

**13TH ANNUAL  
CONFERENCE**



**DIVERSITY, EQUITY AND INCLUSION**

Imperatives of the 21st Century

Leading with Purpose, Courage and Vision

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**NADOHE**

National Association of Diversity Officers in Higher Education



**March 6-9, 2019**

**Loews Philadelphia Hotel**

**PROGRAM**



# NADOHE STANDARDS OF PROFESSIONAL PRACTICE INSTITUTE (SPPI) JUNE 19 - 22, 2019

OREGON STATE UNIVERSITY, CORVALLIS, OR

This unparalleled initiative is designed to prepare the next generation of research and practice based diversity higher education leaders to become proficient in the Standards of Professional Practice for Chief Diversity Officers. A multi-day program, the SPPI is modeled after other proven and respected professional development programs in higher education. Each day will be structured to focus on one or more of the standards of professional practice and will be led by a primary and secondary faculty member that has served as a college or university chief diversity officer or senior administrator.



“ The 2018 Institute was the most important career endeavor I've engaged in since taking my position as CDO at Appalachian State University two years ago. This is a first year “must do” for any new CDO and much needed for the seasoned CDO. I found the course work relevant, and the professional disclosure from the instructors meaningful and most affirming. ”

– Dr. Willie Clarence Fleming, LPC,  
Chief Diversity Officer, Office of the  
Chancellor, Appalachian State University

## REGISTRATION IS NOW OPEN!

### MEMBER REGISTRATION FEE

\$2,500; includes course materials and group meals

*Space is limited so reserve your seat today!*

### LODGING

The Hilton Garden Inn, 2500 SW Western, Boulevard, Corvallis, OR, 97333, 541-752-5000, is the designated hotel and a special rate of \$139 a night plus applicable taxes and fees, is available to SPPI registrants.

## RECOGNIZING THE SECOND ANNUAL CLASS (2018)

**Shakeer Abdullah** - Practical Diversity Associates

**Raquel Aldana** - University of California, Davis

**Pearl Alexander** - Georgia Institute of Technology

**Gloria Anglon** - Massachusetts Institute of Technology

**Trice Batson** - Kalamazoo Valley Community College

**LeManuel Bitsoi** - Stony Brook University

**Begona Caballero-Garcia** - Wofford College

**Beatriz Cantada** - Massachusetts Institute of Technology

**Adrienne Coleman** - The Illinois Mathematics and Science Academy

**Cornell Craig** - Pace University

**Anita Davis** - Associated Colleges of the South

**Aisha DeBerry** - Philadelphia College of Osteopathic Medicine-Georgia Campus

**Shontay Delalue** - Brown University

**Kristin Dukes** - Allegheny College

**Willie Fleming** - Appalachian State University

**Kimberly Flint** - Hamilton St. Lawrence University

**Timothy Forde** - Eastern Kentucky University

**Marita Gilbert** - Juniata College

**Michael Goh** - University of Minnesota-Twin Cities

**Millie Gonzalez** - Framingham State University

**Armenta Hinton** - Elizabethtown College

**Linda Hoos** - Cal Poly Pomona

**Cecil Howard** - University of South Florida, St. Petersburg

**Greer Jordan** - Medical College of Wisconsin

**Dyan Marinos** - University of Cincinnati

**Brittney Odoi** - Georgia Tech Research Institute

**Quill Phillips** - Community College of Aurora

**Pearl Ratunil** - Harper College

**Donna Reddix** - Case Western Reserve University

**Leah Reynolds** - Indiana State University

**Erika Robinson** - Georgia Gwinnett College

**Robert Robinson** - University of North Georgia

**Don Sawyer** - Quinnipiac University

**Sheri Schwab** - North Carolina State University

**Layla Suleiman Gonzalez** - Loyola University Chicago

**Naomi Thompson** - University of Rhode Island

**Diana Tate Vermeire** - California State University Sacramento

**Janice Walker** - Xavier University

**Christopher Whitt** - Creighton University

**Sonya Williams** - Kent State University

**Brandon Wolfe** - The University of Alabama at Birmingham

# WELCOME

WELCOME to NADOHE's 13th Annual Conference. On behalf of the NADOHE Conference Committee and NADOHE Board of Directors, we welcome each of you to what we anticipate will be, not only an opportunity for learning, but also an opportunity for renewal and connecting with diversity professionals throughout higher education. Our theme this year: *Diversity, Equity and Inclusion Imperatives of the 21st Century*, and its call for us to lead with purpose, courage and vision is a reminder that advancing DEI must be institutional priorities that engage all stakeholders. We hope that this year's conference renews your spirit and sense of purpose, as well as provides you with new ideas to approach change on your campus.

The conference planning committee considered the feedback from our members and conference attendees and we hope that you find this year's conference program offerings responsive to your suggestions and insights. Our keynote speakers will offer unique perspectives that will inform, beginning with our opening speaker, Ana Navarro, GOP Strategist and Political Contributor to CNN, ABC News, and Telemundo, and ending with our closing keynote speaker, Juan Muñoz, President, University of Houston-Downtown, a former CDO and NADOHE Board member. Our plenary sessions blend not only the experiences of higher education in the DEI space, but bring to our attention the perspectives of other sectors, public and private, that impact DEI efforts within colleges and universities.

We have added a pre-conference workshop on "The Neuroscience of Social Justice," along with the pre-conference workshop "New Chief Diversity

Officers" and our post-conference workshop "So You Want to Be a CDO," as well as relevant programming for those who have been "doing the work" as seasoned diversity professionals. Favorable feedback on providing more sessions led to a record number of proposals from presenters that will be formatted as express talks as well as deep dive presentations spanning a range of diverse topics that you are sure to find of interest and value to you and your institution.

Networking at this year's conference will continue, with the added opportunity for conference attendees to engage within and across identity and affinity groups, with the goal being a NADOHE experience that feels more cohesive and universal.

Topics of interest to all sectors and experience levels are being offered such as *Translating Data into Practice*, *What's Your Street Race-Gender?*, *Cultivating Your "Intersectional Lens" for Advancing Systems-Level Justice*, *Equity in Higher Education as a New "Gold Standard"*, *Campus Rebellions and Plantation Politics*, and *Chief Diversity Officers Use a Multi-Pronged Approach to Ensure the Success of URiM Health Professional Students*. We have something for everyone!

So take the time to review this program to find the topics of interest to you, be sure to introduce or reintroduce yourself to your colleagues and of course, enjoy your time in Philly!



**ARCHIE W. ERVIN, PH.D.**

PRESIDENT, NADOHE  
VICE PRESIDENT AND CHIEF DIVERSITY OFFICER  
INSTITUTE DIVERSITY  
GEORGIA INSTITUTE OF TECHNOLOGY



**PAULETTE GRANBERRY RUSSELL, J.D.**

CONFERENCE CHAIR, NADOHE  
SENIOR ADVISOR TO THE PRESIDENT FOR DIVERSITY &  
DIRECTOR, OFFICE FOR INCLUSION & INTERCULTURAL INITIATIVES  
MICHIGAN STATE UNIVERSITY

## CONFERENCE COMMITTEE

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**Jesse Mains** - Gettysburg College

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Use and follow  
**#NADOHE19**

for highlights, quotables, and the  
conference backchannel!

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## REGISTRATION DESK HOURS

Wednesday, March 6 – 7:30 a.m. - 5:30 p.m.  
Thursday, March 7 – 7:30 a.m. - 5:00 p.m.  
Friday, March 8 – 7:30 a.m. - 5:00 p.m.  
Saturday, March 9 – 7:30 a.m. - 12:00 p.m.



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# SCHEDULE-AT-A-GLANCE

## WEDNESDAY, MARCH 6, 2019

### 8:00 a.m. - 12:00 p.m.

New Chief Diversity Officers Workshop  
(Pre-Registration Required)  
*Congress*

### 12:30 p.m. - 5:30 p.m.

Board of Directors Meeting  
*PSFS Room*

### 1:00 p.m. - 5:00 p.m.

The Neuroscience of Social Justice  
Workshop (Pre-Registration Required)  
*Congress*

### 5:30 p.m. - 6:30 p.m.

Community College Diversity Officers  
Connection Reception, Hosted by  
NADOHE  
*Commonwealth A*

### 5:30 p.m. - 6:30 p.m.

Leadership in the Liberal Arts: A  
Networking Opportunity for Diversity  
Officers in the Liberal Arts  
Hosted by NADOHE, LADO, CFD,  
ACM,  
*Commonwealth B*

### 5:30 p.m. - 6:30 p.m.

Health and Medical School  
Chief Diversity Officers  
Connection Reception  
Hosted by NADOHE  
*Commonwealth C*

## THURSDAY, MARCH 7, 2019

### 7:45 a.m. - 8:45 a.m.

First Time Conference Attendee/New  
Member Orientation  
*Commonwealth C/D*

### 8:00 a.m. - 8:45 a.m.

Connection over Coffee  
*Millennium Foyer*

### 8:45 a.m. - 10:15 a.m.

Opening Conference Welcome,  
President's Remarks, and Keynote  
*Millennium Hall*

### 10:15 a.m. - 10:45 a.m.

Break  
*Millennium Foyer*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS1  
Safe Spaces? Exploring a Model  
for Creating Intersectional Campus  
Coalitions  
*Congress A*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS2  
The Role of a CDO in Creating a Risk  
Model for Student Success  
*Congress B*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS3  
Recognizing and Addressing Implicit  
Bias on College Campuses: A Case  
Study Approach  
*Congress C*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS4  
Translating Data into Practice:  
The Role of Institutional Research  
Professionals in Providing  
Strategic Diversity Leadership for  
Organizational Change  
*Commonwealth A2*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS5  
A Model For Institutional Mentoring:  
Michigan State University's Diversity  
Research Network  
*Commonwealth A1*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS6  
Transitioning Normalcy: Persistence  
Strategies of African-American  
Administrators in Higher Education  
*Commonwealth B*

### 10:45 a.m. - 12:00 p.m.

Health Professions Chapter In-  
Formation Meeting  
*Millennium Hall*

### 10:45 a.m. - 12:00 p.m.

Northeast Tristate Chapter (NY, NJ,  
and CT) In-Formation Meeting  
*Millennium Hall*

### 12:00 p.m. - 1:30 p.m.

Lunch (on own)

### 12:00 p.m. - 1:30 p.m.

Chapters Lunch  
(Pre-Registration Required)  
*Commonwealth C/D*

### 1:30 p.m. - 3:00 p.m.

Concurrent Session DD1  
Searching for Belonging: Queer-  
Spectrum and Trans-Spectrum  
Students of Color in American Higher  
Education  
*Millennium Hall*

### 1:30 p.m. - 3:00 p.m.

Concurrent Session DD2  
The Intersection of Inclusion and  
Advancement in Higher Education  
*Congress A*

### 1:30 p.m. - 3:00 p.m.

Concurrent Session DD3  
Confront Your Bias: A Campus  
Wide Campaign Which Tasked  
Administrators, Staff, Faculty and  
Students To Examine Their Biases  
*Congress C*

### 1:30 p.m. - 3:00 p.m.

Concurrent Session DD4  
Understanding Intersectionality  
Keeping It Real  
*Congress B*

### 1:30 p.m. - 3:00 p.m.

Concurrent Session DD5  
Harvard Administrative Fellows  
Program: A 28-Year Integrative  
Approach to Diversifying Leadership  
*Commonwealth A1*

## THURSDAY, MARCH 7, 2019

### 1:30 p.m. - 3:00 p.m.

Concurrent Session DD6  
Mentoring Matters: The Expectations of a New Chief Diversity Officer in Setting the Direction and Pace for Institutional Change  
*Commonwealth A2*

### 1:30 p.m. - 3:00 p.m.

Concurrent Session DD7  
In Too Deep: Managing Stress and Preventing Burnout Among Diversity & Inclusion Professionals  
*Commonwealth B*

### 3:00 p.m. - 3:15 p.m.

Break  
*Millennium Foyer*

### 3:15 p.m. - 4:30 p.m.

CDO Self-Care Corner  
*Congress B*

### 3:15 p.m. - 4:30 p.m.

Concurrent Session LL1  
A New CDO and Her President Describe the Challenges and Rewards of Leading Diversity & Inclusion at a Community College: A Candid Dialogue, *Commonwealth CD*

