Diversity, Equity, & Inclusion

- History of Racism and Bias
- Benefits of Prioritizing DEI
- Adopting a DEI Roadmap
**First Dutch Colony in Manhattan**
Dutch brought the first Africans to the colonies as slaves. Adverse treatment of indigenous, black, and brown people was a component of European colonization.

**End of the Civil War**
1865

**The New Deal**
Programs disadvantaged black and brown people, creating structural racism and resulting in the perceptions of black and brown people as unreliable and less deserving.

**The Civil Rights Act**
1964

**Present Day**
2021

Federal urban renewal programs continued to destroy Black neighborhoods. Homes were demolished, and the people were displaced through intentional segregation into housing projects that had minimal access to stores, transportation, and job opportunities.
Background: Institutional Racism in the Hudson Valley Is a Legacy We Must Overcome

- Black and brown people remain deeply affected by structural racism
  - Formerly-redlined city blocks in the Hudson Valley remain some of the poorest and most racially segregated neighborhoods with predominantly Black and Hispanic populations.
  - During the housing crisis in 2008, subprime mortgages were offered at much greater frequency to black and brown people than any other group.
  - The wealth gap between White and Black Americans is greater now than it was 50 years ago, when Civil Rights laws were adopted.
Background: Institutional Racism in the Hudson Valley Is a Legacy We Must Overcome

- Only proactive policies and practices by all sectors of society will solve the legacy
  - Recognizing our collective contribution and leveling the playing field will benefit us all
- The solutions must be comprehensive
  - The demographics of the Hudson Valley reflect historic levels of diversity. We have an opportunity for transformation and an urgent need to act.
Benefits of Organizational Commitment to Diversity, Equity & Inclusion

- Recruitment & Employee Retention
- Employee Engagement & Morale
- Employee Development & Awareness
- Profitability

AND MUCH MORE

DIVERSITY, EQUITY, & INCLUSION
Benefits of Prioritizing DEI: Recruitment and Employee Retention

- Making a conscious effort to create an inviting environment is **NOT** simple.
- Diverse organizations **Attract** more diverse employees, customers & candidates
- Diverse, Inclusive, & Equitable organizations tend to have lower turnover rates

“There's a pure and simple business case for DEI Companies that are more diverse, are more successful.” —Mindy Grossman, CEO of Weight Watchers
Organizations with leaders who exhibit diversity of inherent traits and acquired traits are 45% more likely to report an increase in market share and 70% more likely to report that their organization captured a new market.
Benefits of Prioritizing DEI: Employee Engagement & Morale

83% of millennials report being actively engaged when they believe their organization fosters an inclusive culture. That percentage drops to 60% when their organization does not foster an inclusive culture.

33% of millennials are more likely to disagree with the statement that their “work has an impact on the organization”.

13% of millennials are less likely to say they feel excited to go to work and that they are attached to their organization.

THE IMPACT OF

$350 BILLION IN LOST PRODUCTIVITY PER YEAR
A number of research studies have been conducted to assess the impact of DEI on bottom-line performance and correlations between workforce diversity and profitability, and it is clear that organizations who have not yet developed and implemented Diversity, Equity and Inclusion programs are losing out on potential income gains.

A report from WhatToBecome.com noted statistics showing companies who employ an equal number of men and women manage to produce up to 41% higher revenues.
Maturity Model

Unaware

No desire to address DEI initiatives, no policies in place

Compliant

Addresses DEI only as far as legislatively required. Baseline policies in place “manages to the numbers”

Strategic

Identifies DEI work as a strategic initiative. Key Performance Indicators (KPI) are developed and achievement tracked

Integrated

All policies and practices reflect and reinforce the DEI strategy. The organization actively supports underrepresented groups

Disruptive

The organization supports DEI and demonstrates leading organizational citizenship in the area
<table>
<thead>
<tr>
<th>Maturity Model: <strong>DEI Metrics</strong></th>
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<tbody>
<tr>
<td><strong>Company Demographics</strong></td>
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<tr>
<td><strong>Turnover</strong></td>
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<tr>
<td><strong>Recruitment</strong></td>
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<tr>
<td><strong>Total Rewards</strong></td>
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<tr>
<td><strong>Employee Engagement Surveys</strong></td>
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Recommendations

