanish
- 89 would be heterosexual; 11 Lesbian, Gay, Bisexual, Transgender (LGBT)
- 67 would be unable to read
- 5 would control 32% of the entire world's wealth; all 5 would be US citizens
- 1 would have a college education



Setting the Stage:

Why diversity training?

Compliance → **Commitment** → **Conversion**



Compliance: It's the Law!!

US Federal discrimination laws prohibit discrimination in any aspect of employment based on:

- **Age (over 40 years)**
- **Ancestry/National origin**
- **Disability**
- **Genetics**
- **Race**
- **Color**
- **Religion**
- **Sex-gender including pregnancy and harassment**
- **Retaliation**



Compliance: It's the Law!!

Under the Canadian Human Rights Act, it is against the law for any employer or provider of service to discriminate based on:

- **Race**
- **National or ethnic origin**
- **Colour**
- **Religion**
- **Age**
- **Sex (including pregnancy and childbirth),**
- **Family status**
- **Meritel status**
- **Mental or physical disability (including previous or present drug or alcohol dependence),**
- **Pardoned conviction**
- **Sexual orientation.**



California Law (AB 2654) prohibits discrimination based on:

- Age
- Ancestry
- Color
- Disability
- Gender (including Gender identity)
- Marital status
- Medical condition
- National origin/Ethnic group
- Race
- Religion
- Sexual orientation



New York Law prohibits discrimination based on:

- Race
- Creed (Religion)
- Color
- National origin
- **Sexual orientation**
- Gender
- Disability
- Predisposing genetic characteristics
- **Marital status**
- **Military status**
- **Domestic Violence Victim Status**
- **Arrest or Conviction Record**



***Commitment:* It serves Institutional Interests**

If current population trends continue, minority group members will be 54% of US population in 2050 compared to 24% in 1990.

US Census Bureau, August 14, 2008




Commitment: Serving Institutional Interests

English language learners (ELLs) are the fastest-growing population in American schools. Their numbers, estimated at 5.5 million today, are projected to grow to one in four K-12 students by 2025.

Diversity Learning K-12

U.S. College Enrollment Trends

Source: US Census Bureau, 2011



	1980	2000	2008	%age Increase: 1980-2008
Total enrollment	11,400 millions	15,314	18,632	+63.4%
Male	5,430	6682	8311	53.0
Female	5,947	8631	10,321	73.5
Asian	n/a	n/a	1,211	n/a
Black	1,163	2,164	2,481	113%
Hispanic/ Latino/a	443	1426	2277	413%
White	11,400	11,999	14,405	26.3



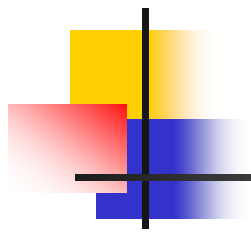
Who are your students?

**Who are your faculty, staff,
administrators?**

Your alumni?

Potential supporters?

**Are your community and
campus demographics shifting?**



Conversion:
It's the right thing to do.



Mission

Answers the question:

**Why does your college or university
exist?**



Mission

The mission of Geneva College is to glorify God by educating and ministering to a diverse community of students.....



Mission

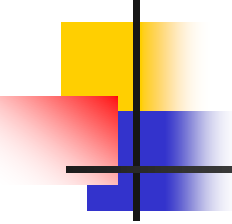
The mission of Scottsdale Community College is to create accessible, effective, and affordable environments...for the people of our communities to become productive citizens in a changing and multicultural world.



Creating buy-in

**What do target audience(s)
see as the issues?**

**Conduct a Diversity
Needs Assessment**



If you were going to determine the content of diversity training, what would be your top three priorities:

Age

Gender

Physical/Mental Ability

Race/ethnicity

Religion

Socio-economic status

Sexual Orientation

Other (please specify)



Determine stakeholder outcomes expectations and aspirations

- For people to feel they are an important part of the campus community, no matter their formal position
- **Encourage examination of attitudes, beliefs, and behaviors**
- Increase our ability to listen and learn without being threatened
- **Encourage future conversations about issues of diversity**
- Commit to tangible change (e.g., “I am going to do these three things...”)
- **Provide resources and give people tools to handle real life situations.**

From Thinking to Knowing to Doing!