### 3:15 p.m. - 4:30 p.m.

Concurrent Session LL2  
It's More than just Sex – Changing LGBTQ Education in Healthcare Academia, *Congress A*

### 3:15 p.m. - 4:30 p.m.

Concurrent Session LL3  
Transforming Faculty Through Creative Search Processes  
*Congress C*

### 3:15 p.m. - 4:30 p.m.

Concurrent Session LL4  
Supporting Inclusive Pedagogy in Arts Education, *Commonwealth A2*

### 3:15 p.m. - 4:30 p.m.

Concurrent Session LL5  
Strategic Pathways that Guide Inclusion, Diversity, and Equity at the University of Illinois at Chicago (UIC)  
*Commonwealth A1*

### 3:15 p.m. - 4:30 p.m.

Concurrent Session LL6  
Anticipating the Changing Landscape of Affirmative Action in Higher Education  
*Commonwealth B*

### 4:45 p.m. - 5:15 p.m.

Expanded Gender and Race Categories...Unanticipated Outcomes  
*Millennium Hall*

### 5:15 p.m. - 6:15 p.m.

Review and Update of the NADOHE Standards of Professional Practice for CDOs, *Millennium Hall*

### 6:30 p.m. - 7:30 p.m.

Welcome Reception  
*Regency Ballroom*

### 7:30 p.m. - 9:00 p.m.

SPPI Alumni Reception  
*Congress B*

## FRIDAY, MARCH 8, 2019

### 7:30 a.m. - 8:45 a.m.

Networking Breakfast  
*Millennium Hall*

### 9:00 a.m. - 10:30 a.m.

Keynote Panel Discussion  
*Millennium Hall*

### 10:30 a.m. - 10:45 a.m.

Break  
*Millennium Foyer*

### 10:45 a.m. - 12:00 p.m.

**Group A**  
**NADOHE Express Talks**  
*Commonwealth A1*

### 10:45 a.m. - 11:05 a.m.

Session ET1  
Mindset, Words, and Data: How Implicit Bias Impacts Data Analysis

### 11:10 a.m. - 11:30 a.m.

Session ET2  
Assessing Cultural Competence and Diversity and Inclusion Programming

### 11:35 a.m. - 11:55 a.m.

Session ET3  
Architecture of Diversity: Designing Spaces to Develop Belonging

### 10:45 a.m. - 12:00 p.m.

**Group B**  
**NADOHE Express Talks**  
*Commonwealth A2*

### 10:45 a.m. - 11:05 a.m.

Session ET1  
Social Justice Journeys in Higher Education: Lessons Learned about Race, Class, and Gender

### 11:10 a.m. - 11:30 a.m.

Session ET2  
Representation Matters with Student Success: Proposing Straightforward Sensitivity about Race

### 11:35 a.m. - 11:55 a.m.

Session ET3  
Finding Power Within: The Diversity Officer's Role in Overcoming Racial Battle Fatigue Syndrome

### 10:45 a.m. - 12:00 p.m.

**Group C**  
**NADOHE Express Talks**  
*Congress C*

### 10:45 a.m. - 11:05 a.m.

Session ET1  
D-STEM Equity Model: Diversifying the STEM Education to Career Pathway

### 11:10 a.m. - 11:30 a.m.

Session ET2  
Learning, Unlearning and Relearning: Mindfulness and the Pursuit of Inclusive Excellence

### 11:35 a.m. - 11:55 a.m.

Session ET3  
What Makes a Good Religious Observance Policy?

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS7  
The Carolina Postdoctoral Program: a National Model for Faculty Diversity  
*Commonwealth C*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session CS8  
Facilitating Broad Engagement Using a Groundbreaking Climate Survey at the University of North Texas  
*Commonwealth D*

### 10:45 a.m. - 12:00 p.m.

Concurrent Session LL7  
Open Inquiry, Viewpoint Diversity, and

Constructive Disagreement: Pathways for Advancing Diversity, Equity, and Inclusion?, *Commonwealth B*

**10:45 a.m. - 12:00 p.m.**

Concurrent Session – Special Focus 1  
Open Dialogue: Insights into the Application and Implementation of Standards of Professional Practice for CDOs, *Congress A*

**10:45 a.m. - 12:00 p.m.**

Concurrent Session – Special Focus 2  
Representation and Pay Equity Challenges for Women and Minorities in Higher Education  
*Congress B*

**12:00 p.m. - 1:30 p.m.**

Lunch (on own)

**1:30 p.m. - 2:45 p.m.**

NADOHE Annual Membership  
All members are encouraged to attend the Annual Membership Meeting. Voting on association business is limited to Institutional Members.

*Millennium Hall*

**2:45 p.m. - 3:00 p.m.**

Break

*Millennium Foyer*

**3:00 p.m. - 4:30 p.m.**

CDO Self-Care Corner

*Congress B*

**3:00 p.m. - 4:30 p.m.**

Concurrent Session DD8

You Mean, There's Race in My Movie?:  
How to Use Movies to Understand Race, *Commonwealth D*

**3:00 p.m. - 4:30 p.m.**

Concurrent Session DD9

What's Your Street Race-Gender?  
Cultivating Your "Intersectional Lens" for Advancing Systems-Level Justice and Equity In Higher Education as a New "Gold Standard"

*Commonwealth A2*

**3:00 p.m. - 4:30 p.m.**

Concurrent Session DD10

Campus Rebellions and Plantation Politics: Critical Considerations for Diversity, Equity and Inclusion Professionals in the 21st Century

*Commonwealth B*

**3:00 p.m. - 4:30 p.m.**

Concurrent Session DD11

Impacting the Mental Health and Emotional Wellness of College Students of Color with the Equity in Mental Health Framework (EMHF)

*Commonwealth C*

**3:00 p.m. - 4:30 p.m.**

Concurrent Session DD12

Chief Diversity Officers Use a Multipronged Approach to Ensure the Success of URIM Health Professional Students

*Commonwealth A1*

**3:00 p.m. - 4:30 p.m.**

Concurrent Session SF3

Chief Diversity Officer Cohort 5  
Fellows Presentations

*Congress A*

**5:00 p.m. - 6:30 p.m.**

Awards Ceremony and Reception

*Regency Ballroom*

**SATURDAY,  
MARCH 9, 2018**

**7:30 a.m. - 8:45 a.m.**

Networking Breakfast

*Millennium Hall*

**8:45 a.m. - 9:30 a.m.**

2019 ACE Race and Ethnicity in Higher Education: A Status Report

*Millennium Hall*

**9:30 a.m. - 10:15 a.m.**

HACU Public Policy Update

*Millennium Hall*

**10:15 a.m. - 10:30 a.m.**

Break

*Millennium Foyer*

**10:30 a.m. - 11:45 a.m.**

Closing General Session

*Millennium Hall*

**11:45 a.m. - 12:00 p.m.**

Closing Conference Remarks

*Millennium Hall*

**1:00 p.m. - 4:00 p.m.**

So, You Want to Be a CDO Workshop  
(Pre-Registration Required)

*Congress B/C*







# NADOHE HAS GONE MOBILE!

## guidebook

DOWNLOAD OUR  
CONFERENCE PROGRAM.

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1. Download 'Guidebook' from the Apple App Store or the Android Marketplace
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# CONFERENCE AGENDA

**WEDNESDAY,  
MARCH 6, 2019**

**8:00 a.m. - 12:00 p.m.**  
New Chief Diversity Officers Workshop  
(Pre-Registration Required)  
*Congress*

Transitioning to a new Chief Diversity Officer (CDO) position is both exciting and challenging. Forging a path of transformational organizational change with increasing demands from multiple underrepresented groups and limited resources is no easy task. In addition to content expertise, your ability to succeed is dependent on continually increasing your capacity to navigate complexities and maintain an authentic sense of self and an unwavering focus on mission. This workshop will tackle these realities and provide practical solutions for navigating your early years as a CDO. Hear from seasoned CDOs and NADOHE CDO fellows still relatively early in their careers who can provide valuable insights. During this workshop, you will also have the opportunity to connect with other new CDOs in attendance and explore case studies. You will also learn more about how NADOHE can be a partner on your CDO journey.

As a result of this workshop, Participants will:

- Develop a better sense of the rhythm of the first years of the Chief Diversity Officer role
- Understand how a cabinet role differs from other roles and how to build mutually beneficially relationships at the Cabinet level
- Understand how the Chief Diversity Officer relates with the board, external constituents, faculty and staff, especially how these relationships change after one becomes a CDO
- Develop a better understanding of the levers for systemic change
- Have their experiences normed by listening to the early journeys of other Chief Diversity Officers
- Focus on building the internal capacity to sustain the demands of the role
- Connect with fellow Chief Diversity Officers with the goal of building a supportive community

*Moderated by:*

Wanda Heading-Grant, Ed.D., SHRM-SCP  
Vice President for Human Resources, Diversity and Multicultural Affairs, University of Vermont  
Clinical Associate Professor, Social Work, University of Vermont  
2018 NADOHE Inclusive Excellence Leadership Award Recipient  
Public, Research 1 Perspective

*Presented by:*

Rich A. Salas, Ph.D.  
Chief Diversity Officer, Multicultural Affairs  
Assistant Professor, Department of Behavioral Medicine, Medical Humanities & Bioethics  
College of Osteopathic Medicine  
Des Moines University  
NADOHE Inclusive Excellence Leadership Award Recipient  
Medical School Perspective

Pearl Ratunil, Ph.D.  
Special Assistant to the President for Diversity and Inclusion  
Professor of English  
William Rainey Harper College  
Community College Perspective

Ame Lambert, Ph.D.  
Vice President for Equity and Inclusion and Chief Diversity Officer  
Roger Williams University  
Private, Four-Year College Perspective





# CONFERENCE AGENDA

**WEDNESDAY,  
MARCH 6, 2019**  
*CONTINUED*

**12:30 p.m. - 5:30 p.m.**  
NADOHE Board of Directors Meeting  
*PSFS Room*

**1:00 p.m. - 5:00 p.m.**  
The Neuroscience of Social Justice Workshop  
(Pre-Registration Required)  
*Congress*

*Moderated by:*  
Ame Lambert, Ph.D.  
Vice president for Equity and Inclusion and Chief Diversity Officer  
Roger Williams University

*Presented by:*  
Valerie Purdie-Greenaway, Ph.D.  
Professor, Department of Psychology, Columbia University  
Instructor, Columbia Business School

Advances in fMRI imaging are providing rich insights into how our brains function. These insights have also deepened our understanding of implicit processes, unconscious exclusion and behaviors influenced by bias and exclusion. For example, we know that a person's experience with exclusive practices or biased behavior can trigger neurological processes which limit access to executive functions such as critical reasoning and analysis. How do we leverage advances in neuroscience to advance equity and inclusion in our institutions? How can neuroscience provide a new lens for messaging the importance of equity and social justice while also disarming the usual defensiveness? CDOs are also disproportionately members of minoritized communities and doing social justice work can further marginalize as well as tax the neurological process of the CDOs themselves. How do we cope with the isolation and its toll? What do we need to do for ourselves and in our roles to sustain the work? Come learn about the latest advances in the neuroscience of inclusion and exclusion and learn how to leverage these insights in your work to support both internal (personal) and external (institutional) social justice.

**5:30 p.m. - 6:30 p.m.**  
Community College Diversity Officers  
Connection Reception  
Hosted by NADOHE  
*Commonwealth A*

You are cordially invited to this special reception for Chief Diversity Officers and diversity practitioners working within the community college space at the annual NADOHE Annual Conference. Through your effort and commitment, we have made and continue to make tremendous progress in advancing the work of diversity practitioners at community colleges and are pursuing a more equitable representation of our institutions at the national meeting, including the composition of the materials presented. As we continue to advance our work, we are eager to provide the opportunity for fellowship and networking for practitioners specifically working in this space.



**WEDNESDAY,  
MARCH 6, 2019**  
*CONTINUED*



**5:30 p.m. - 6:30 p.m.**  
Leadership in the Liberal Arts: A Networking Opportunity  
for Diversity Officers in the Liberal Arts  
Hosted by NADOHE, LADO, CFD, ACM  
*Commonwealth B*

Please join us for a powerful hour of networking and information gathering as diversity leaders representing liberal arts colleges and universities come together for this event. Come prepared to meet new friends and colleagues who, like you, face the challenges of creating change and building infrastructure at institutions small in size but large in tradition and impact. All are welcome and it is our hope to continue to build a nationwide network of diversity leaders in the liberal arts.

