



Diversity, Equity, Inclusion and Accessibility and Organizational Excellence

Dr. Eric Ramones

Introduction

Vice Chancellor of Human Resources

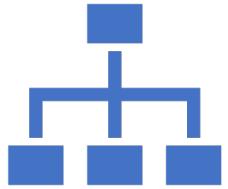
Professor - Social Justice and Diversity

Co-Chair - State Chancellor's Office EEO Diversity
Advisory Council

Conference and Training Presentations

Doctor of Education in Organizational Leadership





What is Organizational Effectiveness?

- **Organizational effectiveness** is a concept organizations use to gauge how effective they are at reaching intended outcomes

https://en.wikipedia.org/wiki/Organizational_effectiveness

Organizational Development

10 Principles of Effective Organizations

by Michael O'Malley

August 08, 2022



10 Principles of Effective Organizations

1. **Encourage cooperation**
2. **Organize for change**
3. **Anticipate the future**
4. **Remain flexible**
5. **Create distinctive spaces**
6. **Diversify your workforce — and create an inclusive environment**
7. **Promote personal growth**
8. **Empower people**
9. **Reward high performers**
10. **Foster a leadership culture**

Diversity, Equity, Inclusion, and Accessibility

Diversity: The myriad of ways in which people differ, including the psychological, physical, cognitive, and social differences that occur among all individuals, such as race, ethnicity, nationality, socioeconomic status, religion, economic class, education, age, gender, sexual orientation, marital status, mental and physical ability, and learning styles.

Equity: An approach to the distribution of resources that accounts for systematic inequalities, and provides more for those who need it most.

Inclusion: Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Accessibility: The "ability to access" the functionality of a system or entity, and gain the related benefits. The degree to which a product, service, or environment is accessible by as many people as possible

<https://www.cccco.edu/-/media/CCCCO-Website/Files/dei/deia-glossay-of-terms-a11y.pdf>

Structural Racism

A history and current reality of institutional racism across all institutions combining to create a system that negatively impacts communities of color

