

*“Inclusion is a journey, not a fixed destination”*

# Inclusive Leadership

University of California – Irvine

Provost Leadership Academy

4/8/2022

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# The Roadmap for Today

- Quick Introductions
- Poll #1
- Inclusion and Models of Inclusive Leadership
- Poll #2
- Team Activity in Breakout Rooms
- Summary and Next Steps
- Video conclusion

# Quick Introductions

- Name
  - Tenure at UC-Irvine
- Tenure in your current department
  - Tenure with your current boss

# Poll #1

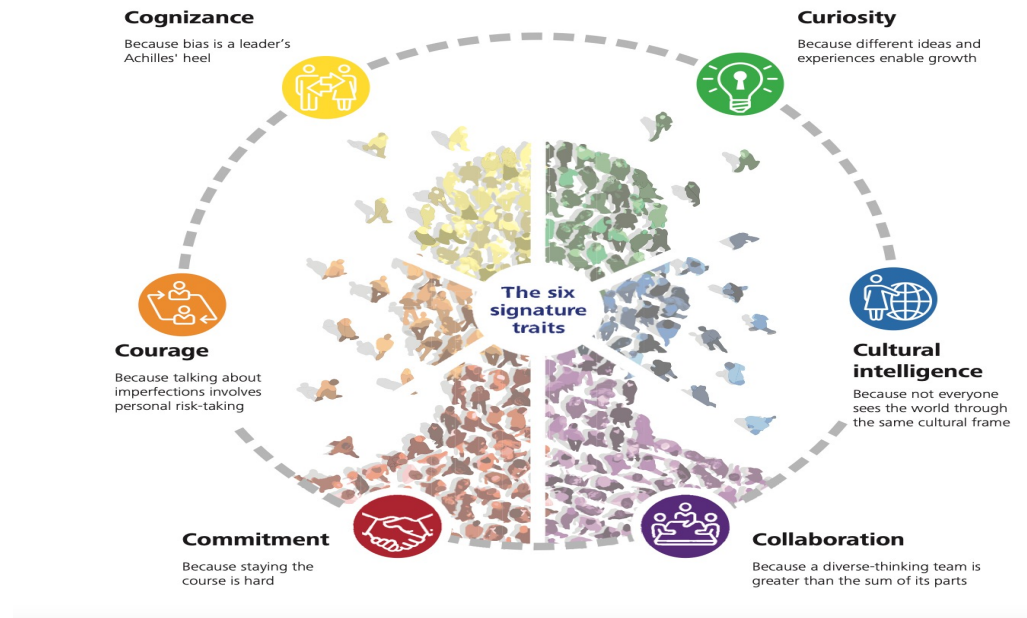
# What is inclusion?

Fairness and respect	Value and belonging	Confidence and inspiration
Foundational element that is underpinned by ideas about equality of treatment and opportunities	Individuals feeling that their uniqueness is known and appreciated, while also feeling a sense of social connectedness and group membership	Creating the conditions for high team performance through individuals having the confidence to speak up and the motivation to do their best work

# Benefits of Inclusion

- Talent acquisition and retention
  - ZipRecruiter (2019), Catalyst (2019)
- Impact on financial performance
  - McKinsey & Company (2018)
- Better decision-making
  - Catalyst (2019)
- Development of new ideas and innovations
  - McKinsey & Company (2018), Catalyst (2019)

# How do we become inclusive leaders?



- Models of Inclusive Leadership
  - The 6 Signature Traits of Inclusive Leaders (Deloitte, 2016)
  - The 5 Disciplines of Inclusive Leadership (Korn Ferry, 2021)
  - 7 Acts of Inclusion (Center for Creative Leadership)
  - The 3 A's of Inclusive Leadership (Harvard, 2020)

# The Three A's of Inclusion

(Harvard Business Publishing Corporate Learning Model, 2020)

- Awareness
- Authenticity
- Accountability



# The Three A's of Inclusion - Awareness

- Leaders need to look inward.
  - Identify personal biases
- Leaders need to look outward.
  - Identify biases of others and organizational barriers

# Poll #2

What are my biases?

# Awareness (cont.)

## Diversity Resources



### A Commitment to Excellence through Diversity

UCI is committed to excellence through diversity and to the goal of reflecting diversity in our faculty, student and staff populations, as well as our teaching, research and public service endeavors.

