

8th Annual Conference

# NADOHE

March 10 - 12 | San Diego, CA | Manchester Grand Hyatt



The Chief Diversity Officer as

NADOHE 2014

# STRATEGIC CATALYST

Constructing New Horizons in Higher Education



The responsibilities of the twenty-first-century chief diversity officer (CDO) are varied, complex, and rooted in addressing historical inequalities within higher education. Strategies of the past opened the door for many and required colleges and universities to address the needs of a burgeoning diverse community. Now, new and more complex challenges lie ahead.

Today, achieving a more supportive and stimulating learning environment, locally and globally, requires a reexamination and recalibration of curriculum, pedagogy, programs, and leadership. Today's CDO is a strategic catalyst for this change, and an essential partner as we move toward greater access and inclusion within the twenty-first-century landscape of higher education.

## Sunday, March 9

7:00 a.m.–5:00 p.m.

**Registration** (*Grand Foyer*)

1:00 p.m.–5:30 p.m.

**National Association of Diversity Officers in Higher Education (NADOHE) Board of Directors Meeting** (*Balboa C*)

## Monday, March 10

7:00 a.m.–5:00 p.m.

**Registration** (*Grand Foyer*)

7:30–8:00 a.m.

**New CDO Institute:  
Continental Breakfast** (*Seaport F*)

8:00 a.m.–10:30 a.m.

**New CDO Institute:  
General Session** (*Seaport F*)  
*Learning objective:*

To introduce CDOs with less than three years of experience in their positions to fundamental skills essential for senior-level performance in the areas of diversity, inclusion, and equity. This institute consists of a general session from 8:00 a.m. until 10:30 a.m. and breakout sessions from 10:45 a.m. until noon. Each session is designed to identify and address common core competencies needed to advance the careers of new CDOs. While intended to assist CDOs with three years of experience or

less, this institute has something for all conference participants, and it will set the foundation for a more practical conference experience. Join us for cutting-edge dialogue with expert CDOs and engage with fellow CDOs while acquiring core competencies to address your most immediate challenges!

The general session engages senior-level CDOs, who will facilitate discussion about national core competencies. Here is your chance to get a firm grip on your early-career challenges by addressing “how to” and “why not” questions in the company of some of the best CDOs in the country.

**10:30–10:45 a.m.**  
Break

**10:45 a.m.–noon  
New CDO Institute:  
Breakout Sessions**

(*Deluxe Hospitality Parlor 560, 660, and 760*)

Through research-based and interactive exchanges, the new CDO will be able to respond to real-life, institution-specific scenarios and gather critical insights about authentic CDO responsibilities in higher education. Breakout sessions featuring case studies for community colleges—as well as for two- and four-year, public, private, liberal arts, and

research institutions—will be used to identify CDO roles that influence the development of senior-level competencies and strategic use of media, colleagues, research, partnerships, and even students to effect change.

**Moderators:**

JOAN B. HOLMES, Special Assistant to the President for Equity and Special Programs, Hillsborough Community College (FL)  
ALPHONSE KEASLEY, Assistant Vice Chancellor for the Office of Diversity, Equity, and Community Engagement, University of Colorado Boulder

**Panelists:**

SHIRLEY M. COLLADO, Dean of the College and Chief Diversity Officer, Middlebury College  
JOSEPHINE (JOZI) DE LEON, Vice President, Division for Equity & Inclusion, The University of New Mexico  
ARCHIE W. ERVIN, Vice President for Institute Diversity, Georgia Institute of Technology  
ELIZABETH F. ORTIZ, Vice President for Institutional Diversity and Equity, DePaul University  
RAJI S.A. RHYS, Assistant Vice President and Chief Diversity Officer, The University of Arizona

**Noon–1:30 p.m.**

Lunch on your own

**1:30–2:45 p.m.**

**NADOHE Pre-Conference Institute I**  
*(Seaport F)*

**When Should the Chief Diversity Officer Influence, Collaborate, or Lead?**

*Sponsored by the National Collegiate Athletic Association*

This session will serve as a continuation of the collaboration with the National Collegiate Athletic Association (NCAA), expanding on ACE's groundbreaking monograph of the importance of the CDO in higher education. This session will further define how CDOs can build collaborations across campus with strategic partners. Participants will engage in three components: a panel, breakout discussion groups on how to evaluate relationships and their strengths, and a question-and-answer feedback session. Participants will be prompted to develop action plans for improving strategic involvement.