**5:30 p.m. - 6:30 p.m.**  
Health Science and Medical School Chief Diversity Officers  
Connection Reception  
Hosted by NADOHE  
*Commonwealth C*

Join us for an interactive hour of networking and information gathering to learn and share how respective colleagues are addressing important topics such as implicit bias, cultural competency/humility and the recruitment of underrepresented students at health science and medical schools. Come prepared to make new connections and briefly share what your college or university is doing to address these important topics.

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**THURSDAY,  
MARCH 7, 2019**



**7:45 a.m. - 8:45 a.m.**  
First Time Conference Attendee/New Member Orientation  
*Commonwealth C/D*

Enjoy coffee and conversation while learning about what to expect from the conference and your NADOHE membership. All new members and first-time conference attendees are welcome!

**8:00 a.m. - 8:45 a.m.**  
Connection over Coffee  
*Millennium Foyer*

**8:45 a.m. - 10:15 a.m.**  
Opening Conference Welcome, President's Remarks, and Keynote Presentation  
*Millennium Hall*

**Opening Conference Welcome and President's Remarks**

Paulette Granberry Russell, NADOHE Annual Conference Chair and Second Vice President, will deliver the opening conference welcome remarks, followed by NADOHE President Archie W. Ervin, who will give an overview on the state of the Association.



PAULETTE GRANBERRY RUSSELL, J.D.  
CONFERENCE CHAIR



ARCHIE W. ERVIN, PH.D.  
NADOHE PRESIDENT



# CONFERENCE AGENDA

**THURSDAY,  
MARCH 7, 2019**  
CONTINUED



**ANA NAVARRO  
KEYNOTE SPEAKER**

### Opening Conference Keynote

Respected on both sides of the aisle for her straight shooting and candor, Ana Navarro, JD, GOP Strategist and Political Contributor to *CNN*, *ABC News*, and *Telemundo* frequently appears in the media, and is sought after by *Meet the Press*, *Bill Maher's Real Time*, *Anderson Cooper 360*, and *The View*, to name a few.

Navarro most recently served as the national Hispanic co-chair for Governor Jon Huntsman's 2012 campaign and the national co-chair of John McCain's Hispanic Advisory Council in 2008. In 2001, she served as ambassador to the United Nations' Human Rights Commission, devoting much of her energy to condemning human rights abuses in Cuba. In 1999, she worked in the private sector, representing private and public clients on federal issues, particularly related to immigration, trade, and policy affecting Central America. She is a graduate of the University of Miami. In 1993, she obtained her BA in Latin American studies and political science. She obtained a Juris Doctorate in 1997. She was born in Nicaragua, and in 1980, as a result of the Sandinista revolution, she and her family immigrated to the United States.

President Archie Ervin notes, "NADOHE is honored that Ana Navarro has agreed to serve as our 2019 conference keynote speaker. She brings a refreshing and important perspective to issues of immigration reform, DACA and human rights in general, all of which continue to be critical challenges for our nation and our world. She epitomizes courage and integrity in her unwavering voice for true equality for all."

### 10:15 a.m. - 10:45 a.m.

Break  
*Millennium Foyer*

### 10:45 a.m. - 12:00 p.m.

#### **NADOHE Concurrent Sessions**

#### **Concurrent Session CS1 – Congress A**

#### **Safe Spaces? Exploring a Model for Creating Intersectional Campus Coalitions**

This session discusses the creation of the University of Kentucky's Office of LGBTQ\* Resources in 2015, the first new unit to the centralized university diversity and inclusion (D&I) portfolio in more than a decade. Adapting the longstanding SafeZone model popularized by LGBTQ\* advocacy units at many universities across the country, the presenters created a new and unique way to facilitate dialogues between organizational structures, producing a cultural competency experience that could be used as a prime tool to bridge disparate campus conversations.

*Moderated by:*  
Venessa Brown, MSW, Ph.D.  
Professor, Social Work  
Southern Illinois University Edwardsville

*Presented by:*  
Lance E. Poston, Ph.D.  
Director of Institutional Inclusion and Community Engagement  
University of Kentucky

David J. Luke, Ph.D.  
Director of the Intercultural Center  
University of Michigan-Flint







**10:45 a.m. - 12:00 p.m.**  
**Concurrent Session CS2 – Congress B**  
**The Role of a CDO in Creating a Risk Model for Student Success**

In this session, the presenter shares a pilot student success initiative that includes a predictive model of student success. The program uses institutional data to generate a student risk score which enables the university to understand the student's risk before the first day of class and to develop targeted intervention strategies.

*Moderated by:*  
Rosemary E. Kilkenny, Esq.  
Vice President, Institutional Diversity & Equity  
Georgetown University

*Presented by:*  
Willie L. McKether, Ph.D.  
Vice President for Diversity & Inclusion  
Vice Provost  
The University of Toledo



**Concurrent Session CS3 – Congress C**  
**Recognizing and Addressing Implicit Bias on College Campuses: A Case Study Approach**

This presentation examines the myriad ways implicit bias exists, emerges, and develops in higher educational processes and procedures. It focuses discussion on exploring the ways implicit bias might be addressed within the areas of Title IX, hiring and conduct. Participants will receive a listing of recommendations and resources.

*Moderated by:*  
Alfreda Brown, Ed.D.  
Vice President  
Diversity, Equity and Inclusion  
Kent State University

*Presented by:*  
Shawna Patterson-Stephens, Ph.D.  
Director of the Davis Center  
Williams College  
  
Toya Camacho, M.Ed.  
Assistant Vice President of Equity & Inclusion  
Title IX Coordinator  
Williams College



**Concurrent Session CS4 – Commonwealth A2**  
**Translating Data Into Practice: The Role of Institutional Research Professionals in Providing Strategic Diversity Leadership for Organizational Change**

This presentation will discuss methods for collecting and analyzing data, including best practices related to survey design, results generation, rendering of actionable recommendations, and the process of translating data collection and dissemination into a formula for organizational learning and change. It will also provide an in-depth analysis of lessons learned via a 2016 survey and strategies being put in place in preparation for 2020.

*Moderated by:*  
Jeffrey D. Carr, Sr., Ed.D.  
Chief Diversity Officer, Office of the President  
Associate Vice President Student Development  
Adjunct Faculty, Sociology and Social Work  
Point Loma Nazarene University

*Presented by:*  
Sherri Ann Charleston, J.D., Ph.D.  
Assistant Vice President  
Affirmative Action Officer  
University of Wisconsin-Madison  
  
James A. Yonker, Ph.D.  
Diversity and Climate Researcher  
University of Wisconsin-Madison



# CONFERENCE AGENDA

**THURSDAY,  
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*CONTINUED*



**10:45 a.m. - 12:00 p.m.**

**Concurrent Session CS5 – Commonwealth A1**

**A Model For Institutional Mentoring: Michigan State University’s Diversity Research Network**

In this session, presenters describe the formation, framework and philosophy of the Diversity Research Network (DRN) of more than 500 members. The DRN is an evidence-based entity operating from the level of the central administration through the Office for Inclusion and Intercultural Initiatives. Discussion will focus on implementation, evaluative data supporting the success of the approach, next stages of the work, and the viability of this model as a significant and sustainable response to the challenges faced by faculty of color nationally.

*Moderated by:*

William T. Jones, J.D., M.S.  
Co-Chief Diversity Officer  
Co-Affirmative Action Officer  
Professor of Legal Studies  
School of Business and Liberal Arts  
SUNY Canton

*Presented by:*

Deborah J. Johnson, Ph.D.

Professor of Human Development and Family Studies  
Faculty Associate to the Director of the Office for  
Inclusion & Intercultural Initiatives  
Michigan State University

Beronda L. Montgomery, Ph.D.  
MSU Foundation Professor of Biochemistry and  
Molecular Biology  
Assistant Provost for Faculty Development-Research  
Michigan State University

**Concurrent Session CS6 – Commonwealth B**

**Transitioning Normalcy: Persistence Strategies of African-American Administrators in Higher Education**

This session presents findings from a case study of African-American administrators at a predominantly white institution to explore the intersections between organizational culture, whiteness, and diversity leadership as it relates to their own persistence and representation in the academy. Participants will also learn about factors which continuously promote the normalization of white privilege in the hiring, promotion, and departure of higher education administrators.

*Moderated by:*

Diane M. Ariza, Ph.D.  
Vice President for Diversity & Inclusion  
Nazareth College

*Presented by:*

Brandon L. Wolfe, Ph.D.  
Assistant Vice President for Diversity, Equity &  
Inclusion  
The University of Alabama at Birmingham

Paulette P. Dilworth, Ph.D.  
Vice President Office of Diversity, Equity & Inclusion  
The University of Alabama at Birmingham

**10:45 a.m. - 12:00 p.m.**

Health Professions Chapter In-Formation Meeting  
*Millenium Hall*

**10:45 a.m. - 12:00 p.m.**

Northeast Tristate Chapter (NY, NJ, and CT) In-Formation Meeting  
*Millenium Hall*

**12:00 p.m. - 1:30 p.m.**

Lunch (on own)

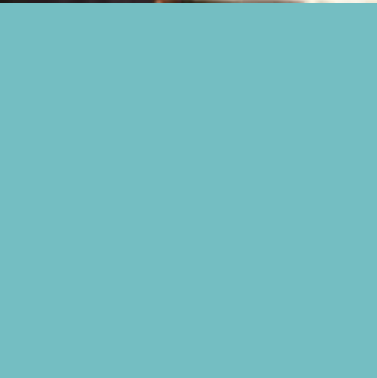
**12:00 p.m. - 1:30 p.m.**

Chapters Lunch  
(Pre-Registration Required)  
*Commonwealth C/D*



**THURSDAY,  
MARCH 7, 2019**

*CONTINUED*



**NADOHE Concurrent Sessions  
1:30 p.m. - 3:00 p.m.**

**Concurrent Session DD1 – Millennium Hall  
Searching for Belonging: Queer-Spectrum and Trans-Spectrum Students of Color in American Higher Education**

This session will highlight findings from a national study of queer-spectrum and trans-spectrum students of color at 4-year colleges and universities across the United States. Participants will learn about the intersections of race, gender, sexuality and gain a better understanding of the experiences, strengths and disparities among queer-spectrum and trans-spectrum students of color.

*Moderated by:*

Carlos N. Medina, Ed.D.  
Vice Chancellor & Chief Diversity Officer  
The State University of New York

*Presented by:*

Maren Greathouse, M.S.  
Director, Tyler Clementi Center  
Rutgers University-New Brunswick

Dr. Susan Rankin, Ph.D.  
CEO and Principal Investigator, Rankin & Associates Consulting  
Faculty Emeritus, Pennsylvania State University

Dr. Allison BrckaLorenz, Ph.D.  
Research Analyst, Center for Postsecondary Research  
Indiana University Bloomington

**Concurrent Session DD2 – Congress A  
The Intersection of Inclusion and Advancement in Higher Education**

This session will examine the creation of the African American Alumni Affiliate at a predominantly white university and the establishment of the Onyx & Ruby Society. With shrinking university budgets, fundraising is becoming a critical skill for CDOs to develop and master. Participants will learn how to explore collaborative relationships across campus and within their university's advancement area to better support their students, employees, and alumni.

*Moderated by:*

Ame O. Lambert, Ph.D.  
Chief Diversity Officer  
Office of the President  
Roger Williams University

*Presented by:*

Bleuzette Marshall, Ph.D.  
Vice President for Equity, Inclusion & Community Impact  
University of Cincinnati

**Concurrent Session DD3 – Congress C  
Confront Your Bias: A Campus Wide Campaign Which Tasked Administrators, Staff, Faculty and Students To Examine Their Biases**

This session examines the Confront your Bias Campaign implemented at Central New Mexico Community College. Participants will learn strategies to align administrators, faculty, staff and students with the institution's strategic goals by examining their own biases. It is a multifaceted approach which invites the institution's marketing division, human resources, and executive leadership to continue the conversation towards equity and justice.