Cultural competence

...requires more than acquiring knowledge.... It is leveraging... knowledge, attitudes, and skills to engage and intervene appropriately...across cultures.

Latino 101, Maria Hernandez, 2007



Cultural competence

As educators, we know that multicultural competency is achieved most readily and meaningfully in a diverse educational environment. A climate that represents and embraces different cultures....

**Dr. Roderick J. McDavis, President
Ohio University**



**Don't ask people to get out of their
comfort zone.....**

**Challenge and support them to
stretch their comfort zone.**



Diversity to *inclusivity*

An inclusive organization where all people are empowered to do their best work.

Simma Lieberman

EEO Differs from Diversity

Compliance Programs

- Enforced by laws
- Respond to challenges to end discrimination
- Seek individual conformity and change individual behavior
- Seek equitable treatment for protected classes
- Study the culture of underrepresented groups in the organization

Diversity Initiatives

- Implemented by policy
- Respond to changing demographics
- Seek team collaboration and changes in organizational culture
- Seek diversity of thought ensured for all
- Study the culture of the organization which keeps some groups “under-represented.”

Inclusive Campus Policies

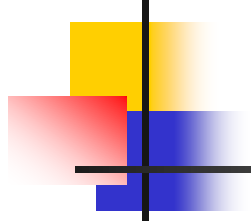
The University of Wisconsin Oshkosh reaffirms support for non-discrimination in employment policies, practices and procedures based on:

- Age
- Ancestry
- Arrest or conviction record
- Color
- Creed
- Disability
- Marital status
- National origin
- Political affiliation
- Race
- Relationship to other employees
- Religion
- Sex
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- Veteran's status
- Membership in the National Guard

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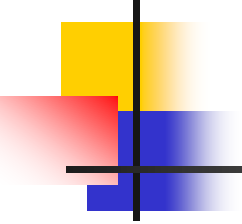
Addressing the Issues



Discriminate against veterans?

The Community College of Baltimore County has barred from its campus a student veteran who wrote an essay on addiction to combat...who said he had hoped to purge his fixation through writing....

**Chronicle of Higher Education
November 22, 2010**



“This young man just returned from an experience so many will never know. He has served his country by doing what we wanted him to do: kill the enemy.

He was trained for this, but we won't accept him back into society because so few understand his emotions and psychological wounds created by what we sent him to do....”

Robert T. Myers, Captain USMC 68-79, 11/22/10



Seven kinds of diversity

Beverly D. Tatum, 1999

“Otherness”

- Race/ethnicity
- Gender
- Religion
- Sexual Orientation
- Socio-economic status
- Age
- Physical/Mental Ability

“ism”

- Racism/ethnocentrism
- Sexism
- Religious oppression
- Heterosexism
- Classism
- Ageism
- Ableism



Religious diversity

I am noticing more women wearing head scarves (hijab) and they seem to draw some negative reactions from faculty, staff and students.

Campus Diversity Needs Assessment





Religious Intolerance

“There’s a level of hatred and animosity that’s shocking. I’ve been doing this for 31 years and I have never seen such hostility toward Muslim workers....”

**Mary Jo O’Neill, EEOC Attorney Phoenix
New York Times, 9/23/2010**



It's



only



a cap!



...or is it?



Enhancing empathy exercise: Religion



Imagine that you awoke this morning and you had converted from being Christian or Jewish to Islam, or from being a Muslim or a Christian to Judaism.

- **How would people treat you differently: in your community, at school, at work, on your team?**
- **How might family or friends treat you differently?**
- **What opportunities might open or close for you?**
- **What rewards might or might not come your way?**
- **What other positive or negative changes might you experience?**



Age Issues in the workplace

Intergenerational conflict?

Either/or ?

Both/and?