*Learning objectives:*

- Learn the importance of building effective cross-campus collaborations.
- Understand elements of readying the environment to prepare to develop key external relationships.
- Share experiences through best practices and receive peer feedback.

**Moderator:**

KIMBERLY FORD, Director of Inclusion, National Collegiate Athletic Association (NCAA)

**Panelists:**

BERENECEA JOHNSON EANES, Vice President of Student Affairs, California State University, Fullerton

W. KENT GUION, Vice President for Diversity and Inclusion, Georgia Regents University

WENDY MAY TAYLOR, Senior Associate Athletics Director - Senior Woman Administrator University of California San Diego

**2:45–3:00 p.m.**

Break

**3:00–5:00 p.m.**

**NADOHE Pre-Conference Institute II**  
(Seaport F)

**Who We Are and What We Do: Toward the Development of Professional Standards of Practice for the Chief Diversity Officer**

The NADOHE Presidential Task Force to Develop Professional Standards of Practice for CDOs will provide a preliminary presentation of its work, followed by an opportunity to reflect and engage in dialogue about standards of practice for the profession. This interactive institute

program will allow participants to engage in small group dialogues and a town hall-type discussion about advancing the professionalization of the CDO. The institute provides an excellent opportunity for participants to take part in an important process for the advancement of the work of CDOs in the field. The institute will contribute to the professional development of participants, as well as advance the work, goals, and mission of NADOHE.

*This session will allow participants an opportunity to:*

- Recognize and understand the importance of working toward the development of standards of practice for CDOs
- Learn about the scope and depth of the roles and responsibilities of CDOs
- Engage in reflective dialogue on the development of standards of practice for the profession

**Moderator:**

PAULETTE GRANBERRY RUSSELL, Senior Advisor to the President for Diversity, and Director, Office for Inclusion and Intercultural Initiatives, Michigan State University

**Institute Presenters:**

WILLIAM T. LEWIS SR., Vice President for Diversity and Inclusion, Virginia Tech  
CHRISTINE A. STANLEY, Vice President and Associate Provost for Diversity, Texas A&M University  
ROGER L. WORTHINGTON, Professor, Department of Educational, School, and Counseling Psychology and Department of Educational Leadership and Policy Analysis

**6:30–8:00 p.m.**

**NADOHE Chapters Meeting**

*(Gaslamp AB)*

**Tuesday, March 11**

**7:00–8:00 a.m.**

**NADOHE Conversation  
over Coffee**

*(Gaslamp ABCD)*

**8:00–9:30 a.m.**

**ACE Plenary Session**

*(Seaport ABDCE)*

**9:30–10:00 a.m.**

Break

**10:00–11:30 a.m.**

**Multicultural and International:  
Common Ground and  
Intersecting Efforts of Chief  
Diversity Officers and Senior  
International Officers**

*(Coronado DE)*

*Sponsored by Ernst & Young*

As higher education engages in strategic efforts to internationalize student experiences and advance global strategies, connecting diversity efforts with international efforts and finding meaningful partnerships between the two has been challenging, and not without tension among the various constituencies affected. NADOHE and the Association of International Education Administrators (AIEA) are presenting this joint session to explore ways in which Chief Diversity Officers (CDOs) and Senior International Officers (SIOs) can connect, learn from each other and work together to achieve goals of mutual interest. A panel of CDOs and SIOs will engage in a conversation and explore with the audience ways in which we can work together and raise greater awareness of the intersections between diversity and inclusion and international education. This session will explore what “internationalization” means in terms of campus initiatives and student experiences; and further consider the role for CDOs in campus internationalization efforts. *Participants will have an opportunity to:* Engage with the panel and discuss such questions as: How do we partner to maximize opportunities of diverse students to share in the educational benefits



and competitive advantage of international education? As our campuses experience increased international student presence, how can CDOs and SIOs work collaboratively to address the needs of international students and diverse domestic students? How can we address the connections and disconnections between philosophies and strategies related to internationalization and diversity efforts, and work collaboratively to find common ground between international and diversity efforts?