*Moderated by:*

Michele Minter, M.F.A.  
Vice Provost for Institutional Equity and Diversity  
Princeton University

*Presented by:*

Val Day-Sanchez, M.A.  
Communication Faculty  
Central New Mexico Community College



# CONFERENCE AGENDA

**THURSDAY,  
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CONTINUED



**1:30 p.m. - 3:00 p.m.**

## **Concurrent Session DD4 – Congress B**

### **Understanding Intersectionality, Keeping It Real**

This *Keep It Real Diverse* session is not a talk. Playing this board game will provide participants with a powerful and enjoyable interactive experience of inclusion, bonding and bridge-building. It goes beyond defining diversity and inclusion to get to the core of how intersectionality relates to the human condition. Participants will learn how to facilitate their own *Keep It Real Diverse* game workshops, as well as other ice-breakers and exercises they can immediately put to use in their various disciplines.

*Moderated by:*

Venessa Brown, MSW, Ph.D.  
Professor, Social Work  
Southern Illinois University Edwardsville

*Presented by:*

Ralph Newell  
Vice President  
*Diverse: Issues in Higher Education*

## **Concurrent Session DD5 – Commonwealth A1**

### **Harvard Administrative Fellows Program: A 28-Year Integrative Approach to Diversifying Leadership**

This session provides a framework for diversifying leadership at the institution level and in the broader higher education field. It also addresses institutionalizing retention initiatives targeting underrepresented minorities and women in administrative roles. Participants will learn how to recruit, retain, engage, and develop leadership of color and women through a professional development pipeline program; and how to financially and structurally sustain a staff focused diversity initiative with institutional buy-in.

*Moderated by:*

Jeffrey D. Carr, Sr., Ed.D.  
Chief Diversity Officer, Office of the President  
Associate Vice President Student Development  
Adjunct Faculty, Sociology and Social Work  
Point Loma Nazarene University

*Presented by:*

Alexis Stokes, Ed.D.  
Director of Diversity, Inclusion & Belonging  
Harvard John A. Paulson School of Engineering and Applied Sciences  
  
Teresa Malonzo  
Senior Diversity Programs Consultant  
Harvard University



## **Concurrent Session DD6 – Commonwealth A2**

### **Mentoring Matters: The Expectations of a New Chief Diversity Officer in Setting the Direction and Pace for Institutional Change**

The purpose of this session is to identify how mentoring matters in navigating the institutional and administrative expectations of a new chief diversity officer in an inaugural role at a college or university. Participants will learn how to identify areas of need which the institution has not yet considered or addressed; prioritize and partialize institutional expectations and needs of students, faculty, staff, alumni and surrounding community; and develop a vision for diversity, equity and inclusion that aligns with the institutional mission.



**1:30 p.m. - 3:00 p.m.**

*Moderated by:*  
Rosemary E. Killenny, Esq.  
Vice President, Institutional Diversity & Equity  
Georgetown University

*Presented by:*  
Monica M. Smith, DSW  
Vice President of Diversity, Equity & Inclusion

*Chief Diversity Officer*  
Augustana College

*Venessa Brown, MSW, Ph.D.*  
Professor, Social Work  
Southern Illinois University Edwardsville

**Concurrent Session DD7 – Commonwealth B**  
**In Too Deep: Managing Stress and Preventing Burnout Among Diversity & Inclusion Professionals**

Although stress is common in the contemporary workplace, it does not have to lead to burnout. This interactive session will explore the causes of stress and burnout among diversity professionals and offer support and practical tactics that individuals and institutions can employ to mitigate the effects of working in this important field.

*Moderated by:*  
Alfreda Brown, Ed.D.  
Vice President  
Diversity, Equity and Inclusion  
Kent State University

*Elecia C. Smith, Ed.D.*  
Assistant Dean of Human Resources, Diversity & Faculty Services  
J. William Fulbright College of Arts and Sciences  
University of Arkansas

*Presented by:*  
Barbara Lofton, Ed.D.  
Director, Office of Diversity & Inclusion  
Sam M. Walton College of Business  
University of Arkansas

**3:00 p.m. - 3:15 p.m.**

Break  
Millennium Foyer

**3:15 p.m. - 4:30 p.m.**

CDO Self-Care Center  
Congress B

Join colleagues for informal conversation about managing the stresses we sometimes experience in our challenging roles as CDOs. Share self-care tips and techniques that work for you and hear about what's working for others. Drop in for a few minutes or sit and relax for a while.

**NADOHE Concurrent Sessions**

**3:15 p.m. - 4:30 p.m.**

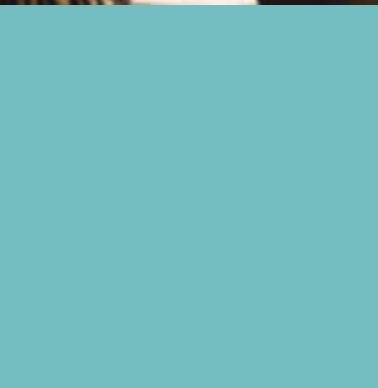
**Concurrent Session LL1 – Commonwealth CD**  
**A New CDO and Her President Describe the Challenges and Rewards of Leading Diversity & Inclusion at a Community College: A Candid Dialogue**

The purpose of this session is to provide new CDOs with an overview of the challenges of becoming a Chief Diversity Officer at a community college through a candid dialogue with a President of a large community college. Participants will learn effective strategies for managing those challenges, measuring and defining success and best practices for effective collaboration between a CDO and a President.

*Moderated by:*  
Kenya F. Ayers, Ph.D.  
Vice President and Chair of the Board  
Northwest Educational Council for Student Success (NECSS)

*Presented by:*  
Kenneth L. Ender, Ph.D.  
President  
William Rainey Harper College

Pearl Ratunil, Ph.D.  
Special Assistant to the President for Diversity & Inclusion  
William Rainey Harper College



## JOIN TODAY! LEADING HIGHER EDUCATION TOWARDS INCLUSIVE EXCELLENCE

**INSTITUTIONAL MEMBERSHIP** - Member institutions must appoint an official designee to represent the institution to NADOHE. Institutional designees have privileges that include the right to vote on Association matters, the right to hold offices, discounted conference fees, a free one-year subscription to *Diverse: Issues in Higher Education*, a free one-year subscription to *INSIGHT Into Diversity*, and one free hard copy subscription and 15 complimentary electronic subscriptions to the *Journal of Diversity in Higher Education*. Institutional members can also designate two individuals from within the institution to receive complimentary membership. Complimentary members receive discounted conference fees, a free one-year electronic subscription to *Diverse: Issues in Higher Education*, a free one-year electronic subscription to *INSIGHT Into Diversity*, and a free electronic subscription to the *Journal of Diversity in Higher Education*.

Systems/Associations - \$1,250  
Doctoral Extensive - \$1,250  
Doctoral Intensive - \$1,000  
Masters - \$900

Baccalaureate - \$750  
Community Colleges - \$500  
Special Focus/Tribal - \$500

**INTERNATIONAL INSTITUTIONAL MEMBERSHIP** - Member institutions must appoint an official designee to represent the institution to NADOHE. Institutional designees have privileges that include discounted conference fees, a free one-year subscription to *Diverse: Issues in Higher Education*, a free one-year subscription to *INSIGHT Into Diversity*, and one free hard copy subscription and 15 complimentary electronic subscriptions to the *Journal of Diversity in Higher Education*. International institutional members can also designate two individuals from within the institution to receive complimentary membership. Complimentary members receive discounted conference fees, a free one-year electronic subscription to *Diverse: Issues in Higher Education*, a free one-year electronic subscription to *INSIGHT Into Diversity*, and a free electronic subscription to the *Journal of Diversity in Higher Education*.

International Institutional Member - \$1,250

**INDIVIDUAL MEMBERSHIP** - Individual members may participate in NADOHE activities with the exception of holding national offices or voting on matters of the Association. They receive discounted conference fees, a free one-year subscription to *Diverse: Issues in Higher Education*, a free one-year subscription to *INSIGHT Into Diversity*, and a free subscription to the *Journal of Diversity in Higher Education*.

Individual Member - \$250

**PROFESSIONAL ORGANIZATION/ASSOCIATE MEMBERSHIP** - Professional organization members may participate in NADOHE activities with the exception of holding national offices or voting on matters of the Association. They receive discounted conference fees, a free one-year subscription to *Diverse: Issues in Higher Education*, a free one-year subscription to *INSIGHT Into Diversity*, and a free subscription to the *Journal of Diversity in Higher Education*.

Professional Organization/Associate Member - \$500

**RETIREE MEMBERSHIP** - Retiree members may participate in NADOHE activities with the exception of holding national offices or voting on matters of the Association. They receive discounted conference fees, a free one-year subscription to *Diverse: Issues in Higher Education*, a free one-year subscription to *INSIGHT Into Diversity*, and a free online subscription to the *Journal of Diversity in Higher Education*.

Retiree Member - \$50

**STUDENT MEMBERSHIP** - Student members may participate in NADOHE activities with the exception of holding national offices or voting on matters of the Association. They receive discounted conference fees, a free one-year subscription to *Diverse: Issues in Higher Education*, a free one-year subscription to *INSIGHT Into Diversity*, and a free online subscription to the *Journal of Diversity in Higher Education*.

Student Member - \$50

### MEMBERSHIP BENEFITS

- A subscription to the renowned *Journal of Diversity in Higher Education*; Institutional members receive 15 complimentary electronic subscriptions;
- A subscription to *DIVERSE: Issues in Higher Education* and *INSIGHT into Diversity*;
- Regular offerings of NADOHE's electronic newsletter, NADOHE News, and e-news brief, CDO News Brief;
- Access to NADOHE's members' only Resources Clearinghouse;
- Professional development opportunities at the member discounted rate to participate in NADOHE webinars Annual Conference, and the Standards of Professional Practice Institute;
- Leadership opportunities and service on NADOHE committees, ad hoc groups, and special task forces;
- National visibility for your institution;
- Development of strategic diversity initiatives in higher education; and
- Influencing of national policy on issues related to diversity in higher education.

### NADOHE CHAPTERS

NADOHE Chapters exist to strengthen the common goal of inclusive excellence in higher education on a local, state, regional, and special interest level. They serve as a conduit from NADOHE to Chapter constituents for information, programs, materials, and events related to higher education diversity as well as from those constituents to NADOHE for ideas, interest, and enthusiasm for the field. NADOHE Chapters develop geographically convenient or special interest networks of diversity officers and experts with common concerns and goals and enjoy the assistance of NADOHE in formation and operations. For more information about the chapter nearest you and/or about forming a chapter, contact the NADOHE office at 1-800-793-7025.



**ARCHIE W. ERVIN, PH.D**  
NADOHE president,  
Vice President, Institute Diversity,  
Georgia Institute of Technology



The racial unrest on our college campuses over the past year also underscores the importance for Chief Diversity Officers and other senior diversity and inclusion professionals to be engaged with other senior institutional leaders to respond to challenges that face us. In fact, as diversity and inclusion professionals, we are uniquely positioned by our collective expertise and knowledge of best and effective practices to offer guidance and solutions that will move our college campuses and society toward becoming truly more equitable and inclusive communities. Be assured that NADOHE will continue to advocate for institutional responses that actively engage senior diversity professionals with developing strategies, tactics and actions to address the unfinished equity agendas revealed at our nation's institutions of higher education over the past year.



### STANDARDS OF PROFESSIONAL PRACTICE FOR CHIEF DIVERSITY OFFICERS

NADOHE's Standards of Professional Practice for Chief Diversity Officers (CDOs) are a formative advancement toward the increased professionalization of the CDO in institutions of higher education. These standards encompass a broad range of knowledge and practices that are reflected in the work of CDOs across differing professional and institutional contexts. The Standards of Professional Practice Institute (SPPI) is an annual multi-day program, offered by NADOHE, that addresses each of the standards of professional practice. Led by faculty members who have served as a chief diversity officer or senior administrator in higher education, this initiative offers an unparalleled opportunity for professional development and networking with colleagues and seasoned CDOs in an educational and confidential setting.

### JOURNAL OF DIVERSITY IN HIGHER EDUCATION

A quarterly publication of the National Association of Diversity Officers in Higher Education, the *Journal of Diversity in Higher Education* disseminates research findings, theory and promising practices which guide the efforts of institutions of higher education in the pursuit of inclusive excellence. Multidisciplinary in perspective, the Journal includes empirical research, policies, commentaries and critiques, and book reviews that support efforts to transform institutions, inspire colleagues, and engage campus, governmental and private sector leaders to articulate culturally sound outcomes. A subscription to the Journal is a benefit of NADOHE membership.