Racial Equity Disparities

Arrests

Citations

Permits

Appraisals

Code Violations

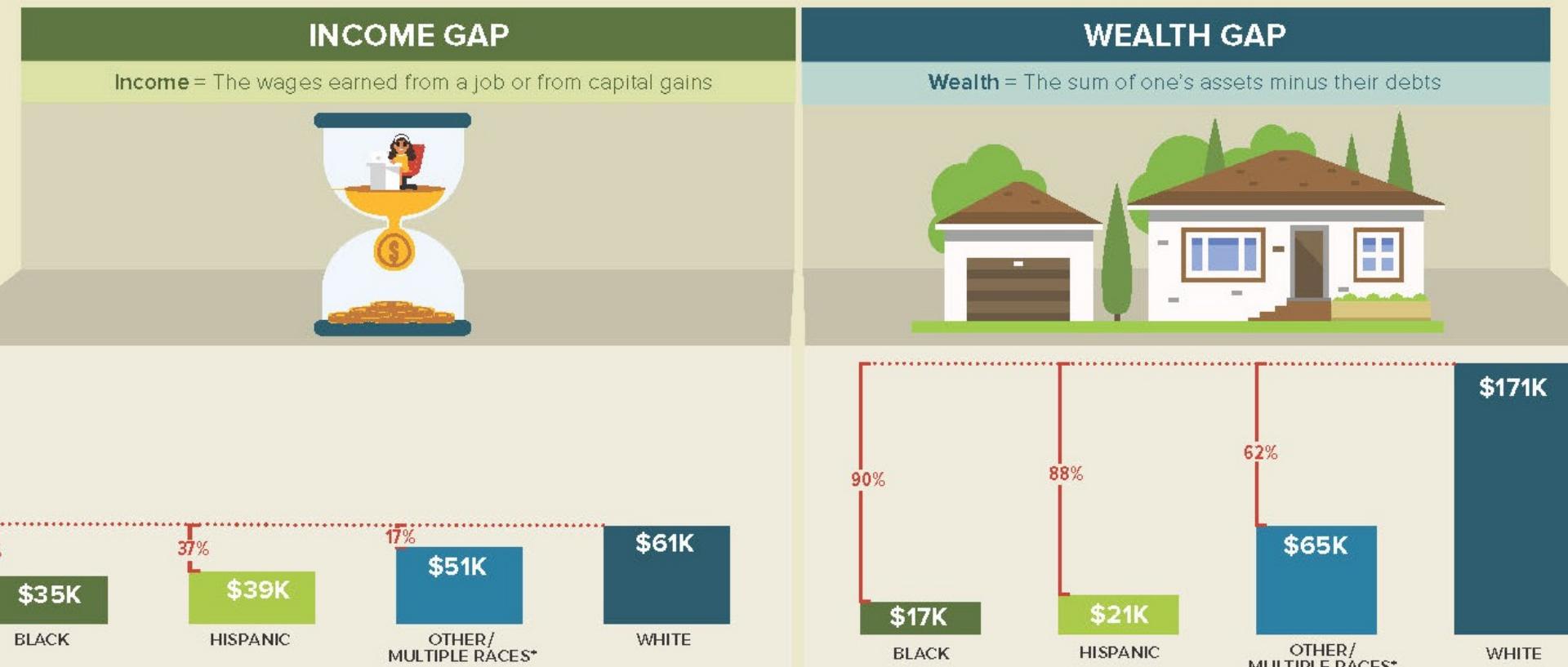
Hiring and Selection

Compensation

Health Outcomes

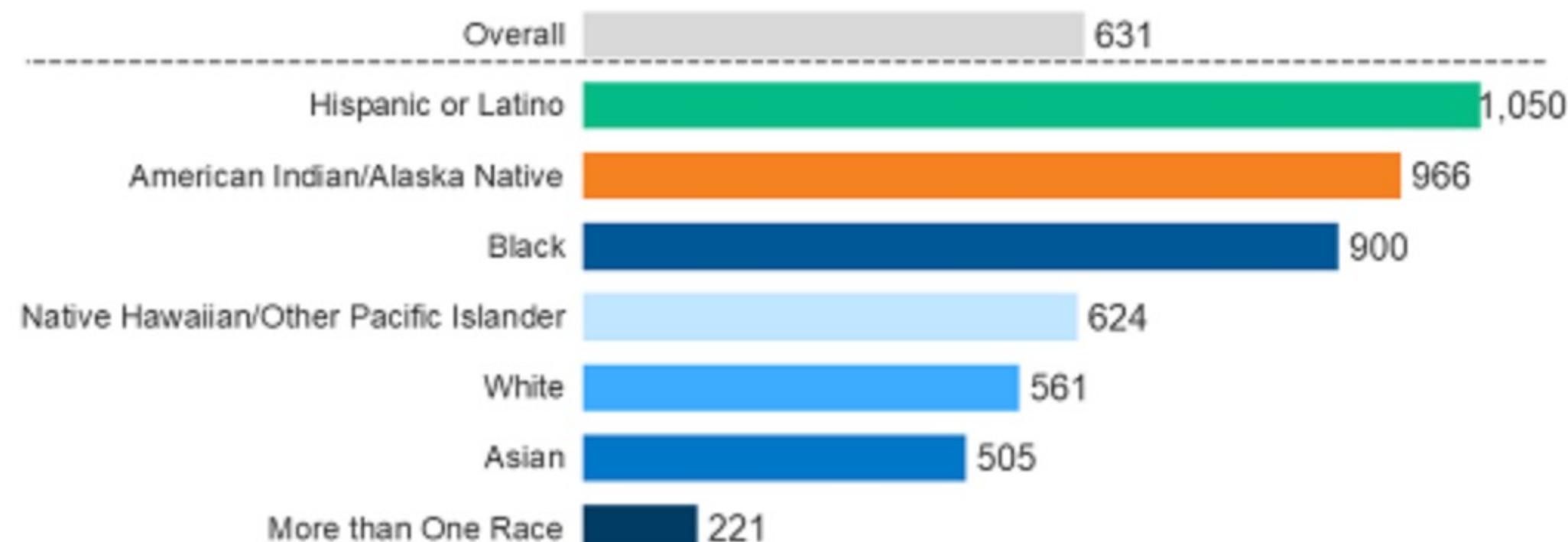
THE RACIAL INCOME GAP IS A BIG PROBLEM, BUT THE RACIAL WEALTH GAP IS AN EVEN BIGGER PROBLEM

MEDIAN HOUSEHOLD INCOME AND WEALTH, 2016²



COVID-19 Death Rates Among Older Hispanic, American Indian/Alaska Native, and Black Adults Are Nearly Double the Rate Among Older White Adults