#### Office of Inclusive Excellence

#### Office of Equal Opportunity & Diversity

OEOD is responsible for the university's compliance with federal and state laws and university policies and procedures regarding discrimination, sexual harassment, sexual violence and retaliation, as well as the university's affirmative action obligations as a federal contractor. In addition, OEOD works to promote and integrate the principles of equal opportunity, affirmative action, nondiscrimination and inclusive excellence through sexual harassment/discrimination prevention trainings, diversity programs, complaint resolution, consultation on EEO/AA and diversity-related issues, as well as collaborations with other departments and organizations across the university and broader community on initiatives that curtail sex offenses, sexual harassment and discrimination, and advance inclusive excellence.

#### Advisory Council on Campus Climate, Culture & Inclusion

As part of a UC-wide initiative, this multiconstituency advisory committee monitors and considers the interpersonal and intergroup atmosphere on campus, and advises the chancellor on ways to further the spirit of inclusion and community.

#### Faculty & Staff Diversity Affinity Groups

These groups foster cross-departmental social interaction, professional networking, cultural competencies, recruiting and mentoring. Diversity affinity groups also offer the UCI community at large an opportunity to consult with group members as an information resource.

#### Center for Educational Partnerships

CFEP creates collaborations that support preparation for and success in higher education. Its focus is on equity and access for all students in order to achieve UC's goal of academic excellence.

#### UCI ADVANCE Program

This program carries out the campus's commitment to gender equity and diversity among faculty through a team of equity advisors who monitor recruitment activities, coordinate advising for career advancement, and counsel faculty regarding equity, including salary.

#### Diversity Opportunities

The Diversity Opportunities database connects faculty with the wide range of offices, programs and initiatives that promote equity, diversity and inclusion.

#### Diverse Educational Community and Doctoral Experience (DECADE) Program

DECADE aims to increase the number of minorities and women underrepresented in their disciplines receiving doctoral degrees at UCI.

#### Vendor Diversity

UCI's Small Business Program helps departments establish and maintain access to equal opportunity for the purchase

# Sense of Community

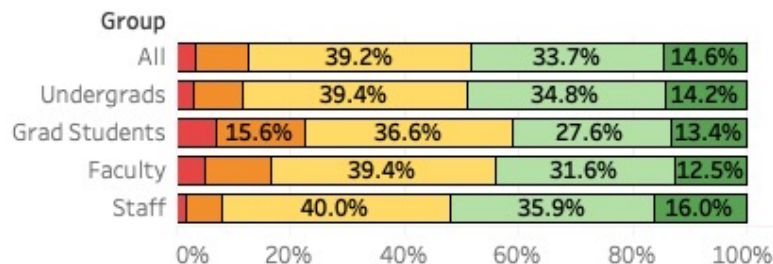
How would you rate the overall sense of community on UCI's campus?

Year  
Spring 2021

School  
(All UCI)

Community Question  
How would you rate th...

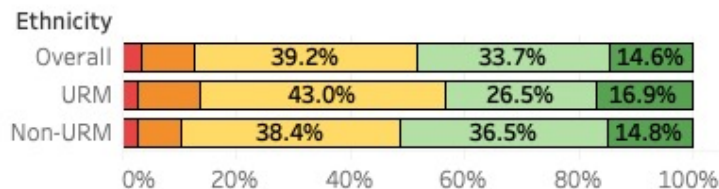
Response  
 Excellent  
 Above Average  
 Average  
 Below Average  
 Poor



	Positive
All	48.3%
Undergrads	49.0%
Grad Stude..	41.0%
Faculty	44.1%
Staff	52.0%



	Positive
Overall	48.3%
Women	49.0%
Men	53.6%
Nonbinary	18.0%
Declined	32.4%



	Positive
Overall	48.3%
URM	43.3%
Non-URM	51.3%



# Minority-Thriving Community

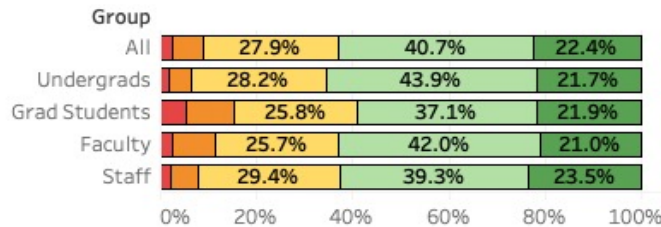
How would you rate the overall sense of UCI as a minority-thriving campus?

Year  
Spring 2021

School  
(All UCI)

Question  
How would you rate th...