### CONTACT NADOHE

**National Association of Diversity Officers in Higher Education**  
2598 E. Sunrise Blvd, Suite 2104, Fort Lauderdale, FL, 33304  
1-800-793-7025 | [www.nadohe.org](http://www.nadohe.org)

# CONFERENCE AGENDA

**THURSDAY,**  
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*CONTINUED*



**3:15 p.m. - 4:30 p.m.**

**Concurrent Session LL2 – Congress B**  
**It's More Than Just Sex – Changing LGBTQ Education in Healthcare Academia**

The purpose of this session is to bring together a panel of individuals to discuss the increasing need of healthcare education for the LGBTQ community across all healthcare modalities. Participants will learn about current LGBTQ specific health and health care needs relating to chronic disease risk, barriers to promoting LGBTQ education and next steps for unveiling more LGBTQ education across all healthcare professionals.

*Moderated by:*

Grace Osipowicz, MSN, RN  
 Johns Hopkins School of Nursing  
 Johns Hopkins Hospital

*Presented by:*

Rita Ferrari D'Aoust, PHD, ACNP, ANP-BC, CNE, FAANP, FNAP, FAAN  
 Johns Hopkins School of Nursing  
 Johns Hopkins Hospital

Dr. Paul R. McHugh, M.D.  
 Johns Hopkins School of Nursing  
 Johns Hopkins Hospital

Paula M. Neira, M.S.N., J.D., R.N., C.E.N.  
 Johns Hopkins School of Nursing  
 Johns Hopkins Hospital

**Concurrent Session LL3 – Congress C**  
**Transforming Faculty Through Creative Search Processes**

In this session, panelists will discuss the creative ways their institutions are re-envisioning the faculty search process as an opportunity for inclusive excellence. Participants will learn about strategies/ initiatives implemented at different institutional types and through the Higher Education Recruitment Consortium.

*Moderated by:*

Eddie Freeman  
 Executive Director, Equal Opportunities Services  
 Deputy Title IX Coordinator, University of Texas, Arlington

*Presented by:*

Robin Chapman, Ph.D.  
 Associate Dean for Diversity, Inclusion & Belonging  
 Harvard Kennedy School

Lubna Mian, J.D.  
 Executive Director, Faculty Affairs  
 University of Pennsylvania

Gilda Paul, Ph.D.  
 Director, New Jersey/Eastern Pennsylvania/Delaware Higher Education Recruitment Consortium (HERC)  
 Princeton University

**Concurrent Session LL4 – Commonwealth A2**  
**Supporting Inclusive Pedagogy in Arts Education**

This session will focus on the challenges Chief Diversity and Academic Officers face with promoting inclusive pedagogy as a means of creating access and encouraging learner engagement in and across programs of arts education. Participants will gain insight into creating an environment of inclusivity in dance, theater, music, film video and fine arts programs. Challenges of addressing racism, sexism and xenophobia in artistic expression will also be discussed.





**THURSDAY,  
MARCH 7, 2019**

*CONTINUED*

**3:15 p.m. - 4:30 p.m.**



**3:15 p.m. - 4:30 p.m.**

*Moderated by:*  
Clyde Wilson Pickett, Ed.D.  
Chief Diversity Officer  
Minnesota State University

*Presented by:*  
Eva M. Graham, Ed.D.  
Institute Diversity Officer  
Title IX Coordinator  
California Institute of the Arts

Joretta B. Joseph, Ed.D.  
Director, National Physical Science Consortium  
University of Southern California

Bree Howard, M.Ed.  
Associate Provost for Academic Affairs  
California Institute of the Arts

**Concurrent Session LL5 – Commonwealth A1  
Strategic Pathways that Guide Inclusion, Diversity, and Equity at the University of Illinois at Chicago (UIC)**

This session will provide an overview of strategic and intentional organizational components in place at UIC to identify, clarify, and foster diversity priorities across the campus. Participants will learn how to identify opportunities, challenges, and applicability at their own institutions and develop institutional support for diversity priorities.

*Moderated by:*  
Bernie Santarsiero, Ph.D.  
Director of Research Initiatives  
University of Illinois at Chicago (UIC)

*Presented by:*  
Amalia Pallares, Ph.D.  
Associate Chancellor  
Vice Provost for Diversity  
University of Illinois at Chicago (UIC)

Charu Thakral, Ph.D.  
Associate Vice Provost for Diversity  
University of Illinois at Chicago (UIC)

Michelle Manno, Ph.D.  
Director for Diversity Initiatives

**Concurrent Session LL6 – Commonwealth B  
Anticipating the Changing Landscape of Affirmative Action in Higher Education**

This session provides attendees with a timely discussion on relevant trends including diversity and inclusion and the role of affirmative action on college campuses that directly impact the work of administrators, access to higher education for students, and consciousness raising scholarship of faculty. Participants will also learn about developing a solution-focused practice regarding campus racial climate in higher education.

*Moderated by:*  
Roger L. Worthington, Ph.D.  
Professor and Executive Director, Center for Diversity & Inclusion in Higher Education, University of Maryland

*Presented by:*  
Art Coleman, Ph.D.  
Managing Partner and Co-Founder, Education Counsel

Lisa Coleman, Ph.D.  
Chief Diversity Officer, New York University

Julie Park, Ph.D.  
Associate Professor, University of Maryland



# CONFERENCE AGENDA

**THURSDAY,  
MARCH 7, 2019**  
CONTINUED



**4:45 p.m. - 5:15 p.m.**  
**Expanded Gender and Race Categories...Unanticipated Outcomes**  
*Millennium Hall*

The launch of the first-ever International Pronouns Day last October 17th is a powerful indicator of global momentum toward expanded recognition of gender identity. We also observed California's new law come into effect requiring a third gender option – “Other” – on government forms, similar to the longer standing recognition by the EEOC of “Two or More Races” as a race/ethnicity category. In this session, we will explore these emerging developments, related legal considerations and these advancements’ potential impact on inclusion strategies, workforce analytics and also employee relations matters, for both institutions of higher education and major corporations.



JEANNE J. ARNOLD, MSW, Ed.D.  
MODERATOR



CORIE D. PAULING, B.S., J.D.  
PRESENTER



JOCELYN B. CALDWELL B.S., M.P.A.  
PRESENTER

*Moderated by:*  
Jeanne J. Arnold, MSW, Ed.D.  
Chief Diversity Officer  
Gettysburg College

*Presented by:*  
Corie D. Pauling, B.S., J.D.  
SVP, Chief Diversity and Inclusion Officer  
TIAA

Jocelyn B. Caldwell, B.S., M.P.A.  
Vice President, HR Inclusion & Insights  
TIAA



**5:15 p.m. - 6:15 p.m.**  
**Review and Update of the NADOHE Standards of Professional Practice for CDOs**  
*Millennium Hall*



ARCHIE W. ERVIN, PH.D.  
MODERATOR



DARYL G. SMITH, PH.D.  
PRESENTER



CHRISTINE A. STANLEY, PH.D.  
PRESENTER



ROGER L. WORTHINGTON, PH.D.  
PRESENTER

**THURSDAY,  
MARCH 7, 2019**

*CONTINUED*



### **Review and Update of the NADOHE Standards of Professional Practice for CDOs**

The professionalization of the chief diversity officer role in higher education has been the subject of conversation since the inception of NADOHE as an organization in 2007. Similar to other fields, standards of professional practice are “living documents,” and are subject to periodic review and enhancement based on issues occurring within higher education and the evolving nature and roles of the CDO in different contexts. This session provides a general overview of the development and application of the NADOHE Standards of Professional Practice for CDOs, followed by a brief summary of ongoing work to update and revise the standards by the Presidential Task Force. Facilitators will summarize key additions and modifications included in the ongoing work. Participants have an opportunity to provide practical insights from the field to the work of revising and updating the standards.

*Moderated by:*

Archie W. Ervin, Ph.D.  
Vice President and Chief Diversity Officer, Institute Diversity  
Georgia Institute of Technology

*Presented by:*

Daryl G. Smith, Ph.D.  
Senior Research Fellow and Professor Emerita of Education and Psychology  
School of Educational Studies  
Claremont Graduate University

Christine A. Stanley, Ph.D.  
Professor, Higher Education  
Vice President and Associate Provost for Diversity Emerita  
Texas A&M University

Roger L. Worthington, Ph.D.  
Professor and Executive Director  
Center for Diversity & Inclusion in Higher Education  
University of Maryland

**6:30 p.m. - 7:30 p.m.**

Welcome Reception  
*Regency Ballroom*

**7:30 p.m. - 9:00 p.m.**

SPPI Alumni Reception  
*Congress B*

**FRIDAY,  
MARCH 8, 2019**



**7:30 a.m. - 8:45 a.m.**

Networking Breakfast  
*Millennium Hall*

Join your colleagues for an informal opportunity to get to know a bit about each other and share experiences. At this general meet and greet session new NADOHE members and/or first time NADOHE conference attendees will be able to meet senior members and NADOHE Board members and learn more about the organization and their work at their respective institutions. New members will be encouraged to sit with senior NADOHE members who will be able to share an array of information about the organization and about diversity in higher education.

*Moderated by:*

Ronald A. Milon, Ph.D.  
Chief Diversity Officer  
Fashion Institute of Technology

Kevin McDonald, J.D., Ed.D.  
Chief Diversity Equity and Inclusion Officer  
University of Missouri System

Carlos N. Medina, Ed.D.  
Vice Chancellor and Chief Diversity Officer  
Office of Diversity, Equity, and Inclusion  
The State University of New York

# CONFERENCE AGENDA

**FRIDAY,  
MARCH 8, 2019**



**9:00 a.m. - 10:30 a.m.**

**Keynote Panel Presentation - Other Perspectives on Diversity in the Academy**  
*Millennium Hall*

This plenary session portends to be one of NADOHE's most inclusive in focusing on critical aspects of diversity that are not the usual topics for CDOs and senior diversity professionals. Highlighted will be the various challenges of diversity, equity and inclusion work for key players in achieving inclusive excellence in higher education. Panelists include the head of the American Indian Higher Education Consortium, an openly gay community college president, and a professor of religion whose research focuses on aspects of social life in which religion decides to "show up." Participants will gain greater insight into a range of topics including: responses to current events, assessment of progress, and the intersectionality of personal and professional life. Carrie Billy, a member of the Navajo Nation and attorney from Arizona, is the President and CEO of the American Indian Higher Education Consortium (AIHEC). Through AIHEC, the nation's 37 tribal colleges share a common vision: Strong Sovereign Nations Through Excellence in TRIBAL Higher Education. Jennifer Harvey is a professor of religion at Drake University where she also serves as Faculty Director for the Crew Scholars Program. She has a Ph.D. in Christian Ethics from Union Theological Seminary in the City of New York. Her work focuses primarily on racial justice and white anti-racism. John J. "Ski" Sygielski, Ed.D. became the seventh president of HACC, Central Pennsylvania's Community College, in July 2011. He began his professional career as a teacher in Chicago inner city elementary and high schools followed by a stint as a corporate trainer for two Fortune 500 companies. He is the past chairman of the board for the American Association of Community Colleges (AACC) and AACC's 21st-Century Commission on the Future of Community Colleges.



