

THE **AE** SERIES ON HIGHER EDUCATION

MANAGING DIVERSITY FLASHPOINTS IN HIGHER EDUCATION



JOSEPH E. GARCIA AND KAREN J. HOELSCHER

Managing Diversity Flashpoints In Higher Education

The Ace Series On Higher Education

**Robyn Benson, Margaret
Heagney, Lesley Hewitt, Glenda
Crosling, Anita Devos**

Managing Diversity Flashpoints In Higher Education The Ace Series On Higher Education:

Managing Diversity Flashpoints in Higher Education Joseph E. Garcia, 2010-04-16 Covering a timely topic which is more and more frequently in the news this book offers vignettes that will sharpen the reader's ability to recognize and respond to difficult situations sparked by identity differences among faculty staff and students in college and university settings The authors provide a systematic guide to addressing interpersonal conflicts that arise out of issues of identity difference both for individuals and for campus work teams who provide direct service to students Managing Diversity Flashpoints in Higher Education empowers readers to diagnose diversity flashpoint situations and positively address them without creating defensiveness and barriers to dialogue The authors include an overview of the changing ethnic racial and gender composition of students in higher education in the United States and the major trends in campus responses to the changing student population They offer an approach to creating higher education environments that welcome people of all cultural characteristics and promote civility on campus The book is founded on the authors research on diversity flashpoints in higher education for which they interviewed a national sample of student affairs professionals The authors identified uncomfortable interpersonal situations with faculty members in which the discomfort arose from student identity difference This process led to the formulation of strategies for using vignettes resulting from interviews in professional development sessions

Creating Campus Cultures Samuel D. Museus, Uma M. Jayakumar, 2012-03-12 Many colleges and universities have not engaged in the critical self examination of their campuses necessary for effectively serving racially diverse student populations This timely edited collection provides insights into how campus cultures can and do shape the experiences and outcomes of their increasingly diverse college student populations By cultivating values beliefs and assumptions that focus on including validating and creating equitable outcomes among diverse undergraduate students an institution can foster their success While attention to campus climate is critical for gauging the nature of an institution's culture and how students are experiencing the campus environment changes in climate alone will not lead to holistic and deep rooted institutional transformation Moving beyond previous explorations of campus racial climates Creating Campus Cultures addresses the considerable institutionally embedded obstacles practitioners face as they attempt to transform entrenched institutional cultures to meet the needs of diverse student bodies A broad range of chapters include voices of students new research practical experiences and application of frameworks that are conducive to success This book will help student affairs and higher education administrators navigate this increasingly difficult terrain by providing practical advice on how to foster success among racial minority students and enact long term holistic change at any institution

Using Data Analytics to Drive Transformational Change James L. Doti, 2025-08-07 Using Data Analytics to Drive Transformational Change The Chapman University Model opens with the statement Most strategic plans are a waste of time a drain on precious resources An alternative planning approach is described in this book It represents a paradigm shift in tackling transformational change

Rather than developing all around strategies the author presents a planning model that guided Chapman's transformation that took place during James Doti's 25 year presidency at Chapman University Chapter 2 describes how data analytics were used to increase student selectivity by utilizing specific strategies relating to tuition pricing and discounting Chapter 3 shows how the progress of competing universities can be identified and measured in helping determine the optimal size for a university The specific strategies relating to establishing a new film school law school and physical therapy program are presented as well as when and how to pursue national accreditation for a school's academic programs Chapter 4 describes how analytical tools can be used to optimally invest in buildings and land Putting those tools to work is described in examples related to the construction of a new film studio library underground parking and landscape development Chapter 5 explains how a unique budgetary system was developed to move Chapman's faculty salaries into the 95th percentile for all professional ranks It also presents specific strategies relating to increasing the number of endowed faculty chairs and professorships Chapter 6 describes how the net income ratio can be used to assess the financial health of the institution as well as increase endowment growth and investments in buildings and land Specific examples include increasing the number of natural science majors as well as developing a new campus devoted to graduate health science programs The chapter also presents a unique strategy relating to succession planning

Cincinnati Magazine, 2001-08 Cincinnati Magazine taps into the DNA of the city exploring shopping dining living and culture and giving readers a ringside seat on the issues shaping the region

Diversity Leadership in Higher Education Adalberto Aguirre, Jr., Ruben O. Martinez, 2006 Promoting diversity as a core value among social groups is one of the major challenges faced by institutions of higher education in the United States By focusing on racial and ethnic minorities in higher education this monograph provides a view of diversity as a positive and dynamic social force in society that promotes its integration as a core value and process Diversity leadership challenges higher education to move beyond co-optation strategies in which diversity is viewed as a descriptive and static organizational element to the adoption of transformational strategies in which diversity is viewed as a dynamic and positive process Through the promotion and development of diversity leadership institutional leadership is seen as building capacity to promote inclusive learning and workplace environments in colleges and universities As demographic shifts in US society create an ever expanding context in which the well being of the nation becomes increasingly linked to the social and cultural groups that have been systematically excluded from full participation in American society the need for positive cultural and structural changes that foster their inclusion in higher education becomes an important challenge to address This volume provides an overview of the context for diversity leadership roles and practices in higher education It argues for an alignment between institutions of higher education and the diverse populations they serve in this country This is volume 32 number 3 of the ASHE Higher Education Report a bi-monthly journal published by Jossey Bass See our entire list of ASHE Higher Education Report titles for a wide variety of critical issues facing Higher Education today