- Review recruitment and hiring practices
- Remove anything from hiring process which excludes any person from protected group
- Accessible across any digital divides
- Mansfield Rule: 30% of employees are people of color or women
- Blind recruitment: remove signifiers of age, race, gender, culture etc from applications
- Standardized interview process

Hiring and Recruitment

- How are jobs promoted?
- What unintentional barriers exist?
- Who is being left out?
- What level of management needs to be involved in recruitment?
Adapting framework specific to equity, diversity, and inclusion that extends beyond training. Training, while part of the equation, is not the solution. It is necessary to have policies, practices, and procedures in place that allow for the culture to be reflective of these values.

Separating DEI work from human resources, as the two can co-exist they require their own attention to the different aspects necessary in any framework within any given organization.
## Retention

<table>
<thead>
<tr>
<th>Retention Theme</th>
<th>Retention Activity</th>
<th>Employee Benefit</th>
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</thead>
<tbody>
<tr>
<td>Create safe spaces by modeling behavior</td>
<td>Demonstrate, encourage, and practice open and honest discussions</td>
<td>• Open and honest environments encourage engagement</td>
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<tr>
<td></td>
<td></td>
<td>• More confidence to share observations, analysis and solutions</td>
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<tr>
<td>Create learning and development opportunities</td>
<td>Place staff member on a cross-functional team</td>
<td>• Gains insight and broader understanding of concepts</td>
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<tr>
<td></td>
<td></td>
<td>• Greater networking and increased innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Learns best practice techniques</td>
</tr>
<tr>
<td>Create leadership opportunities</td>
<td>Have staff lead projects, meetings, and teach-back sessions</td>
<td>• Practices organizational, planning, and leadership skills.</td>
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<tr>
<td></td>
<td></td>
<td>• Balance of power dynamics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Shifts focus from individual contributions to coordinating tasks and projects</td>
</tr>
<tr>
<td>Promote work/life balance</td>
<td>Offer strategies for work life balance and encourage self care regimens</td>
<td>• Better moods lead to more cohesion</td>
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<tr>
<td></td>
<td></td>
<td>• Increase perception of their value and self worth as a member of the team</td>
</tr>
</tbody>
</table>

*How to Plug the Leaky Bucket: Retention Strategies for Maintaining a Diverse Workforce. EDUCAUSE Review. (2018, May).*

https://er.educause.edu/articles/2018/5/how-to-plug-the-leaky-bucket-retention-strategies-for-maintaining-a-diverse-workforce. © 2018 Melissa Woo, Keith W. "Mac" McIntosh, and Deborah L. Stanley-McAulay. This work is licensed under CC BY-NC-SA 4.0. EDUCAUSE Review 53, no. 3 (May/June 2018)
Board of Directors

UNDERREPRESENTED MINORITIES

Despite recent progress toward diversity on corporate boards, the membership of Fortune 500 boards of directors is overwhelmingly white.

- Caucasian/White: 83.9%
- African-American/Black: 3.8%
- Hispanic/Latino/Latina: 8.6%
- Asian/Pacific Islander: 3.7%

# The DEI Team

<table>
<thead>
<tr>
<th>History:</th>
<th>Benefits:</th>
<th>Roadmap:</th>
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<tbody>
<tr>
<td>Fran Dunwell</td>
<td>LaTanya Bryant</td>
<td>Genesis Ramos</td>
</tr>
<tr>
<td>Megan Lung</td>
<td>Mike Mattone</td>
<td>Karen Gates</td>
</tr>
<tr>
<td>Mike Hoblin</td>
<td>Nicholas Watkins</td>
<td>Maija Niemisto</td>
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<td></td>
<td>Vanessa Olivo</td>
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<thead>
<tr>
<th>Style/Visuals:</th>
<th>Editors:</th>
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<tbody>
<tr>
<td>Adam Billingslea</td>
<td>Jeanine Borko</td>
</tr>
<tr>
<td>Nichole Moretto</td>
<td>Patricia Salgado-Hernandez</td>
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