**TAFFYE BENSON CLAYTON, Ed.D.**  
MODERATOR



**CARRIE L. BILLY, J.D.**  
PRESENTER



**JENNIFER HARVEY, PH.D.**  
PRESENTER



**JOHN J. "SKI" SYGIELSKI, Ed.D.**  
PRESENTER



*Moderated by:*  
Taffye Benson Clayton, Ed.D.  
Associate Provost  
Vice President for Inclusion and Diversity  
Auburn University

*Presented by:*  
Carrie L. Billy, J.D.  
President and CEO  
American Indian Higher Education Consortium (AIHEC)

Jennifer Harvey, Ph.D.  
Professor, Religion, and Faculty Director, Crew Scholars Program  
Drake University

John J. "Ski" Sygielski, Ed.D.  
President  
HACC, Central Pennsylvania's Community College





**10:30 a.m. - 10:45 a.m.**

Break  
*Millennium Hall*

**10:45 a.m. - 12:00 p.m.**

**Group A**  
**NADOHE Express Talks**

*Commonwealth A1*

*Moderated by:*

Jeanne J. Arnold, M.S.W., Ed.D. Chief Diversity Officer  
Gettysburg College

**10:45 a.m. - 11:05 a.m.**

**Session ET1**

**Mindset, Words, and Data: How Implicit Bias Impacts Data Analysis**

*Presented by:*

Jacqui Broughton, LMSW  
Institutional Research, Office of Planning and Budgets  
Michigan State University

**11:10 a.m. - 11:30 a.m.**

**Session ET2**

**Assessing Cultural Competence and Diversity and Inclusion Programming**

*Presented by:*

Alice Leri, Ph.D.  
Associate Dean for Diversity & Inclusion  
Clinical Assistant Professor of International Business  
University of South Carolina Darla Moore School of Business

**11:35 a.m. - 11:55 a.m.**

**Session ET3**

**Architecture of diversity: Designing spaces to develop belonging**

*Presented by:*

Michelle Samura, Ph.D.  
Associate Professor  
Associate Dean of Undergraduate Education  
Chapman University, Attallah College of Educational Studies

**10:45 a.m. - 12:00 p.m.**

**Group B**

**NADOHE Express Talks**

*Commonwealth A2*

*Moderated by:*

Jeanne J. Arnold, M.S.W., Ed.D.  
Chief Diversity Officer  
Gettysburg College

**10:45 a.m. - 11:05 a.m.**

**Session ET1**

**Social Justice Journeys in Higher Education: Lessons Learned about Race, Class, and Gender**

*Presented by:*

Menah Pratt-Clarke, Ph.D., J.D.  
Vice President for Strategic Affairs  
Vice Provost for Inclusion and Diversity  
Virginia Tech



# CONFERENCE AGENDA

**FRIDAY,**  
**MARCH 8, 2019**  
*CONTINUED*



**11:10 a.m. - 11:30 a.m.**

**Session ET2**

**Representation Matters with Student Success: Proposing Straightforward Sensitivity about Race**

*Presented by:*

Nneka Greene, Ed.S. (Ph.D. student)  
Regent University

**11:35 a.m. - 11:55 a.m.**

**Session ET3**

**Finding Power Within: The Diversity Officer's Role in Overcoming Racial Battle Fatigue Syndrome**

*Presented by:*

James E. Page, Jr.  
Vice Chancellor  
Chief Diversity Officer  
Vanderbilt University

**10:45 a.m. - 12:00 p.m.**

**Group C**

**NADOHE Express Talks**

*Congress C*

*Moderated by:*

Marilyn Mobley, Ph.D.  
Vice President, Inclusion, Diversity & Equal Opportunity Professor of English Case Western Reserve University

**10:45 a.m. - 11:05 a.m.**

**Session ET1**

**D-STEM Equity Model: Diversifying the STEM Education to Career Pathway**

*Presented by:*

Adrienne Coleman, Ed.D.  
Director of Equity & Inclusion  
The Illinois Mathematics and Science Academy

**11:10 a.m. - 11:30 a.m.**

**Session ET2**

**Learning, Unlearning and Relearning: Mindfulness and the Pursuit of Inclusive Excellence**

**Presented by:**

Kimberly Freeman, Ed.D., MBA, MPP  
Associate Dean  
Chief Diversity Officer  
USC David and Dana Dornsife College of Letters, Arts and Sciences  
University of South Carolina

**11:35 a.m. - 11:55 a.m.**

**Session ET3**

**What Makes a Good Religious Observance Policy?**

*Presented by:*

J. Cody Nielsen  
Founder & Executive Director  
Convergence on Campus  
Ph.D. Candidate at Iowa State University in Higher Education





**10:45 a.m. - 12:00 p.m.**  
**Concurrent Session CS7 – Commonwealth C**  
**The Carolina Postdoctoral Program: a National Model for Faculty Diversity**

This program has prepared over 170 underrepresented racial and ethnic scholars for faculty careers at research universities. The session will describe both local and national faculty diversity models that draw from the minority postdoctoral talent pool and engage participants in a discussion of how to implement and to use such interventions.

*Moderated by:*  
Elizabeth F. Ortiz, Ed. D.  
Vice President, Institutional Diversity and Equity  
DePaul University

*Presented by:*  
Alberto I. Roca, Ph.D.  
Executive Director  
Diverse Scholar  
  
Sibby Anderson-Thompkins, Ph.D.  
Director, Office of Postdoctoral Affairs  
University of North Carolina at Chapel Hill

**Concurrent Session CS8 – Commonwealth D**  
**Facilitating Broad Engagement Using a Groundbreaking Climate Survey at the University of North Texas**

This session details the planning and execution process used to develop and implement a campus inclusion climate survey at the University of North Texas (UNT) using the Viewfinder Campus Climate Surveys tool. Participants will be able to consider whether and how this approach is applicable to their institutions, including institutional readiness, desired outcomes, and potential limitations.

*Moderated by:*  
Jewell Winn, Ed.D.  
Senior International Officer, Deputy Chief Diversity Officer  
Assistant Professor in the Department of Educational Administration  
Tennessee State University

*Presented by:*  
Shani Barrax Moore, CCDP/AP  
Director of Diversity & Inclusion  
University of North Texas

Lenore Pearlstein  
President  
Campus Climate Surveys, LLC  
Potomac Publishing, Inc.  
Co-Publisher, INSIGHT into Diversity magazine



**Concurrent Session LL7 – Commonwealth B**  
**Open Inquiry, Viewpoint Diversity, and Constructive Disagreement: Pathways for Advancing Diversity, Equity, and Inclusion?**

The purpose of this session is to explore the nuanced ways in which efforts to advance open inquiry, viewpoint diversity, and constructive disagreement on campus can help vs. hinder campus diversity, equity, and inclusion commitments. Participants will: (1) learn potentially new frameworks and vocabularies for integrating “diversity work” and “expression work”, (2) understand practical ways viewpoint diversity efforts strengthen critical thinking and valuing of differences, and (3) learn how CDOs can leverage viewpoint diversity in service to their campus’ equity, diversity, and inclusion efforts.

*Moderated by:*  
Taffye Benson Clayton, Ed.D.  
Associate Provost  
Vice President for Inclusion and Diversity  
Auburn University

*Presented by:*  
Musa al-Gharbi, MA  
Senior Fellow  
Heterodox Academy

Ron Crutcher, Ph.D.  
President  
University of Richmond  
  
Maria Dixon Hall, Ph.D.  
Senior Advisor to the Provost for Campus Cultural Intelligence Initiatives  
Southern Methodist University





# CONFERENCE AGENDA

**FRIDAY,  
MARCH 8, 2019**  
CONTINUED

**10:45 a.m. - 12:00 p.m.**

## **Concurrent Session – Special Focus 1 – Congress A**

### **Open Dialogue: Insights into the Application and Implementation of Standards of Professional Practice for CDOs**

This concurrent session provides an opportunity for seasoned CDOs to workshop with the Presidential Task Force to reflect on the existing standards and consider modifications needed to provide the best possible guidance to CDOs in their work across multiple dimensions of diversity, equity, and inclusion in higher education. Using a deliberative dialogue approach, facilitators will encourage participants to offer insights and constructive feedback on the existing standards and

*Moderated by:*

Joanne Woodard, M.A.  
Vice President, Division of Institutional Equity and Diversity  
University of North Texas

*Presented by:*

Daryl G. Smith, Ph.D.  
Senior Research Fellow and Professor Emerita of Education and Psychology  
School of Educational Studies  
Claremont Graduate University

Christine A. Stanley, Ph.D.  
Professor, Higher Education  
Vice President and Associate Provost for Diversity Emerita  
Texas A&M University

Roger L. Worthington, Ph.D.  
Executive Director, Center for Diversity & Inclusion in Higher Education  
Professor, University of Maryland



## **Concurrent Session – Special Focus 2 – Congress B**

### **Representation and Pay Equity Challenges for Women and Minorities in Higher Education**

Teaching and research missions are better supported when the faculty, staff, and student bodies are more diverse. It's important then to understand what progress — if any — higher education is making to increase opportunities for women and minorities to serve in campus leadership positions. CUPA-HR recently published two research briefs focused on representation and pay equity for women and minorities in higher education administrative positions and the progress made during the past 15 years. During this very interactive presentation, participants will review the outcomes and opportunities identified from this data analysis. Participants will also review representation and pay equity data for faculty and other campus positions and focus on some of the challenges and opportunities as we strengthen our efforts to diversify these segments of the higher education workforce.

*Moderated by:*

Michele Minter, MFA  
Vice Provost for Institutional Equity and Diversity  
Princeton University

*Presented by:*

Andy Brantley  
President and CEO  
College and University Professional Association for Human Resources (CUPA-HR)







**12:00 p.m. - 1:30 p.m.**

Lunch (on own)

**1:30 p.m. - 2:45 p.m.**

NADOHE Annual Membership Meeting  
*Millennium Hall*

All members are encouraged to attend the Annual Membership Meeting. Voting on association business is limited to Institutional Members.

**2:45 p.m. - 3:00 p.m.**

Break  
*Millennium Foyer*

**3:00 p.m. - 4:30 p.m.**

CDO Self-Care Center  
*Congress B*

Join colleagues for informal conversation about managing the stresses we sometimes experience in our challenging roles as CDOs. Share self-care tips and techniques that work for you and hear about what's working for others. Drop in for a few minutes or sit and relax for a while.

**NADOHE Concurrent Sessions**

**3:00 p.m. - 4:30 p.m.**

**Concurrent Session DD8 – Commonwealth D**

**You Mean, There's Race in My Movie?: How to Use Movies to Understand Race**

This session provides a framework that allows everyone access points to a constructive dialogue without sugarcoating the harsh realities of the disparities seen throughout Hollywood. With the analytical framework serving as a foundation for the discussion, participants will learn how to use a new vocabulary to effectively identify racial patterns in the media, "process" specific media images and their meaning, and connect the impact of imagery on teacher expectation and student performance.

*Moderated by:*

Elizabeth F. Ortiz, Ed.D.  
Vice President, Institutional Diversity and Equity  
DePaul University

*Presented by:*

Frederick W. Gooding, Jr., Ph.D.  
Assistant Professor of African American History  
Honors College, Texas Christian University



**Concurrent Session DD9 - Commonwealth A2**

**What's Your Street Race-Gender? Cultivating Your "Intersectional Lens" for Advancing Systems-Level Justice and Equity In Higher Education as a New "Gold Standard"**

This session examines the conceptual basis of Hispanic origin and ethnicity measurements and the value-added by not flattening the difference between Hispanic origin and race for examining the color line and social inequalities in the opportunity structure. Participants will learn about the importance of cultivating communities of practice around intersectionality for advancing justice and equity in higher education outcomes, wage and work load equity and community engagement.

*Moderated by:*

William T. Jones, J.D., M.S.  
Co-Chief Diversity Officer  
Co-Affirmative Action Officer  
Professor of Legal Studies

*Presented by:*

Nancy Lopez, Ph.D.

Professor of Sociology

Director & Co-founder, Institute for the Study of  
"Race" & Social Justice  
Founding Coordinator, New Mexico Race, Gender,  
Class Data Policy Consortium  
University of New Mexico

# CONFERENCE AGENDA

**FRIDAY,**  
**MARCH 8, 2019**  
*CONTINUED*



**3:00 p.m. - 4:30 p.m.**

**Concurrent Session DD10 – Commonwealth B  
 Campus Rebellions and Plantation Politics: Critical Considerations for Diversity, Equity and Inclusion Professionals in the 21st Century**

This session offers analyses of recent campus rebellions in order to delineate how higher education institutions (and the powerful actors within) draw on strategies and ideologies of the plantation to repress and fragment these movements. Participants will learn to identify how a contemporary plantation politics operates on campuses as well as actionable steps diversity, equity and inclusion professionals can take towards more just and equitable universities.

*Moderated by:*

Bianca C. Williams, Ph.D.  
 Associate Professor of Anthropology  
 The Graduate Center, CUNY

*Presented by:*

Dr. Jesse Carr  
 Andrew Mellon Postdoctoral Fellow  
 Office of Academic Diversity and Inclusiveness  
 Beloit College

Dr. Frank A. Tuitt  
 Senior Advisor to the Chancellor and Provost for Diversity and Inclusion  
 Professor of Higher Education  
 The University of Denver

**Concurrent Session DD11 – Commonwealth C  
 Impacting the Mental Health and Emotional Wellness of College Students of Color with the Equity in Mental Health Framework (EMHF)**

All students of color report experiencing more overt microaggressions, hate crimes and assaults, covert feelings of isolation, belonging and identity problems, and imposter phenomenon than their white counterparts. Given the existing rates – and the risk of increased rates – of mental health problems among students of color, the need for culturally competent providers is increasing exponentially. Participants will focus on the EMHF’s ten recommendations and implementation strategies to help colleges and universities develop, implement and strengthen their mental health programs, policies and supports for students of color, and ultimately, for all students.