**Moderator:**

MARILYN SANDERS MOBLEY,  
Vice President, Inclusion, Diversity  
& Equal Opportunity, Case  
Western Reserve University

**Panelists:**

NADOHE: BENJAMIN D. REESE,  
JR., Vice President, Office for  
Institutional Equity, Duke University

ELIZABETH ORTIZ, Vice  
President, Office of Institutional  
Diversity and Equity, DePaul  
University

AIEA: JEET JOSHEE, Associate  
Vice President and Dean of  
the College of Continuing and  
Professional Education, University  
of California, Long Beach  
WILLIAM B. LACY, Vice Provost,

University Outreach and  
International Programs, University  
of California, Davis

**11:30—11:45 a.m.**

Break

**11:45 a.m.—1:00 p.m.**

**ACE Closing Luncheon Plenary  
Session and ACE Reginald  
Wilson Diversity Leadership  
Award** (*Seaport ABDCE*)

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mobile! Download  
our conference program.**



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(QR-Code reader required,  
e.g. 'Red Laser', 'Barcode  
Scanner')





**1:00–1:15 p.m.**

Break

**1:15–2:30 p.m.**

**NADOHE Conference Opening  
Keynote Address (*Coronado DE*)**

*Sponsored by*

*The Chronicle of Higher Education*  
**Diversity's Promise for  
Excellence in Higher Education:  
The Strategic Role of the Chief  
Diversity Officer**



DARYL G. SMITH,  
Senior Research Fellow and  
Professor Emerita of Education  
and Psychology, Claremont  
Graduate University (CA)

The next generation of diversity work provides an opportunity and imperative to position diversity as central, not parallel, to core strategic priorities in institutions of higher education. This talk will focus on the position of CDO and its emerging role as a strategic catalyst for providing the link

between diversity and institutional excellence. Based on research and emerging patterns in the field, the talk will address some of the ongoing challenges in dealing with diversity on campus and suggest ways that diversity can be framed and embedded so that it serves to build institutional capacity and change.

**2:30–2:45 p.m.**

Break

**2:45–4:00 p.m.**

**NADOHE Concurrent Sessions  
Concurrent Session I**

*(Coronado DE)*

**Succession Planning Roadmap:  
Developing the Next Generation  
of CDOs**

This panel session will include two senior leaders from the executive search firm Witt/Kieffer, the nation's leading executive search firm specializing in health care and higher education. Witt/Kieffer will share best practices for how CDOs can help develop a pipeline of diversity leaders within their own institutions and throughout higher education. Despite their active roles in shaping future institutional leadership, CDOs often give little thought to who might succeed them or to how to develop future diversity professionals. To contribute to the sustainability of the profession, CDOs need to do



more to mentor and educate the next generation within their own profession. Learning outcomes of this session will include how to take responsibility for your own professional development, ways to mentor the next generation of CDOs—including speaking at industry events focused on the diversity profession—and how to build talent pipelines within your own educational institution and help undergraduates and graduate students see the profession as a career option.

**Moderator:**

KUMEA SHORTER-GOODEN,  
Chief Diversity Officer and  
Associate Vice President,  
University of Maryland

**Panelists:**

LUCY LESKE, Managing Partner,  
Witt/Kieffer

MARILYN SANDERS MOBLEY,  
Vice President for Inclusion,  
Diversity and Equal Opportunity,  
Case Western Reserve  
University (OH)

OLIVER TOMLIN, Senior Partner,  
Witt/Kieffer

**Concurrent Session II**

(*Gaslamp CD*)

**Constructing New Horizons  
Through Campus Climate  
Research: Catalyst for  
Organizational Change and  
Political Challenge?**

This panel session will feature a discussion of the quantitative and qualitative analyses and findings of the University of Denver's 2011 campus climate assessment, illustrating the purpose and utilization of campus climate research with the hope of creating more welcoming and affirming campus environments. The discussion will highlight the questions, struggles, and political concerns present during the study, and engage fellow practitioners in considering how climate studies can further the work of diversity and inclusion in hostile campus environments. Participants' learning outcomes will include the ability to: consider critically the framing, administration, and analyses of campus climate assessments toward university/college diversity commitments, engage in critique and dialogue concerning university responses to campus climate reports, and think creatively of ways to address results of and responses to campus climate assessments.