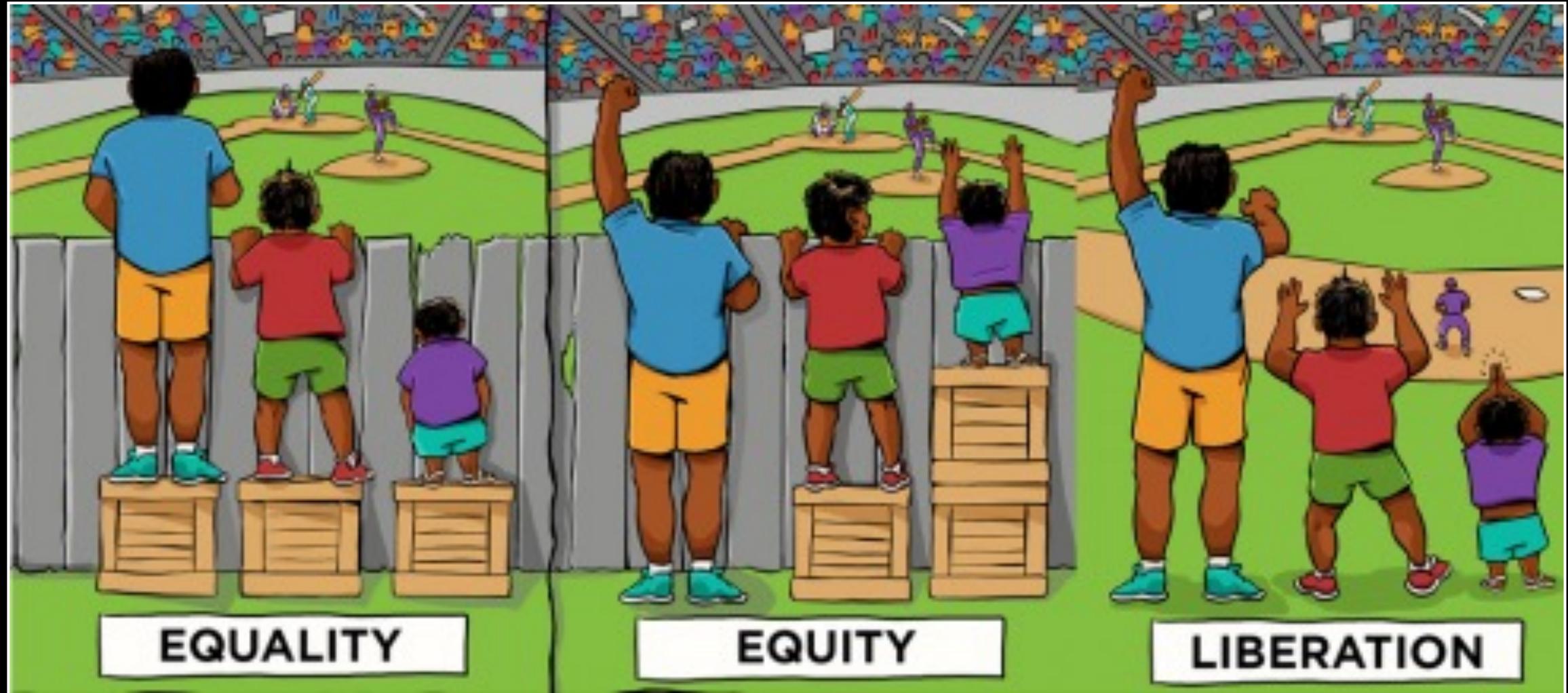
COVID-19 Death Rates per 100,000 People:



NOTE: Data for unknown racial/ethnic groups not shown. Data spans time period January 1, 2020-January 31, 2021.

SOURCE: KFF analysis of the Centers for Disease Control Provisional COVID-19 Death Counts by Race, Hispanic Origin Group, Age, and State data