*Moderated by:*

Diane M. Ariza, Ph.D.  
 Vice President for Diversity & Inclusion  
 Nazareth College

*Presented by:*

Meeta A. Kumar, Ph.D.  
 Deputy Executive Director, Counseling and Psychological Services  
 University of Pennsylvania  
 Advisor, The Steve Fund

Batsirai Bvunzawabaya, Ph.D.  
 Interim Associate Director of Outreach and Prevention, Counseling and Psychological Services  
 Advisor, The Steve Fund

Sofia Petruzhas, Ph.D.  
 Senior Advisor, JED Campus and Diversity & Inclusion





**3:00 p.m. - 4:30 p.m.**

**Concurrent Session DD12 – Commonwealth A1**

**Chief Diversity Officers use a multiprong approach to ensure the success of URiM Health Professional Students**

Minority health professional students face many challenges both in the classroom and during their clinical rotations. This session will discuss initiatives that have been developed to support minoritized, marginalized and stigmatized students. Participants will work in small groups on challenging cases that are common to URiM health profession students as facilitators help them to develop skills and strategies on how to approach similar cases that they will face on their own campuses.

*Moderated by:*

Calvin R. Hill, Ph.D.  
Vice President for Inclusion & Community Engagement  
Springfield College

*Presented by:*

Darin Latimore, MD  
Deputy Dean, Diversity and Inclusion  
Chief Diversity Officer  
Yale School of Medicine  
Yale University

V. Faye Jones, MD, Ph.D., MSPH  
Associate Vice President for Health Affairs/Diversity Initiatives  
Professor and Vice Chair for Inclusive Excellence, Department of Pediatrics  
University of Louisville

Judy Seidenstein  
Chief Diversity Officer  
Associate Dean of Diversity & Inclusion  
Duke University School of Medicine  
Duke University

Sherree A. Wilson, Ph.D.  
Associate Vice Chancellor  
Associate Dean for Diversity, Equity and Inclusion  
Washington University School of Medicine

**Concurrent Session SF3 – Congress A**

**Chief Diversity Officer Fellows Cohort 5 Presentations**

The NADOHE Chief Diversity Officer Fellows Program (CDOFP) is a professional leadership program of mentorship for new and early career Chief Diversity Officers. The purpose of this one academic year CDOFP is to provide each Fellow with mentoring from a senior level CDO for guided professional development opportunities and experiences. The CDOFP is highly selective and collaborative with NADOHE member colleges and universities. The Cohort 5 Fellows will present on their special CDOFP projects during this time.

*Moderated by:*

Debbie M. Seeberger, Ph.D.  
Director  
NADOHE CDO Fellows Program

*Presented by:*

“Developing Cultural Competency for Employees”  
LeManuel Lee Bitsóí, Ed.D., CDOFP Fellow  
Chief Diversity Officer  
Stony Brook University

“Stop Wandering Through the Wilderness:  
Strategies for CDOs to Increase Diverse Faculty  
Recruitment”

Dr. Maurice D. Gipson, CDOFP Fellow  
Vice Chancellor for Diversity and Community  
Engagement  
Arkansas State University

“Accountability Matters: Finding Multiple Methods  
to Hold an Institution Accountable for Inclusive  
Excellence”

Quill Phillips, CDOFP Fellow  
Special Assistant to the President for Inclusive  
Excellence  
Community College of Aurora

“Vision and Purpose Before Practice: An Inaugural  
Year in Review”

Monica M. Smith, DSW, CDOFP Fellow  
Vice President, Diversity, Equity, and Inclusion  
Augustana College



# STANDARDS OF PROFESSIONAL PRACTICE FOR CHIEF DIVERSITY OFFICERS

STANDARDS OF PROFESSIONAL PRACTICE	
<b>STANDARD ONE</b>	Has the ability to envision and conceptualize the diversity mission of an institution through a broad and inclusive definition of diversity.
<b>STANDARD TWO</b>	Understands, and is able to articulate in verbal and written form, the importance of equity, inclusion, and diversity to the broader education mission of higher education institutions.
<b>STANDARD THREE</b>	Understands the contexts, cultures, and politics within institutions that impact the implementation and management of effective diversity change efforts.
<b>STANDARD FOUR</b>	Has knowledge and understanding of, and is able to articulate in verbal and written form, the range of evidence for the educational benefits that accrue to students through diversity, inclusion, and equity in higher education.
<b>STANDARD FIVE</b>	Has an understanding of how curriculum development efforts may be used to advance the diversity mission of higher education institutions.
<b>STANDARD SIX</b>	Has an understanding of how institutional programming can be used to embrace the diversity mission of higher education institutions for faculty, students, staff, and administrators.
<b>STANDARD SEVEN</b>	Has an understanding of the procedural knowledge for responding to bias incidents when they occur on college or university campuses.
<b>STANDARD EIGHT</b>	Has basic knowledge of how various forms of institutional data can be used to benchmark and promote accountability for the diversity mission of higher education institutions.
<b>STANDARD NINE</b>	Has an understanding of the application of campus climate research in the development and advancement of a positive and inclusive campus climate for diversity.
<b>STANDARD TEN</b>	Broadly understands the potential barriers that faculty face in the promotion and/or tenure process in the context of diversity-related professional activities (e.g., teaching, research, service.)
<b>STANDARD ELEVEN</b>	Has current and historical knowledge related to issues of nondiscrimination, access, and equity in higher education institutions.
<b>STANDARD TWELVE</b>	Has awareness and understanding of the various laws, regulations, and policies related to equity and diversity in higher education





**5:00 p.m. - 6:30 p.m.**

Awards Ceremony and Reception

*Regency Ballroom*

All attendees are invited to the awards ceremony and reception in recognition of colleagues who advance inclusive excellence in higher education. The *Insight Into Diversity* global scholarship recipients will also be recognized at this time.

**SATURDAY,  
MARCH 9, 2019**

**7:30 a.m. - 8:45 a.m.**

Networking Breakfast

*Millennium Hall*

As a CDO, what would you like to discuss with your colleagues at the conference? This breakfast session will provide a space for affinity groups to discuss issues and challenges at their respected institutions. When you registered for the conference you were given an opportunity to identify an affinity group. An Affinity Group is a group of faculty and staff linked by a common purpose, ideology, or interest. Affinity Groups play a vital role in ensuring an inclusive environment where all are valued, included, and empowered to succeed. In addition to groups that come together because of racial, ethnic background, and gender connections, affinity groups also bring together individuals based on country of origin, religion, physical disabilities, military service, age, sexual orientation, and many other commonalities. At this session, tables will be assigned based on the identified affinity groups for you to join others and discuss issues related to your selected group. Affinity group discussion groups are open to all interested participants.

*Moderated by:*

Ronald A. Milon, Ph.D.  
Chief Diversity Officer  
Fashion Institute of Technology

Kevin McDonald, J.D., Ed.D.  
Chief Diversity Equity and Inclusion Officer  
University of Missouri Systems

Carlos N. Medina, Ed.D.  
Vice Chancellor and Chief Diversity Officer  
Office of Diversity, Equity, and Inclusion  
The State University of New York



**8:45 a.m. - 9:30 a.m.**

Race and Ethnicity in Higher Education: A Status Report

*Millennium Hall*

Making the case for the importance of diversity, equity, and inclusion requires readily accessible, accurate, and timely data on race and ethnicity in higher education. Join Dr. Lorelle Espinosa, Vice President for Research at the American Council on Education (ACE), for a presentation on ACE's seminal 2019 study, *Race and Ethnicity in Higher Education: A Status Report*. The report and its corresponding digital platform covers over 200 indicators, providing an important look at the educational pathways of today's college students and the educators who serve them. NADOHE board members will join Dr. Espinosa to unpack the findings and explore what should be done to promote increased educational opportunity and improved outcomes for students, staff, and faculty of color.



**CLYDE WILSON PICKETT, Ed.D.**  
MODERATOR

**LORELLE L. ESPINOSA, PH.D.**  
PRESENTER

**ARCHIE W. ERVIN, PH.D.**  
PRESENTER

**ELIZABETH F. ORTIZ, Ed.D.**  
PRESENTER

# CONFERENCE AGENDA

**SATURDAY,  
MARCH 9, 2019**  
*CONTINUED*

*Moderated by:*  
Clyde Wilson Pickett, Ed.D.  
Chief Diversity Officer  
Minnesota State

Lorelle L. Espinosa, Ph.D.  
Vice President for Research  
American Council on Education

Archie W. Ervin, Ph.D.  
Vice President and Chief Diversity Officer, Institute Diversity  
Georgia Institute of Technology

Elizabeth F. Ortiz, Ed.D.  
Vice President, Institutional Diversity and Equity  
DePaul University

**9:30 a.m. - 10:15 a.m.**  
Legislative Public Policy Briefing  
*Millennium Hall*

Luis Maldonado, Chief Advocacy Office, Hispanic Association of Colleges and Universities will provide a public policy update. The start of the 116th Congress with its 110 newly elected senators and representatives provides for the opportunity of a fresh start full of great ideas and suggestions for solving our nation's greatest challenges—or is it? The session will highlight some of the key issues impacting minority students that will be discussed as the reauthorization of the Higher Education Act heats up.



ELIZABETH F. ORTIZ, Ed.D.  
MODERATOR



LUIS MALDONADO  
PRESENTER



*Moderated by:*  
Elizabeth F. Ortiz, Ed.D.  
Vice President, Institutional Diversity and Equity  
DePaul University

*Presented by:*  
Luis Maldonado  
Chief Advocacy Officer  
Hispanic Association of Colleges and Universities

Use and follow  
**#NADOHE19**

for highlights, quotables, and the  
conference backchannel!

**SATURDAY,  
MARCH 9, 2019**  
CONTINUED

**10:15 a.m. - 10:30 a.m.**

Break  
*Millennium Foyer*



**RICH A. SALAS, PH.D.**  
MODERATOR



**JUAN SÁNCHEZ MUÑOZ, PH.D.**  
PRESENTER

**10:30 a.m. - 11:45 a.m.**

Closing General Session  
*Millennium Hall*

The closing session presentation will provoke new questions regarding the efficacy of current paradigms used to induce equity and inclusion across the landscape of higher education. In particular, the roles of diversity officers and complementary equity and inclusion agents across the institution will be explored and reimagined from dynamic and emerging perspectives.