**Moderator:**

GILDA GARCIA, Vice President of  
Institutional Equity and Diversity,  
Texas State University

**Panelists:**

KRISTIN DEAL, Fourth-Year  
Doctoral Student in Higher

Education, University of Denver  
TAMIKA GILREATH, Assistant  
Professor of Social Work,  
University of Southern California  
FRANK TUITT, Associate Provost  
for Inclusive Excellence, Associate  
Professor of Higher Education  
at the Morgridge College of  
Education, University of Denver

### **Concurrent Session III**

*(Coronado AB)*

#### **How CDOs Can Take Care of Themselves, Avoid Burnout, and Keep Their Commitment Fresh**

The newness of the CDO as a senior-level higher education administrator warrants investigation of how these new professionals are faring in their work, job satisfaction, health, and general well-being. Working successfully as a diversity officer in higher education requires a constant negotiation of power, politics, and procedures, as well as institutional and personal demands. Diversity work is being confronted by challenges, the needs of the campus community are tumultuous, and the emotional stakes are high—the likelihood of burnout for a CDO is immense. This panel discussion will include both a research and practitioner focus. Strategies, assessment tools, and survey data will be featured.

#### **Moderator:**

JEANNE ARNOLD, Vice President  
for Inclusion and Equity, Grand  
Valley State University (MI)

#### **Panelists:**

LASHAWNDA FIELDS, Assistant  
Director, Diversity and International  
Programs, St. Louis College of  
Pharmacy

SUMUN L. PENDAKUR, Associate  
Dean for Institutional Diversity,  
Harvey Mudd College (CA)

KIMBERLY SIMMONS, Assistant  
Vice President, Diversity and  
Inclusion, St. Louis College of  
Pharmacy

CARL R. WELLS, Assistant  
Director, Office of Equal  
Opportunity Programs, Deputy Title  
IX Coordinator, University of South  
Carolina

**4:00–4:15 p.m.**

Break

**4:15–5:45 p.m.**

**NADOHE Annual  
Membership Meeting**  
*(Coronado DE)*

**5:45–6:00 p.m.**

Break

**6:00–8:00 p.m.**

**NADOHE Awards Reception**

*(Coronado AB)*

Entertainment by Sister Outsider

Recognize your colleagues for their work towards inclusive excellence during the Awards Reception. This reception will be followed by Sister Outsider Poetry, an award-winning duo representing the current top two female slam poets in the world,

Dominique Christina and Denice Frohman. Their tour marks the first time that two Women of the World Poetry Slam Champions have paired up. Inspired by the life and work of Audre Lorde, they write and perform their “otherness” into the center and use spoken word as a tool for social change.



*Sister Outsider Poetry*

## **Wednesday, March 12**

**7:30–9:00 a.m.**

### **NADOHE Networking Breakfast**

*(Coronado AB)*

#### **Learning From the Best– Each Other**

Get valuable nutrition and nurturing from one meal! Join your colleagues for breakfast and take part in a facilitated discussion of institutions' best practices for addressing diversity, equity, and inclusion and strategic ways to build more supportive work and learning environments. This session will connect you with people who want to share and learn from you. For post-conference support and "How'd you do that?" advice, come prepared to share what you do best, then learn from colleagues around the country.

#### **Moderators:**

KEN D. COOPWOOD, Vice President for Diversity and Inclusion, Missouri State University  
ARTHUR T. DEAN, Special Assistant to the President for Diversity, James Madison University (VA)

**9:00–9:15 a.m.**

Break

**9:15–10:30 a.m.**

Concurrent Sessions

### **Concurrent Session IV**

*(Deluxe Hospitality Parlor 560)*

#### **CDO Centrality in Institutional Transformation Around Diversity: A Case Study of Michigan State University's NSF ADVANCE Grant Program**

This panel session will provide an overview of the Advancing Diversity Through the Alignment of Policies and Practices (ADAPP) project, explain the theoretical foundations of the Michigan State University (MSU) Strategic Human Resources Management approach, and discuss the policy and political value of the CDOs central and collaborative involvement in the ADAPP project and similar campus-wide projects. The panel will also address specific practical tools that are intended to advance faculty excellence and diversity (e.g., faculty search, advancement and mentoring toolkits, and work environment surveys) that can be adapted for use in attendees' organizations. This case study 1) will help NADOHE members examine opportunities on their campuses to engage, as CDOs, in collaborative, cross-unit team efforts to advance change in different areas of campus and 2) serves as a model for change strategies designed to increase faculty diversity and inclusion.