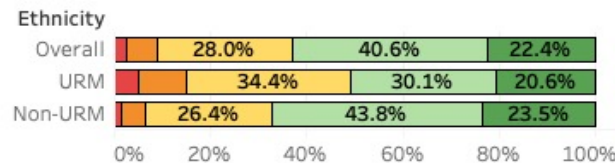
Response  
☒ Excellent  
☒ Above Average  
☐ Average  
☐ Below Average  
☐ Poor



	Positive
All	63.1%
Undergrads	65.6%
Grad Students	58.9%
Faculty	63.0%
Staff	62.8%



	Positive
Overall	63.1%
Women	62.5%
Men	70.6%
Nonbinary	29.0%
Declined	49.6%



	Positive
Overall	63.1%
URM	50.7%
Non-URM	67.3%



# Sense of Wellness

How would you rate the overall sense of wellness on UCI's campus?

Year  
Spring 2021

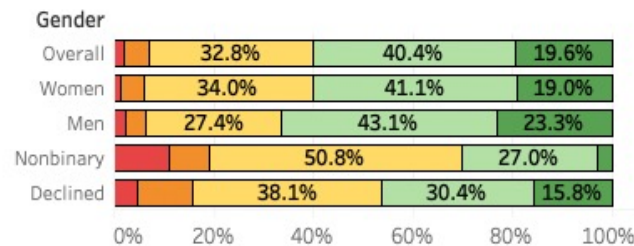
School  
(All UCI)

Question  
How would you rate th...

Response  
 Excellent  
 Above Average  
 Average  
 Below Average  
 Poor



	Positive
All	60.1%
Undergrads	55.4%
Grad Stude..	52.6%
Faculty	58.1%
Staff	67.2%



	Positive
Overall	60.1%
Women	60.1%
Men	66.3%
Nonbinary	30.2%
Declined	46.2%



	Positive
Overall	60.1%
URM	61.3%
Non-URM	61.6%



# The Three A's of Inclusion - Authenticity

- Bringing your whole self to work
- Admitting when you have made mistakes
- Open to feedback
  - Example: code-switching
- Builds psychological safety, trust



# The Three A's of Inclusion - Accountability

- Leaders must hold themselves and others accountable for creating an inclusive environment.
  - Example: micro-aggression
- Improves decision-making, engagement, participation, sharing of diverse perspectives



# How would you handle this scenario?

- Breakout rooms – 4 groups with 6 people each.
- Scenario:
  - Which candidate would you choose for the position? Why?
  - How can we ensure the diverse (best) candidate is hired?
- 15 mins small group discussion
- 20 mins small group report out and large group discussion



# Breakout Room Post Discussion

- Which candidate would you choose for the position? Why?
- How can we ensure the diverse (best) candidate is hired?

# Summary of Barriers in Hiring & Retaining for Diversity and Inclusion

- Search committees bias
- Job description wording – too narrow, only EEO-focused
- Non-transparent salary scales
- Lack of central funds for hiring incentives related to diversity – bridge funding, seed grants
- Feeling unwelcome/not included
- Excessive service commitments
- Restricted access to mentoring
- Sink-or-swim mentality

# Summary of Solutions for Hiring & Retaining for Diversity and Inclusion

- Add time to tenure clock for junior faculty with children
- Create differentiated contracts
- Produce annual diversity statistics of departmental recruitment (interviews, offers, acceptances)
- Focus on department level - survey faculty and students to see what is/is not working
  - What is the culture like in your department?
  - Are there full professors of color?
- Create opportunities for informal contact
- Use an inclusive hiring process
- Create inclusive hiring criteria
- Appoint Equity Advocates

# Next Steps

1. Reflect on what are your key-takeaways from today?
2. Where do you stand on the spectrum of awareness, authenticity, and accountability?
  - Complete an Inclusive Leadership Assessment.
3. What proactive and intentional action(s) will you take as a leader to help your team/department members have positive experiences of inclusion?

This is the moment ...

*Will you seize it?*

## Contact Info

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# Sources

- Best Practices for Faculty Diversity (Hanover, 2019)
- Why Inclusive Leaders are Good for Organizations, and How to Become One, Harvard Business Review 2019
- The six signature traits of inclusive leadership, Deloitte University Press (2016)
- The Three A's of Inclusion: Awareness, Authenticity and Accountability (Harvard Business Publishing Corporate Learning, 2020)
- Faculty Diversity, The Chronicle of Higher Education (2018)
- Getting Real About Inclusive Leadership: Why Change Starts with You (Catalyst, 2019)
- Why Search Committees Struggle to Diversify the Faculty? Chronicle of Higher Education (2022)