*Moderated by:*

Rich A. Salas, Ph.D.  
Chief Diversity Officer, Multicultural Affairs  
Assistant Professor, Department of Behavioral Medicine, Medical  
Humanities & Bioethics, College of Osteopathic Medicine  
Des Moines University

*Presented by:*

Juan S. Muñoz, Ph.D.  
President  
University of Houston-Downtown

**11:45 a.m. – 12:00 p.m.**

Closing Conference Remarks  
*Millennium Hall*

*Presented by:*

Archie W. Ervin, Ph.D.  
NADOHE President  
Vice President, Institute Diversity, Georgia  
Institute of Technology



**ARCHIE W. ERVIN, PH.D.**  
PRESIDENT, NADOHE

**1:00 p.m. - 4:00 p.m.**

So, You Want to Be a CDO Workshop  
(Pre-Registration Required)  
*Congress B/C*

End the conference by learning from the insights of experienced diversity practitioners and consultants, who will cover a range of relevant CDO competences, including access, governance and strategy development in an extended Ted Talk Style format. Becoming a chief diversity officer in higher education is a far less linear progression than other executive positions in the academy. CDOs come from all sectors of higher education institutions, and sometimes from outside of the college or university. They emanate from the faculty ranks, student affairs offices, unit based diversity officer roles, and equity and human resources positions. Developing the next generation of CDOs is critically important as more inaugural chief diversity officer positions are created across the country. The purpose of this session is to ground newer and aspiring CDOs by learning from those who have served in Chief Diversity Officer roles, and those whose efforts have informed the work of Chief Diversity Officers. The presentations will offer insights on what it means to participate in the C-Suite, work at the 30,000-foot level, and capacities that are required for success. The session will benefit those seeking a Chief Diversity Officer position, early career CDOs and mid-level CDOs. As a result of this workshop, participants will learn how:





# CONFERENCE AGENDA

**SATURDAY,  
MARCH 9, 2019**  
CONTINUED

- Critical competencies of C-suite officers
- Higher-level strategies for creating and implementing new policies
- Practical tools for current CDOs and preparation tips for those in the search process



*Moderated by:*

Alphonse Keasley, Ph.D.  
Chief Diversity Officer  
University of Colorado-Boulder

Roderic R. Land, Ph.D.  
Special Assistant to the President & Chief Diversity Officer  
Salt Lake Community College

*Presented by:*

Clyde Wilson Pickett, Ed.D.  
Chief Diversity Officer  
Minnesota State

Taffye Benson Clayton, Ed.D.  
Associate Provost, Vice President for Inclusion and Diversity  
Auburn University

Rosemary Kilkenny, Esq.  
Vice President, Institutional Diversity & Equity  
Georgetown University

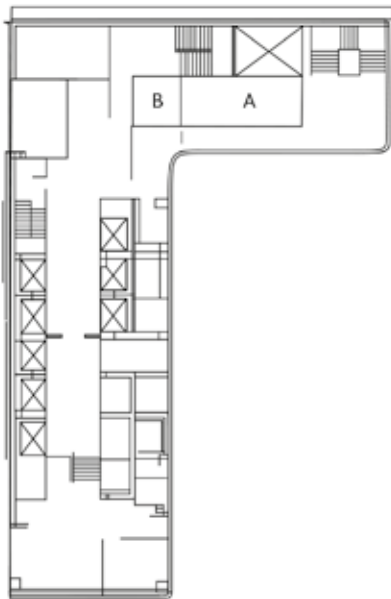
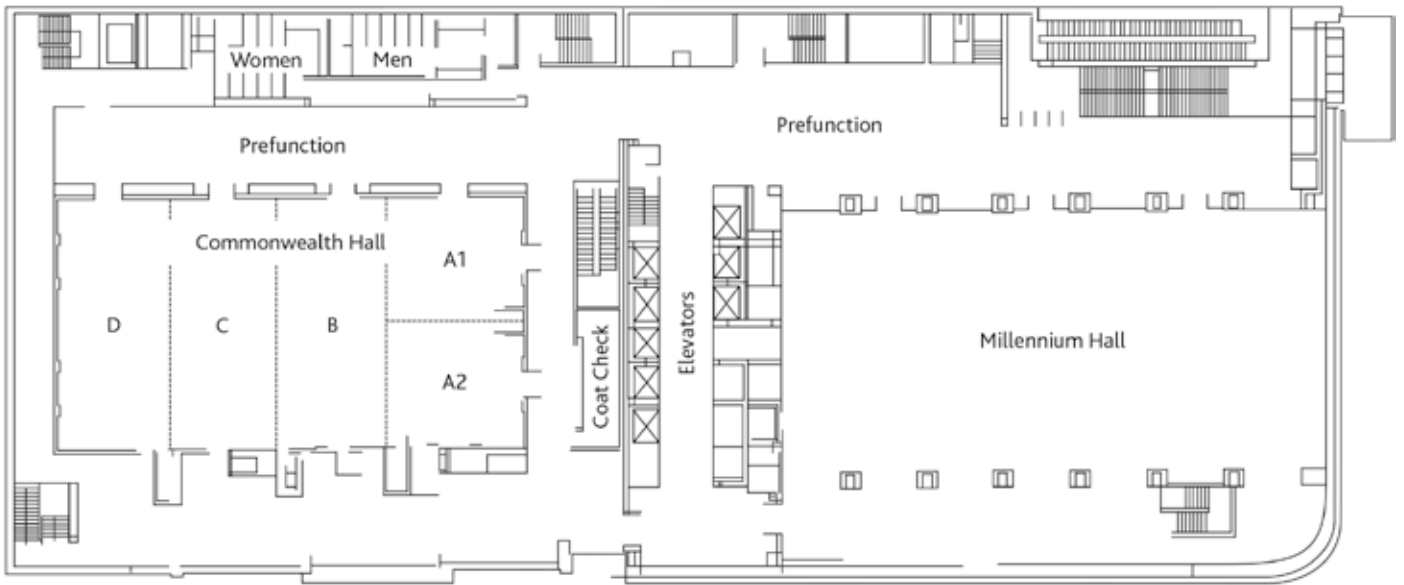
Marilyn Mobley, Ph.D.  
Vice President, Inclusion, Diversity & Equal Opportunity  
Professor of English  
Case Western Reserve University



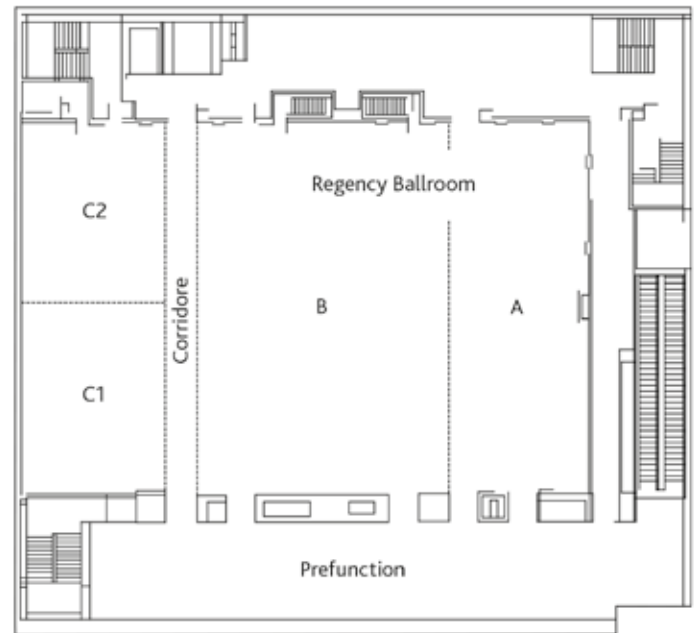


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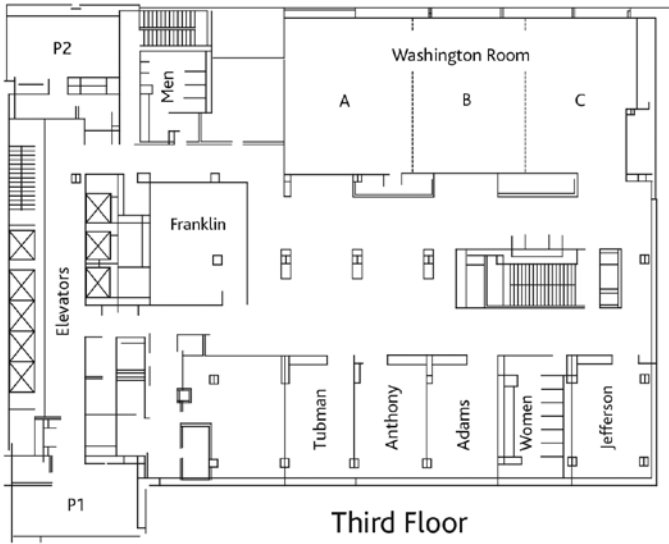
## Second Floor



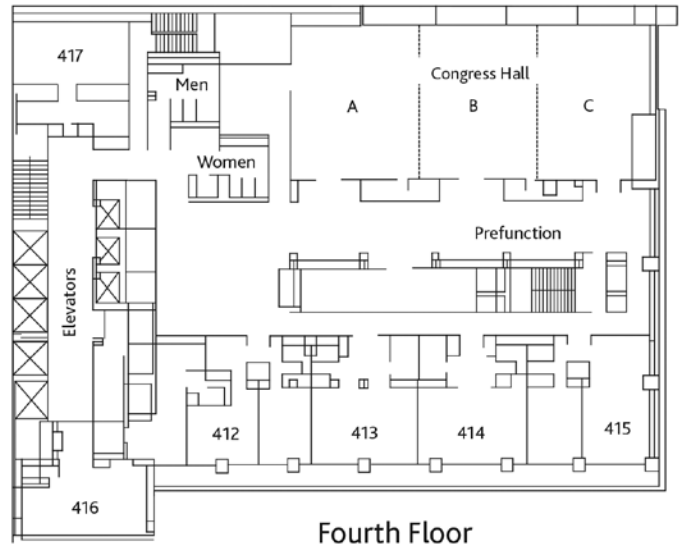
First Floor Mezzanine



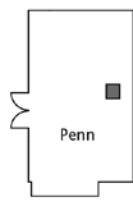
Second Floor Mezzanine



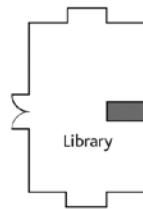
Third Floor



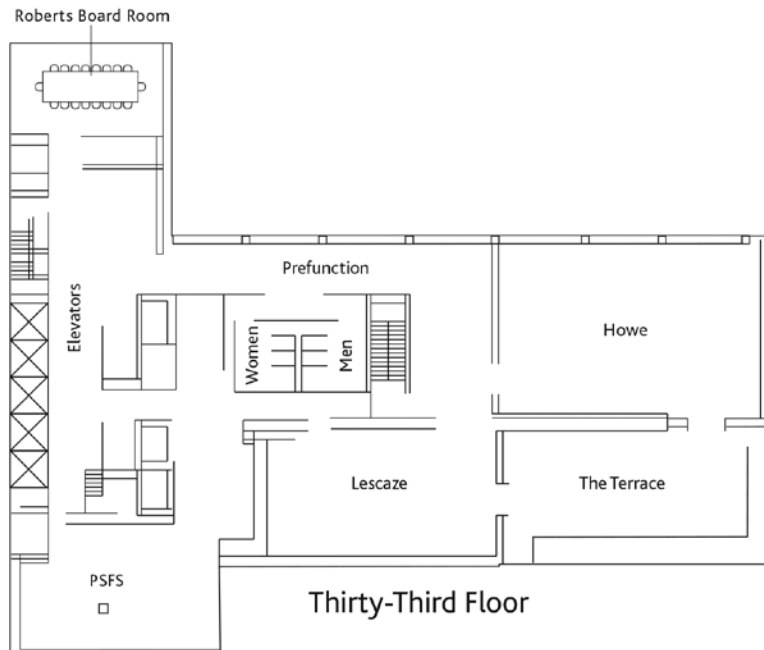
Fourth Floor



Fifth Floor



Thirty-First Floor



Thirty-Third Floor

# New This Year!

## **CDO Self-Care Corner**

**Thursday, March 7, 3:15 p.m. - 4:30 p.m.**

*Congress B*

**Friday, March 8, 3:00 p.m. - 4:30 p.m.**

*Congress B*

Join colleagues for informal conversation about managing the stresses we sometimes experience in our challenging roles as CDOs. Share self-care tips and techniques that work for you and hear about what's working for others. Drop in for a few minutes or sit and relax for a while.

## **Standards of Professional Practice Institute Alumni Reception**

**Thursday, March 7, 7:30 p.m. - 9:00 p.m.**

*Congress B*

Join colleagues who have attended the Standards of Professional Practice Institute (SPPI), now in its third year. Those interested in learning more about the SPPI are also welcome to attend.

## **Health Professions Events**

**Wednesday, March 6, 5:30 p.m. - 6:30 p.m.**

**Health and Medical Schools Chief Diversity Officer Connection Reception**

*Commonwealth C*

**Thursday, March 7, 10:45 a.m. - 12:00 p.m.**

**Health Professions Chapter In-Formation Meeting**

*Millenium Hall*

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## **Concurrent Session Description Key**

CS = Case Study

A formal presentation usually given by 1 or 2 content leaders, highlighting one or more case studies.

DD = Deep Dive

A highly-interactive presentation given by 1 or 2 content leaders, developing skills through collaborative learning.

ET = Express Talk

A TED-style talk given by 1 content leader that explores a single idea with practical tips through story telling.

LL = Learning Lab

A discussion with 1 moderator and up to 3 panelists presenting perspectives around a specific topic.

SF = Special Focus

A presentation(s) on a special-focused topic selected by the association.



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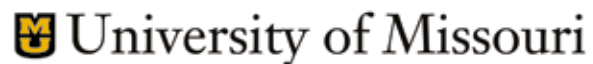
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