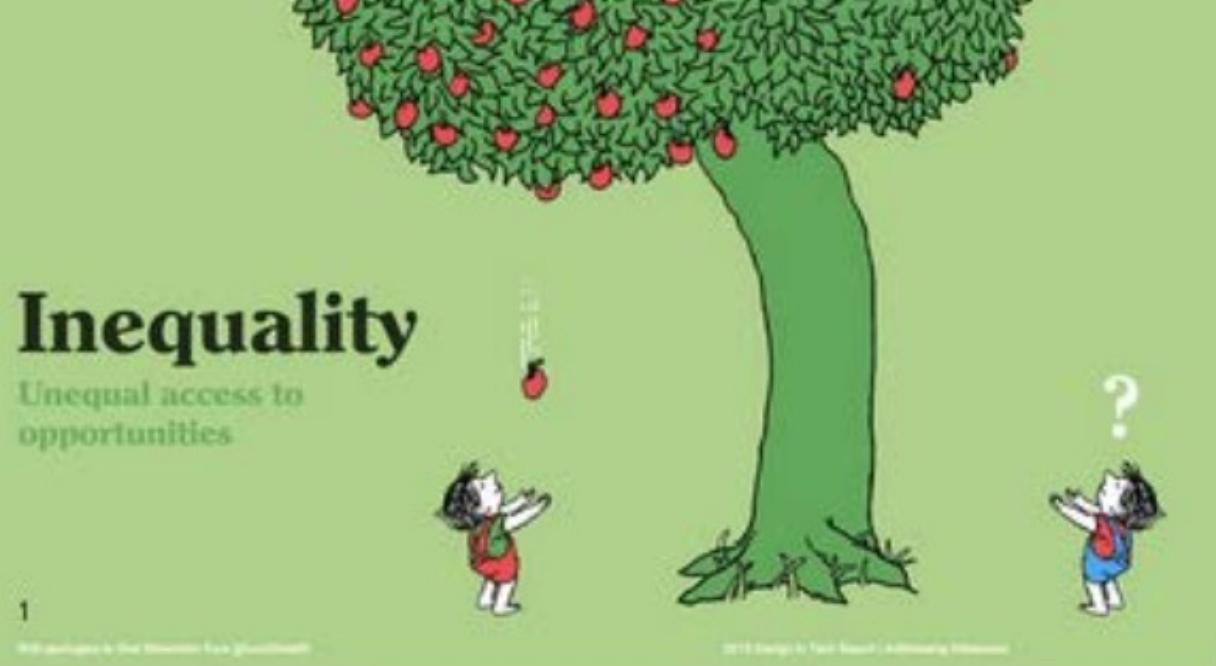
Equality and Equity



MEN

A

WOMEN

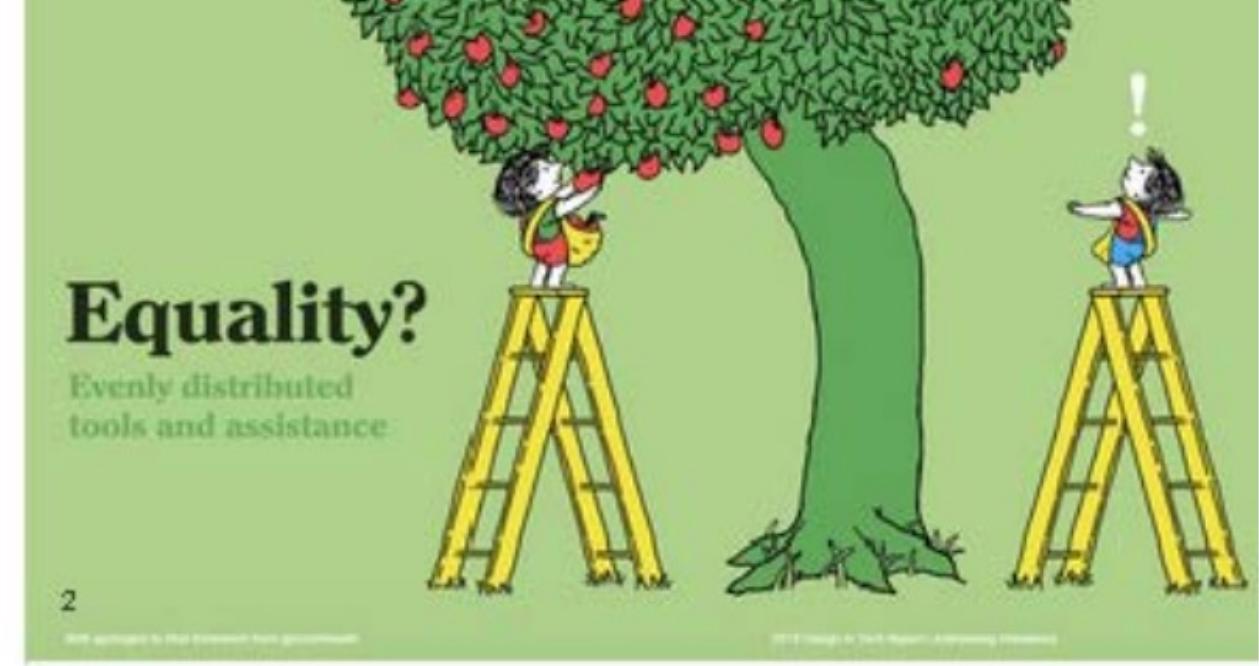


Inequality

Unequal access to opportunities

1

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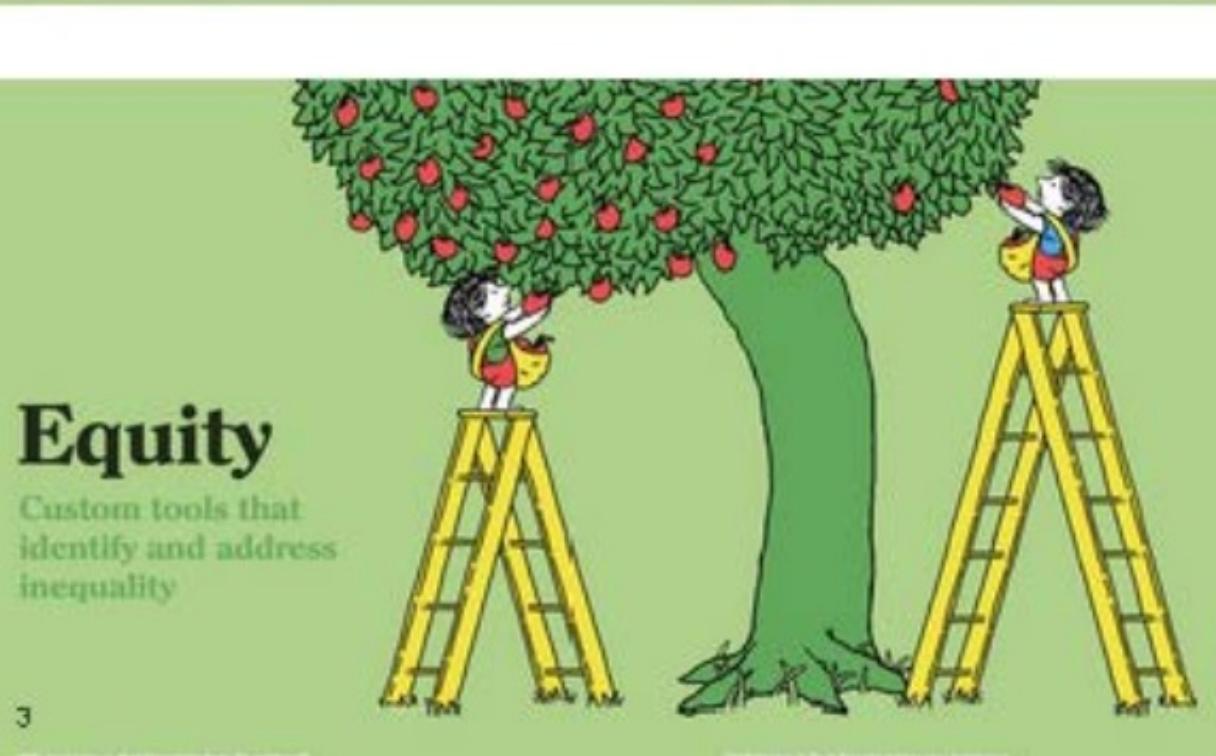
Equality?