Intergenerational conflict

...is threatening to upset the harmony of U.S. workplaces as the gulf widens between baby boomer management and a younger generation *with very different values, motives and goals.*

Management Issues, 2005



Intergenerational issues

Four Generations in the Workplace

- **Veterans** **1920-1945**
- **Boomers** **1946-1963**
- **Generation X** **1964-1980**
- **Millennials** **1981-2001**

Greg Hammill, 2005



Some communication gaps

Boomers

- Process oriented
- Tactful
- Serious

X'ers

- Results oriented
- Direct
- Casual



Strategies for Boomers

April Lewis & Carol French

- **Get to the point**
- **Learn to use technology**
- **Let X'ers help figure out how to achieve goals**
- **Abolish concept of “dues paying.”**
- **Lighten up**



Strategies for X'ers

April Lewis & Carol French

- **Show respect for long term workers**
- **Take time to listen**
- **Be friendly**
- **Communicate face-to-face**
- **Learn to play the game**
- **Learn and respect the legacy**

LGBT are “among the most despised groups in the United States today....”

Blumenfeld, 2003

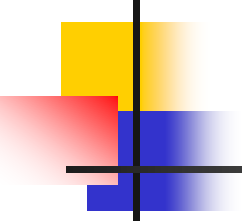


Gays As the Domestic al-Qaeda?!?

“They are the biggest threat that our nation has, even more so than terrorism or Islam....”

Oklahoma Rep. Sally Kern, 2008





Students, staff, professors, or administrators who identify as LGBT report significant harassment at their colleges and discomfort with the overall campus climate....

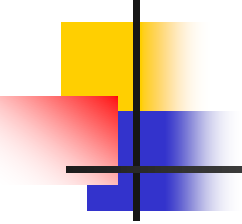
Chronicle of Higher Education, 9/14/2010



Homophobia in Intercollegiate Athletics

In a survey of more than 50 current and former college women's basketball players, 55 percent answered "true" when asked if sexual orientation was an underlying topic of conversation with college recruiters.

ESPN The Magazine January 27, 2010



Some women's basketball programs push their "family environment" and implicit heterosexuality as part of a consciously negative campaign aimed at other programs' perceived sexual slant.

Chronicle of Higher Education, 1/31/2011



Intergenerational Perspectives

42% of all Americans believe same sex couples should have the right to marry.

CBS News poll April 2009

70% of first-year college students believe same sex couples should have the right to marry.

Freshman Survey, Fall 2009



What about my own personal beliefs or religious views?

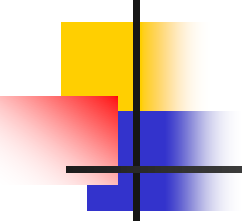




The responsibility of your choice: To support your institution's mission and values

The University of Iowa believes that a rich diversity of people and the many points of view they bring serve to enhance the quality of the educational experience.

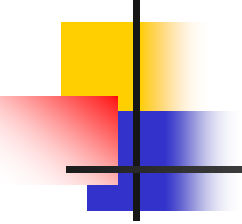
The University prohibits discrimination on the basis of sexual orientation, gender identity, or associational preference....



**The responsibility of your choice:
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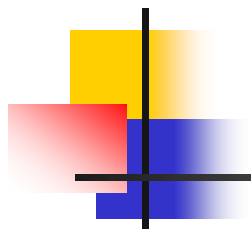
**The Institute for Extended Learning —
does not discriminate on the basis of
race, color, national origin, sex, disability,
sexual orientation or age in its programs,
activities or employment**

Enhancing empathy exercise: Sexual orientation



If you are heterosexual, imagine that you awoke this morning and, if you are male, you are gay; if you are female, you are lesbian.

- **How would people treat you differently in your community, at school, at work, on your team?**
- **How might family or friends treat you differently?**
- **What opportunities might open or close for you?**
- **What rewards might or might not come your way?**
- **What other changes might you experience?**



Socio-economic issues?



What do we believe about poverty?

Poverty in the US is decreasing

- The number of Americans living in poverty increased in 2008 over 2007, from about 37.3 million to about 39.8 million



What do we believe about poverty?

The poor are lazy and unwilling to work...