Diversity, Equity, and

Inclusivity in Contemporary Higher Education Jeffries, Rhonda, 2018-10-05 One of the most important issues academic organizations face is how the administration and faculty handle cultural and varied differences in higher education High racial tensions as well as the ever increasing need for equality suggest that changes at the highest level are essential to move forward Diversity Equity and Inclusivity in Contemporary Higher Education is an essential reference source that discusses the need for academic organizations to establish policy that is current alive and fluid by design thereby supporting an ongoing examination of best practices with an overt commitment to continued improvement as well as an influence for future leaders who will emerge from the ranks Featuring research on topics such as campus climate university administration and academic policy this book is ideally designed for educators department chairs guidance professionals career counselors administrators and policymakers who are seeking coverage on designing curricula that impact college and university admissions readiness and success

Diversity and Inclusion in Higher Education Daryl G. Smith, 2014-04-16 In addition to many other issues that touch higher education around the world diversity and equity in higher education is fast becoming a major opportunity and challenge to institutions countries and regions The increasing centrality of diversity is fueled in part by changing demographics immigration social movements calls for remedies to historic grievances and the relationship between identity and access to power This book will provide an opportunity to look at efforts at institutional change with respect to diversity in several countries where issues of diversity are moving beyond simply access for diverse populations to efforts at institutional transformation Its purpose is to provide a comparative perspective with the hope that we will be able to see patterns across these contexts from which we might learn Amongst other subjects it will address The historic and contemporary context for diversity Established and emerging salient identities How diversity is framed at a national and institutional level The prevailing strategies and policies for engaging diversity again at the national and institutional level The role of special purpose institutions This critical book is essential for higher education scholars and practitioners with backgrounds in higher education

Managing Diversity T. Elon Dancy, 2010 This book brings together scholars who explore the evolving meanings of diversity and how these meanings present new challenges and considerations for collegiate leadership management and practice The book offers empirical scholarly and personal space to interrogate the seemingly elusive but compelling challenges postsecondary institutions face in managing diversity Book chapters are offered in a variety of voices some detailing theoretical conceptual sociohistorical and globalized meanings of diversity some highlighting college personnel narratives around social justice and equity and some illustrating identity politics and provocative topics among students faculty and staff that continue to present formidable challenges to collegiate equity agendas The intent is to both question existing efforts to diversify and make inclusive collegiate contexts to present new frameworks of thinking about diversity equity and inclusion and to identify and detail policy and practice implications

Leading a Diversity Culture Shift in Higher Education Edna Chun, Alvin Evans, 2018-01-12 Leading a Diversity Culture Shift in Higher Education offers

a practical and timely guide for launching implementing and institutionalizing diversity organizational learning The authors draw from extensive interviews with chief diversity officers and college and university leaders to reveal the prevailing models and best practices for strengthening diversity practices within the higher education community today They complement this original research with an analysis of key contextual factors that shape the organizational learning process including administrative leadership institutional mission and goals historical legacy geographic location and campus structures and politics Given the substantive challenge of engendering a cultural shift for diversity in a university setting this book will serve as a concrete primer for institutions seeking to develop a systematic and progressive approach to diversity organizational learning Readers will be able to engage with provocative case studies that grapple with the current pressures emanating from diversity training and learn effective strategies for creating more inclusive environments This book is a perfect resource for institutional leaders administrators faculty members and key campus constituencies who are seeking transformational change institutional success and stability in a rapidly diversifying national and global environment Diversity's Promise for Higher Education Daryl G. Smith, 2015-06-01 Daryl G Smith has devoted her career to studying and fostering diversity in higher education She has witnessed and encouraged the evolution of diversity from an issue addressed sporadically on college campuses to a reality of the modern university experience In Diversity's Promise for Higher Education Smith brings together scholarly and field research relevant to the next generation of diversity work The book argues that achieving excellence in a diverse society requires increasing the institutional capacity for diversity while simultaneously working to understand how diversity is tied to better leadership positive change research in virtually every field student success accountability and more equitable hiring practices To become more relevant to society the nation and the world while remaining true to their core missions colleges and universities must continue to see diversity like technology as central not parallel to their work In Diversity's Promise for Higher Education Smith proposes a set of clear and realistic practices that will help colleges and universities locate diversity as a strategic imperative and pursue diversity efforts that are inclusive of the varied and growing issues apparent on campuses without losing focus on the critical unfinished business of the past In this edition which is aimed at administrators faculty researchers and students of higher education Smith emphasizes a transdisciplinary approach to the topic of diversity drawing on an updated list of sources from a wealth of literatures and fields The tables have been refreshed to include data on faculty diversity over a twenty year period and the book includes new information about gender identity stereotype threat student success the growing role of chief diversity officers the international emergence of diversity issues faculty hiring and implicit bias *Higher Education in a Global Society* Walter R. Allen, Marguerite Bonous-Hammarth, Robert Teranishi, 2006 Presents research into the consequences of difference and diversity for higher education This volume identifies challenges and opportunities that diversity poses for higher education It provides international comparisons of how diversity affects higher education and of the salience and impact of diversity in