Evenly distributed tools and assistance

2

© 2013 Imagine It! Text-Based Literacy Program

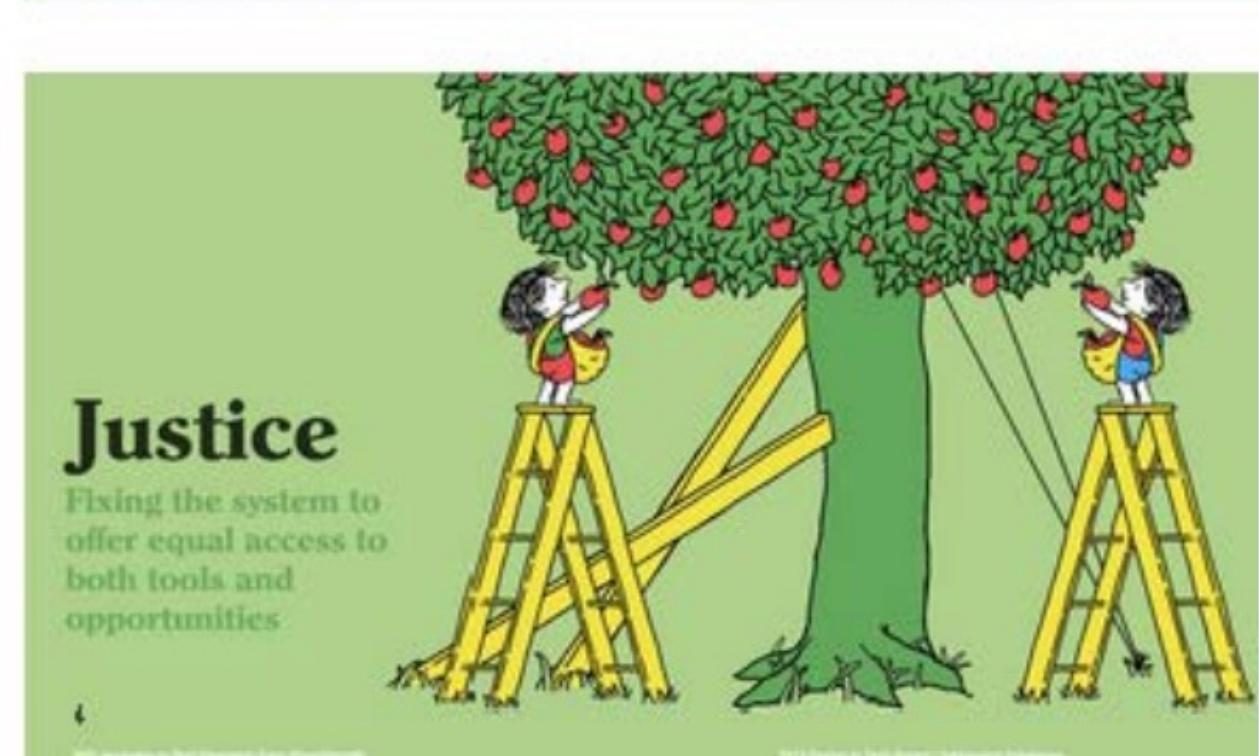
© 2013 Imagine It! Text-Based Literacy Program



Equity

Custom tools that identify and address inequality

3



Justice

Fixing the system to offer equal access to both tools and opportunities

4

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Embedding DEIA Into Your Organizational Culture

by Angela Saunders | Article, Tips & Techniques



"IF YOU CAN'T READ IT AND COME UP WITH AT LEAST A MINOR MONA LISA OR TWO, YOU'RE NOT TRYING."

—Entrepreneur Magazine



THE
M E D I C I
E F F E C T

WHAT ELEPHANTS & EPIDEMICS
CAN TEACH US ABOUT INNOVATION

FRANS JOHANSSON

Why is
Diversity
Equity and
Inclusion
Important?

HBR.ORG

Harvard Business Review



DECEMBER 2013
REPRINT F1312B

IDEA WATCH

How Diversity Can Drive Innovation

by **Sylvia Ann Hewlett, Melinda Marshall, and Laura Sherbin**

How Diversity Can Drive Innovation

Most managers accept that employers benefit from a diverse workforce, but the notion can be hard to prove or quantify, especially when it comes to measuring how diversity affects a firm's ability to innovate.

But new research provides compelling evidence that diversity unlocks innovation and drives market growth—a finding that should intensify efforts to ensure that executive ranks both embody and embrace the power of differences.