- **2/3 of people living in poverty work an average of 1.7 jobs**
- **1 in 4 earns poverty level wages (less than \$8.84 an hour)**
- **27% of working families have INCOMES below 200% of the poverty level**



What do we believe about poverty?

- **Government assistance is sufficient and encourages dependence.**

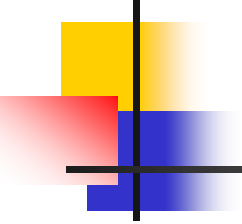
It is almost impossible to get out of poverty by relying on government assistance alone.

In 2005, the average welfare check for one parent with two children was \$478 a month. 20 years ago, it was \$408.



Facts about US poverty...

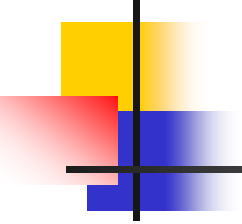
- The federal “poverty threshold” in 2009 for a family of four with two children 17 or younger is \$21,834. However, a majority of Americans believe it takes at least \$35,000 annually.
- **The rate of child poverty is higher in the United States than in most other economically advanced countries.**
- Nine out of ten Americans believe the federal government has a responsibility to alleviate poverty.



The 400 richest Americans, now own MORE than the bottom 150 million Americans own...

Between 2002 and 2004, inflation-adjusted median household income declined \$1669 a year.

Wealth Inequality Destroys US Ideals Don Monkerud , July 4, 2009



**The benefits of attending college
are strongest for students from low
socio-economic backgrounds.**

**Professor Jennie Brand, UCLA
Xie, University of Michigan
American Sociological Review, 2010**



**Diversity and inclusivity
are about *understanding*...**

not necessarily agreeing.



Intergenerational Perspectives

Just over a quarter of all Americans said they see racism as a large societal problem.

Washington Post, February 2009

Less than 25% of new college students believe racial discrimination is no longer a problem.

Freshman Survey, Fall 2009



A Challenge in Diversity Training

**Efforts to teach about diverse groups
can lead to stereotyping.**



A Challenge in Diversity Training

Efforts to teach about diverse groups can lead to stereotyping.

People from the same group can be “different” based on SES, education, age, individual experiences, or disposition.



Asian Pacific American Groups

Asian Indian Chinese Filipino Guamanian
Hawaiian Hmong Japanese Korean
Laotian Pakistani Samoan Thai
Vietnamese

Philippines: 7000 islands
100 languages

Principle: *Diversity in Diversity*



Diversity in Diversity: Black

Is that “Black” person African American, an African international student, or from a West Indian immigrant family?

As with all groups, it is important to make distinctions based on socio-economic class, gender, and other elements.



Diversity in Diversity: Latino/Hispanic

- **Twenty Spanish and Portuguese speaking countries in the Western Hemisphere**
- **Often “Latino” is used in contrast to others who are not Spanish speaking**
- **Often identify based on country of origin (e.g., Mexico, Puerto Rico, Cuba)**

