



Table 1: NADOHE Standards of Professional Practice for CDOs (NADOHE, 2020)

Standard	Description		
One	<i>Chief diversity officers have ethical, legal and practical obligations to frame their work from comprehensive definitions of equity, diversity, and inclusion—definitions that are inclusive with respect to different identities, differentiated in terms of the focal issues addressed, and complex in terms of intersectionality and context.</i>	Nine	<i>Chief diversity officers strive to optimize the balance between centralization and decentralization of efforts to achieve equity, diversity, and inclusion throughout the institution.</i>
Two	<i>Chief diversity officers work to ensure that elements of equity, diversity, and inclusion are embedded as an imperative in the institutional mission, vision, and strategic plan.</i>	Ten	<i>Chief diversity officers work with other senior administrators and members of the campus community to assess, plan, and build institutional capacity for equity, diversity, and inclusion.</i>
Three	<i>Chief diversity officers are committed to planning, catalyzing, facilitating, and evaluating processes of institutional and organizational change.</i>	Eleven	<i>Chief diversity officers work to ensure that institutions conduct periodic campus climate assessments to illuminate strengths, challenges, and gaps in the development and advancement of an equitable, inclusive climate for diversity</i>
Four	<i>Chief diversity officers work with other senior campus administrators to revise or remove the embedded institutional policies, procedures and norms that create differential structural barriers to the access and success of students, faculty, and staff who belong to marginalized and oppressed groups.</i>	Twelve	<i>Chief diversity officers work with other senior administrators and campus professionals to develop, facilitate and assess protocols to address hate-bias incident response, including efforts related to prevention, education, and intervention.</i>
Five	<i>Chief Diversity Officers work with faculty, staff, students and appropriate institutional governance structures to promote inclusive excellence in teaching and learning across the curriculum and co-curriculum.</i>	Thirteen	<i>Chief Diversity Officers work with other senior administrators and campus professionals to facilitate and assess efforts of mentoring, education, and response to campus activism, protests, and demonstrations about issues of equity, diversity and inclusion.</i>
Six	<i>Chief diversity officers work within a community of scholars to advocate for inclusive excellence in science, research, creativity and scholarship as fundamental to the mission-driven work of the institution.</i>	Fourteen	<i>Chief diversity officers are committed to accountability for advancing equity, diversity, and inclusion throughout the institution.</i>
Seven	<i>Chief diversity officers are committed to using evidence-based practices in their work for equity, diversity, and inclusion.</i>	Fifteen	<i>Chief diversity officers work closely with other senior administrators to ensure full implementation of the legal and regulatory compliance-based requirements for the institution.</i>
Eight	<i>Chief diversity officers work collaboratively with other senior campus administrators to plan and develop the organizational infrastructure for equity, diversity, and inclusion to meet the needs of the campus community.</i>	Sixteen	<i>Chief diversity officers engage in their work in ways that reflect the highest levels of ethical practice, and pursue self-regulation as a profession within higher education contexts.</i>

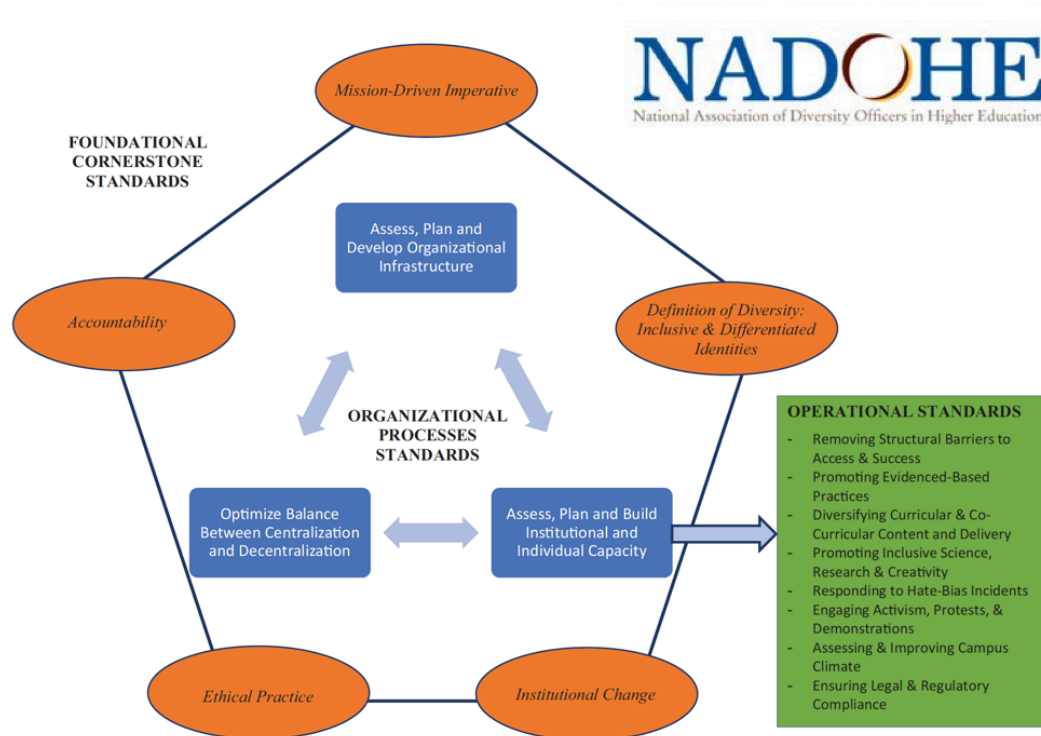


Figure 1. Framework for NADOHE Standards of Professional Practice.

Worthington, R.L., Stanley, C.A., Smith, D.G. (2020). Advancing the professionalization of diversity officers in higher education: Report of the Presidential Task Force on the Revision of the NADOHE Standards of Professional Practice. *Journal of Diversity in Higher Education*, 13, 1-22.