In this research, which rests on a nationally representative survey of 1,800 professionals, 40 case studies, and numerous focus groups and interviews, we scrutinized two kinds of diversity: *inherent* and *acquired*. Inherent diversity involves traits you are born with, such as gender, ethnicity, and sexual orientation. Acquired diversity

year and 70% likelier to report that the firm captured a new market.

2-D diversity unlocks innovation by creating an environment where “outside the box” ideas are heard. When minorities form a critical mass and leaders value differences, all employees can find senior people to go to bat for compelling ideas and

Inherent diversity, however, is only half of the equation. Leaders also need acquired diversity to establish a culture in which all employees feel free to contribute ideas. Six behaviors, we have found, unlock innovation across the board: ensuring that everyone is heard; making it safe to propose novel ideas; giving team members

Employees of firms with 2-D diversity are 45% likelier to report a growth in market share over the previous year and 70% likelier to report that the firm captured a new market.

can persuade those in charge of budgets to deploy resources to develop those ideas.

Most respondents, however—78%—work at companies that lack 2-D diversity

decision-making authority; sharing credit for success; giving actionable feedback; and implementing feedback from the team. Leaders who give diverse voices equal

3 REASONS to Create More Inclusive Work Groups

1



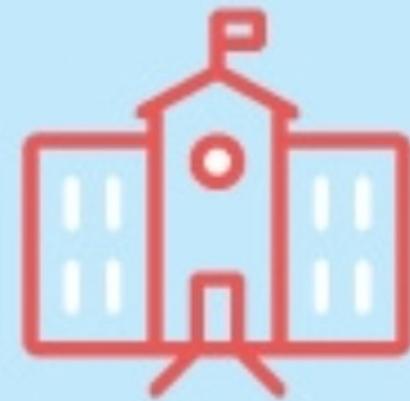
Innovation levels can increase by as much as 80 percent when diversity is recognized.¹

2



Racial and gender diversity is associated with increased sales revenue, more customers, and greater relative profits.²

3.



Management teams exhibiting a wider range of educational and work backgrounds produce more innovative products.³

SOURCES:

¹ Study conducted by the Victorian Equal Opportunity and Human Rights Commission in partnership with Deloitte

² McKinsey Global Institute, “Race to the Top: Creating the Conditions for Growth,” 2011



6x more likely to be innovative



6x more likely to be agile

(anticipate change and respond effectively)



8x more likely to have overall better business outcomes



3x more likely to be high performing



2x more likely to meet or exceed financial targets

What are the benefits of diversity in the workplace?