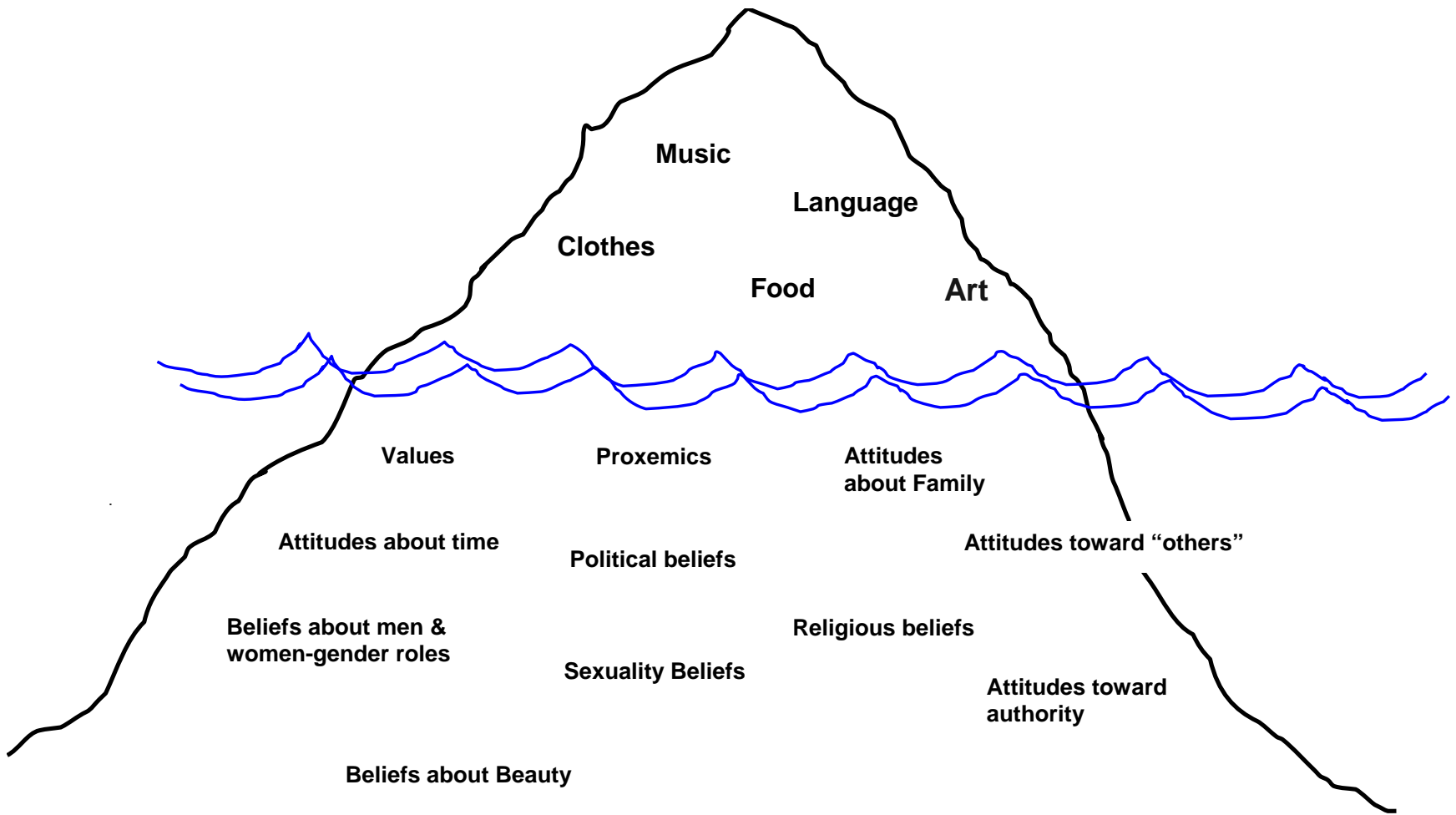


**All ethnic groups in our country
are an aggregate of many distinct
subgroups.**

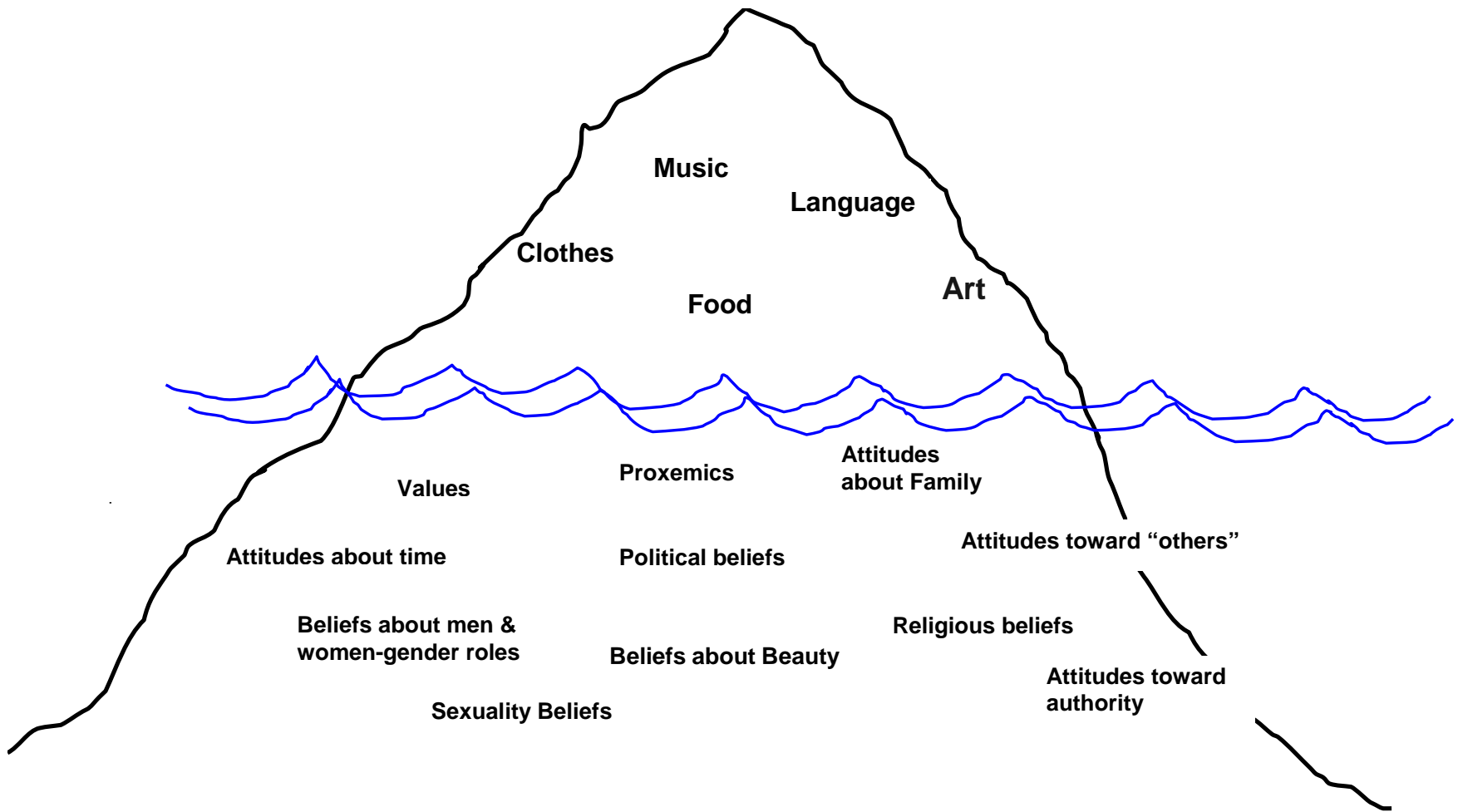


Culture is learned.

You are not born with culture.



The Iceberg of Culture



The Iceberg of Culture

Acquired or absorbed from our environment: harder to change

Implicit Cultural Assumptions

North American

- Egalitarian/equality
- Can control the environment
- Future oriented
- Informal
- Direct in communications
- Youth valuing
- “Friendliness”
- Optimism
- Action oriented: Change now
- Ethnocentric: our way is the best way

“Contrast” Cultures

- Hierarchy
- Belief in fate
- Present focus
- Formal
- Indirect (non-verbal cues)
- Age valuing
- More closed to “strangers”
- Fatalism
- Change takes time
- Ethnocentric: our way is the only way



Culture is learned.

**Consciously and
unconsciously...**



Our attitudes toward race, gender, and other diversity operate at two levels:

Conscious: what we choose to believe.

Unconscious: immediate, automatic associations that tumble out before we've had time to think.

Blink, Malcolm Gladwell



Implicit Associations Test

www.implicit.harvard.edu



Understanding cultural difference doesn't make the difference go away.

However, the person who understands how difference causes communication to break down can take the initiative to try and make the communication work.

You Just Don't Understand, D. Tannen



**Treating everyone the same
might be equal treatment,
but it may not be
equitable treatment.**



Cultures differ from one another in the ways they view the world—worldviews.

Cultural competence: Understanding worldviews as *different* not necessarily deficient.



When we believe we are right about something or someone, we assume we are right...

to the point that we will destroy relationships in order to defend our position.