**Moderator:**

KUMEA SHORTER-GOODEN,  
Chief Diversity Officer and  
Associate Vice President,  
University of Maryland

**Panelists:**

THEODORE H. CURRY II,  
Associate Provost and Associate  
Vice President for Academic  
Human Resources, Michigan State  
University

MARK ROEHLING, Professor  
of Human Resources and Labor  
Relations, Michigan State  
University

JULIE ROJEWSKI, Director of  
ADAPP-ADVANCE, Michigan  
State University

**Concurrent Session V**

*(Deluxe Hospitality Parlor 660)*

**Faculty Equity and Diversity****Advisors: How to Coach Them  
to Be Proactive Allies for a  
Chief Diversity Officer and His  
or Her Work**

This workshop will provide approaches, materials, short bystander scenarios, and practice drills and exercises that work in order to enable CDOs and other leaders to better grasp how a cadre of faculty advocates can be built and strengthened. Many universities and colleges are currently coaching faculty leaders as proactive change advocates. These advocates, when adequately trained and

given real-time practice exercises, can be instrumental in bringing about greater campus equity and diversity by helping lead difficult dialogues on campus, and by helping coach the president, provost, and their cabinets on various ways they can respond to or disarm typical lines of resistance to and confusion about campus diversity efforts. In less formal, but equally important, behind-the-scenes settings, CDOs can intervene when some of their faculty colleagues unwittingly move to prevent or disrupt equity and diversity.

**Moderator:**

GILDA GARCIA, Vice President of  
Institutional Equity and Diversity,  
Texas State University

**Presenter:**

JOANN MOODY, National  
Consultant and Author in Faculty  
Diversity and Development

**Concurrent Session VI**

*(Deluxe Hospitality Parlor 760)*

**How Does Acting as a Catalyst  
Look Different Based on  
Institutional Type?**

This panel session is designed to examine the work of CDOs at a large public university and a multi-campus community college system. Virginia Tech's Office for Diversity and Inclusion has embarked on a novel 18-month

initiative in each of its nine colleges. In collaboration with deans, it has implemented week-long immersions in each college that include a variety of scheduled activities: open-door meetings with faculty, staff, and students; attendance at regularly scheduled faculty meetings; class visits; meetings with diversity committees; and daily sack lunches. Results indicate that this kind of intimate engagement with colleges can support and further inclusive excellence in meaningful ways, going beyond access and success. Tarrant County College District, a large multi-campus community college system serving the Dallas-Fort Worth metroplex, began its journey to facilitate culture change through intentional inclusion in 2010 with the creation of the Office of Institutional Diversity and Inclusion as a function of its Vision 2015 Strategic Plan for the District. Through the collection of qualitative and quantitative data via focus groups and an institution-wide employee and student survey, the college created a blueprint for its diversity and inclusion efforts in its Strategic Plan for Diversity and Inclusion: From Vision to Action.

**Moderator:**

JEANNE ARNOLD, Vice President for Inclusion and Equity, Grand Valley State University (MI)

**Panelists:**

WILLIAM T. LEWIS SR., Vice President for Diversity and Inclusion, Virginia Tech

SHANI BARRAX MOORE, Director of Institutional Diversity and Inclusion, Tarrant County College District (TX)

**10:30 a.m.–10:45 a.m.**  
Break

**10:45 a.m.–12:15 p.m.**  
**NADOHE Conference Closing**  
**Keynote Address**  
(Coronado AB)  
**The Importance of Changing**  
**Altitude: Lessons from Flying**



MITCHELL J. CHANG, Professor of Higher Education and Organizational Change and Asian American Studies, University of California, Los Angeles

In our professional lives as “diversity workers,” it can be said that we typically fly along a trajectory that advances our knowledge and in turn, changes our perspectives. As we move along this upward trajectory and achieve more success, we gain a higher-level perspective on our work, which often enhances our expertise. The disadvantage of this “higher altitude” viewpoint, however, is often overlooked. Mitchell J. Chang will draw from his own research, career, and pilot training to help us consider some disadvantages associated with success and the importance of constantly changing altitude to gain different perspectives that facilitate our work as strategic catalysts for advancing diversity.

**12:15–12:45 p.m.**

**Conference Closing Remarks**

(Coronado AB)

Benjamin D. Reese Jr.,  
President, NADOHE

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