19%

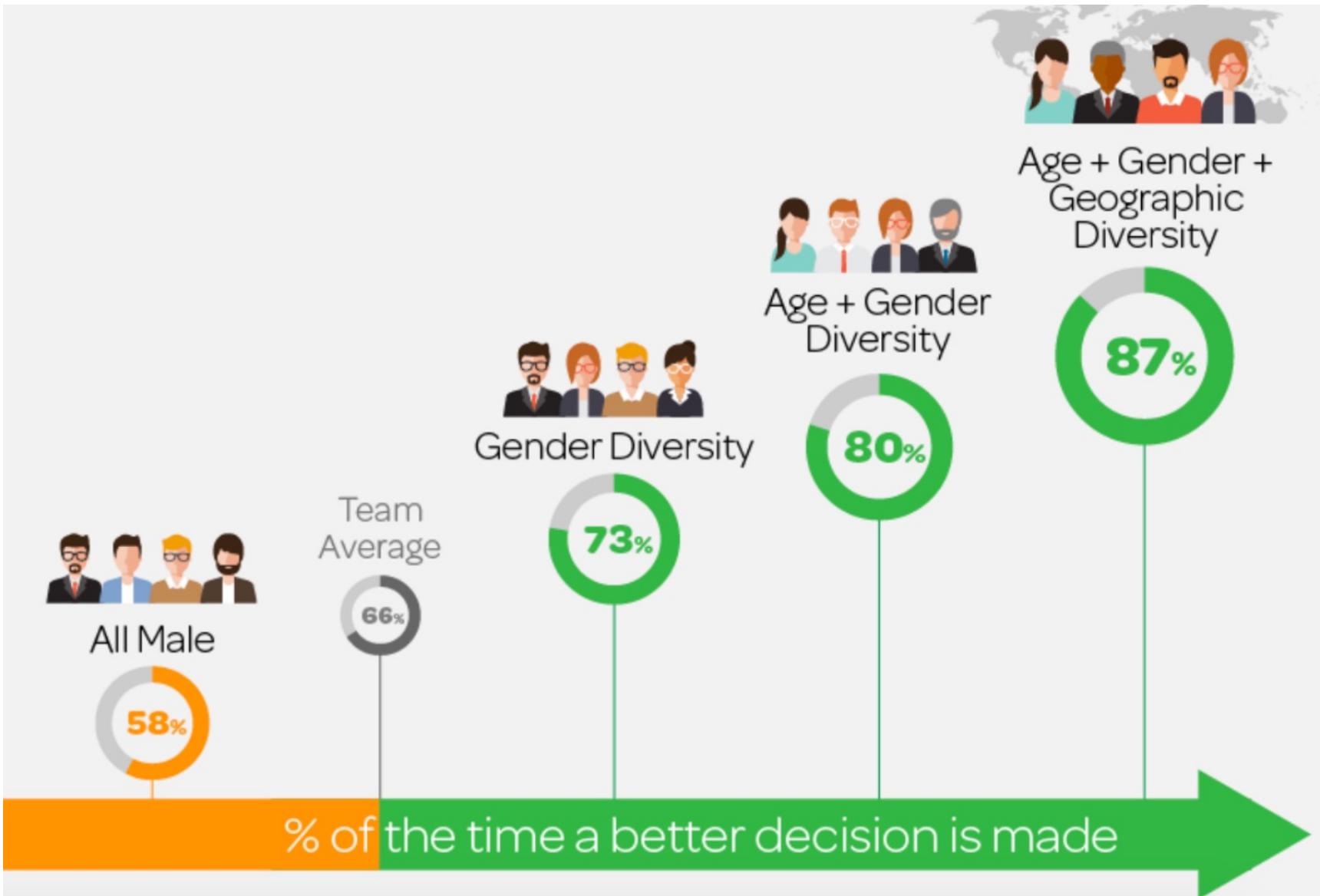
higher innovation
revenues

35%

performance
advantage over those
that are homogenous

36%

more profitable
(companies in top 25% for
ethnic and cultural diversity
vs bottom 25%)



TEACHER DIVERSITY AND STUDENT SUCCESS

Why Racial Representation
Matters in the Classroom



SETH GERSHENSON
MICHAEL HANSEN
CONSTANCE A. LINDSAY

DID YOU KNOW

! New York State schools are the most segregated in the country.

! New York City is the 3rd most segregated school system in the country.

The Benefits of Diversity for ALL Students

Academic & Cognitive Benefits

- Higher average tests scores
- Higher rates of college enrollment
- Lower rates of dropout
- Reduction of racial achievement gaps
- Increased critical thinking, problem solving, and

Civic & Social-Emotional Benefits

- Reduction of racial bias & counter stereotypes
- Students are more likely to seek out integrated settings later in life
- Improvement of student satisfaction & self-confidence

Economic Benefits

- Highly effective & least expensive academic intervention
- Promotes more equitable access to resources
- Students in diverse classrooms are better prepared for success in



DEIA and Organizational Excellence



How Important is Diversity, Equity, Inclusion, and Accessibility to CBOs?



Vice President, Administrative Services



Victor Valley College

Vice President, Administrative Services

Victor Valley College

Job Title: Vice President, Administrative Services

of Vacancies:

Job Type: Management

JT

Job Classification: VICE PRESIDENT

Job Description: [Click Here for Detailed Job Description](#)

Minimum Qualifications:

Education and Experience: Master's degree from an accredited college in business management or a related field; five (5) years of experience in business management, including extensive experience in financial management, procurement, and auditing AND full responsibility for two (2) or more of the following areas: facilities management, including building and grounds maintenance, plant operations, capital facilities management, technology, risk management/contract administration, attendance management, and personnel management; or equivalent combination of education and experience. **ED** **OS**

ED FOR APRIL 4, 2024**

POSITION STATUS EXEMPT

Salary:

\$11,775.00 - \$19,184.00

functions as the chief business officer of the District with responsibilities for maintaining fiscal integrity and stability of the district plant in a manner that assures a comfortable and safe workplace for employees and an atmosphere conducive to learning for students, warehouse, food services, college store, instructional technology, police services, purchasing, transportation, risk management and all board meetings.



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Vice President of Administrative Services CSM

Email This Job To A Friend



Job Title:

Vice President of Administrative Services CSM

of Vacancies:

Job Type:

Management

Job Classification:

VICE PRESIDENT

Job Description:

[Click Here for Detailed Job Description](#)

Minimum Qualifications:

Masters degree or above in business administration or a closely related field OR equivalent OR a licensed CPATwo years of formal training, internship, or leadership experience reasonably related to the administrators administrative assignment

Salary:

\$189,840 - \$243,876

Vice President of Administrative Services CSM

Who We Want:

We value the ability to serve students from a broad range of cultural heritages, socioeconomic backgrounds, genders, abilities and orientations. Therefore, **we prioritize applicants who demonstrate they understand the benefits diversity brings to a professional educational community. The successful candidate will be an equity-minded individual committed to collaborating with faculty, classified staff, administration, students and community partners who are also committed to closing equity gaps.** The San Mateo County Community College District seeks employees who value mentorship and working in a collegial, collaborative environment, guided by a commitment to helping all students achieve their educational goals.

Vice President of Administrative Services CSM Minimum Qualifications

- Ability to authentically care, connect, and interact with students, classified employees, and administrators, especially during a time of remote learning and operations and a “students first” and equity-focused mindset
- Demonstrated experience as a leader in implementing diversity, equity, and social justice actions
- Demonstrated cultural competence, sensitivity to and understanding of the diverse academic, socioeconomic, ethnic, neurodivergent, and LGBTQIA+ backgrounds of community college students, faculty and staff



How is DEIA
applied in
the role of
Chief
Business
Officers?