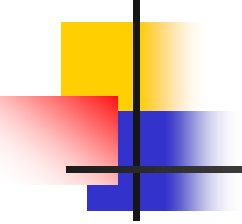
Don Miguel Ruiz
The Four Agreements



The point is not that we're bad at saying "I don't know."

The point is that we are bad at knowing when we don't know.

**Kathryn Schultz
Being Wrong, 2010**



Creating a **culture of civility** requires communication, interaction, and an appreciation for the interests each person brings to the relationship.

The Dance of Incivility in Nursing
Cynthia Clark, 2008



Toward a Diverse, Inclusive, and Civil Community

Community life at Bethel should be marked by mutual encouragement, sensitivity, and consideration for others. This is particularly important when dealing with our differences....We celebrate our diversity as well as what we hold in common.



Forms of Workplace Aggression

- **Incivility: rudeness and discourteous verbal and non-verbal behaviors.**
- **Interpersonal conflict: behaviors of hostility, verbal aggression and angry exchanges.**
- **Bullying...**



Bullying

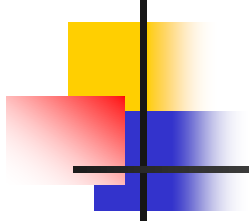
- **Persistently criticizing employees'/coworkers' work**
- **Yelling**
- **Repeatedly reminding employees'/coworkers' of mistakes**
- **Spreading gossip or lies**
- **Ignoring or excluding employees/coworkers**
- **Insulting employees'/coworkers' habits, attitudes or private life**



Workplace Bullying is an epidemic

**37 percent of the U.S. workforce,
54 million employees,
have been bullied now or some time
during their work life.**

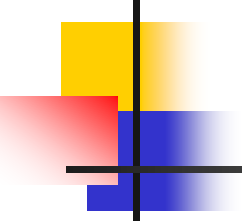
Workplace Bullying Institute, 2008



Responding and Reporting Bullying

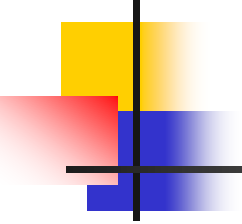
Jenna Bryner, LiveScience Staff Writer, April 2, 2007

http://www.livescience.com/health/070329_bully_tips.html



Without civility, we miss opportunities to really listen and understand others' points of view.

Dr. Cindy Clark



**We must listen and listen and listen if
we hope to change our relationships
for the better.**

Harville Hendrix, 1988



Communication for community: To Listen More

As soon as we think we are right about something, we narrow our focus, attending only to the details that support our belief, or we cease listening altogether....

Schultz, 2010



I will value the human diversity and dignity of all people and will respect their ideas, opinions and traditions.

This ideal requires openness of mind, a willingness to affirm the differences that exist among us, and a desire to develop shared understanding. Dedication to this ideal is inconsistent with behaviors that compromise or demean individuals and groups.

The Carroll Compact



Communication for community: To Listen More

A key element in learning from those who are different from you is to listen to their feelings of being “the other” in some are of their lives.

From Diversity to Inclusivity
Tom Brown, 2010



Diversity + Inclusivity + Civility = Community

We are proud to affirm and celebrate the rich diversity that exists among us. We believe acknowledging and celebrating our diversity is essential to maintaining academic freedom and inquiry. We maintain that valuing differences can teach us more about ourselves as human beings and provide us with creative energy that comes when we learn from each other.

Diversity and Inclusivity

Monroe Community College (NY)



**Institutions can't change.
People change institutions.**

***I must be the change
I want to see happen.***

Gandhi



**Change is hard,
even good change.**

**Change requires us
to make conscious choices
to do things differently.**



Developing and Enhancing Cultural Competence in Support of Student Success

Part 2

**Innovative Educators Webinar
March, 2011**

**www.tbrownassociates.com
tom@tbrownassociates.com**



Comments

Questions

Effective strategies

EVALUATIONS

http://www.smc.edu/Projects/336/SMC_Workshop_Evaluation_Form_Inclusivity_WEBINARS_ONLY_Editable.pdf