Critical Questions to Consider

- Is this recommendation/decision aligned with our mission and values?
- Who is benefitting from this recommendation/decision?
- Are we adding or removing barriers with this recommendation/decision?
- Are there alternative recommendations/decisions that are more equity centered?

The CFO's Role In Driving Diversity, Equity & Inclusion

Jeff Thomson Senior Contributor 

I write about CFO insights.

Follow



May 6, 2022, 07:00am EDT

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in



CFOs can take the lead in driving DE&I in the finance function GETTY

What are the Tasks for CFOs and DEI?

- 1. Advocate for formal DE&I programs with dedicated budgets**
- 2. Make the connection between DE&I and stakeholder value**
- 3. Recognize how DE&I aids in retention and attraction of diverse job candidates**

<https://www.forbes.com/sites/jeffthomson/2022/05/06/the-cfos-role-in-driving-diversity-equity--inclusion/?sh=fc58330df0c8>



RETHINKING BUDGETING

BUDGETING FOR EQUITY

→ Tensions, Lessons, Steps for Success



For more information, visit gfoa.org/rethinking-budgeting



EXHIBIT 6 | SCORING MATRIX FOR SALT LAKE CITY CIVILIAN RESPONSE TEAM BUDGET PROPOSAL

Mandate		Reliance	Cost Recovery	Community Benefit	Equity Impact - Process	Equity Impact - Outcome	Economic Development	Environment & Sustainability	Infrastructure
0	No mandate	Other public sector entities provide this service	Program does not currently generate revenue	Less than 25% of community benefiting	No relationship to equity impact(s)	No relationship to equity impact(s)	Meets 2 or less of Economic Development metrics	Meets 2 or less of Environment & Sustainability metrics	Meets 2 or less of the infrastructure metrics
2	Self mandate	Other private sector entities provide this service	Program recovers <50% of program expense	25% to 50% of community benefiting	Program design and decision-making reflects some understanding of disparities	Program helps some but not all stakeholders overcome unique barriers to success	Meets 3-4 Economic Development metrics	Meets 3-4 Environment & Sustainability metrics	Meets 3-4 infrastructure metrics
4	State or federal mandate	City is the sole provider of this service	Program recovers 50% or more of program expense	Majority of community (51%) benefiting	Program design and decision-making reflects deep understanding of disparities	Program allocates resources or creates opportunities that help stakeholders	Meets 5 or more Economic Development metrics	Meets all 5 Environment & Sustainability metrics	Meets 4-5 or more infrastructure metrics

The business case for Diversity, Equity & Inclusion (DEI).

10 reasons why its imperative to focus on DEI

1 Advance performance

In a McKinsey and Company study, companies in the top quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. A McKinsey & Company study of 1,000 companies across 12 countries found that companies in the top quartile for gender diversity were 27% more likely to outperform their national industry average in economic profit.¹

Firm success story:
[Carr, Riggs & Ingram](#)

6 Demographic shifts

Generation Z is on track to be the nation's most diverse and best-educated generation yet. Today, nearly half (48%) are non-white.⁶ A CNBC [article](#) states that "the traditional 9-to-5 office job doesn't adequately support the lives millennials and

2 Foster innovation and creativity

Companies with two-dimensional (2-D) diversity (inherent and acquired) out-innovate others. Leaders who give diverse voices equal attention unleash value-driving insights, and employees in a "speak up" culture are 3½ times as likely to contribute their full innovative potential.²

Firm success story: [Marcum](#)

3 Evolve productivity

A McKinsey report that covered 366 public companies in a variety of countries and industries found that those that were more ethnically and gender diverse performed significantly better than others.³ Work environments that are more inclusive of persons with disabilities often see improved productivity levels.⁴

Firm success story: [RSM](#)

4 Competitive advantage

Companies with a diverse leadership team are 45% more likely to report a growth in market share over the previous year. Companies with a diverse leadership team are 70% more likely to capture a new market.²

Firm success story: [Plante Moran](#)

5 Grow intellectually

Diverse groups are 58% more accurate in problem solving as compared to homogenous groups. Collective and individual intelligence increases in diverse groups.⁵

Firm success story: [EY](#)

7 Social responsibility

An increasing number of millennials say that organizations have a moral obligation to give back to the society in ways that create an inclusive

8 Market demand

A study of more than 1,300 full-time employees found that an inclusive culture is a key to hiring and retaining talent. Eighty percent of respondents said that inclusion is important in choosing an employer. Nearly

9 Talent acquisition

While 74% of executives view D&I as crucial to the success of their organization, most companies do not take advantage of D&I to attract top talent.⁹ All workers benefit from a more diverse workplace. Studies show that working alongside employees with

10 Cultivates engagement

Belonging is linked to a 56% increase in job performance, a 50% drop in turnover risk and a 75% reduction in sick days. A study in the U.S. by Out Now titled "LGBT 2020 – LGBT Diversity Show Me the Business Case" found that the U.S. economy could save \$9 billion annually if



Together as the Association of International Certified Professional Accountants

*“Without
diversity, there
is no excellence.”*

- Harvard University



California Community Colleges



Student Success is Our Chief Business



Questions



Thank You