higher education *Managing and Supporting Student Diversity in Higher Education* Robyn Benson, Margaret Heagney, Lesley Hewitt, Glenda Crosling, Anita Devos, 2013-07-31 Government initiatives in many countries emphasise social inclusion in higher education resulting in a more diverse student population This presents opportunities and challenges for academic and professional staff in managing and supporting these students *Managing and Supporting Student Diversity in Higher Education* focuses on how students succeed amidst a culture of widening participation The book is divided into seven chapters The first introduces current literature and policies to present an international perspective on widening participation in higher education The following five chapters present students stories on topics including getting into higher education the international experience coping with education later in life and identity Stories are followed by implications for management and support and discussion topics for practitioners The book concludes by looking at how students succeed in higher education and the implications for managing and supporting student diversity Provides an accessible and practical resource using students own voices Emphasises how students from diverse backgrounds succeed in higher education Offers in depth personal insights into issues facing learners from diverse backgrounds *Diversity in American Higher Education* Lisa M. Stulberg, Sharon Lawner Weinberg, 2012-05-23 Diversity has been a focus of higher education policy law and scholarship for decades continually expanding to include not only race ethnicity and gender but also socioeconomic status sexual and political orientation and more However existing collections still tend to focus on a narrow definition of diversity in education or in relation to singular topics like access to higher education financial aid and affirmative action By contrast *Diversity in American Higher Education* captures in one volume the wide range of critical issues that comprise the current discourse on diversity on the college campus in its broadest sense This edited collection explores legal perspectives on diversity and affirmative action higher education s relationship to the deeper roots of K 12 equity and access policy politics and practice s effects on students faculty and staff Bringing together the leading experts on diversity in higher education scholarship *Diversity in American Higher Education* redefines the agenda for diversity as we know it today *Developing Workforce Diversity Programs, Curriculum, and Degrees in Higher Education* Scott, Chaunda L., Sims, Jeanetta D., 2016-05-16 Workforce diversity refers to a strategy that promotes and supports the integration of human diversity at all levels and uses focused diversity and inclusion policies and practices to guide this approach in work environments While this concept is not new publications outlining the programming curriculum and degree demands that should exist in universities to promote workforce diversity skill development are missing *Developing Workforce Diversity Programs Curriculum and Degrees in Higher Education* presents conceptual and research based perspectives on course program and degree developments that emphasize workforce diversity skill development and prepare next generation leaders for the modern and emerging workforce Highlighting crucial topics relating to career development human resources management organizational leadership and business education this edited volume is a ground breaking resource for business professionals scholars

researchers entrepreneurs educators and upper level students working studying and seeking to advance workforce diversity learning across a variety of sectors Diversity and Inclusion on Campus Rachelle Winkle-Wagner,Angela M.

Locks,2019-10-21 This new and updated second edition of Diversity and Inclusion on Campus Supporting Students of Color in Higher Education provides an exploration of the range of college experiences from gaining access to higher education to successfully persisting through degree programs By bridging research theory and practice related to the ways that peers faculty administrators staff and institutions can and do influence racially and ethnically diverse students experiences Winkle Wagner and Locks examine how and why it is imperative to have an understanding of the issues that affect students of color in higher education This new edition also includes features such as New case studies and examples throughout that allow readers to take institutional level and student level approaches to the chapter topics Updated citations and theory across chapters New topical coverage including discussion of college affordability an exploration of a variety of institution types and the role of merit in maintaining and perpetuating racial inequality in higher education End of chapter questions that encourage readers to explore chapter concepts in more detail This second edition is an invaluable resource for future and current higher education and student affairs practitioners working towards full inclusion and participation for students of color in higher education *Strategic Planning for Diversity and Organizational Change: A Primer for Higher-Education Leadership* Damon A. Williams,Charmaine Clowney,2007-03-01 Executive Summary This briefing is designed for senior academic leaders and others engaged in the work of campus diversity and organizational change whether at the president provost dean or department head level or participating in campuswide diversity planning committees and commissions as students faculty and staff Although the briefing focuses on the key role of academic leadership we developed it so that it would be helpful for the full spectrum of individuals often charged with intersecting with the diversity planning and leadership process It is based on several concepts that emerged as part of a project by the Association of American Colleges and Universities AACU on the future of diversity work in higher education Inclusive Excellence Williams Berger a project examining dedicated executive level diversity leadership The Chief Diversity Officer Project Williams in press the scholarly literature on diversity and organizational change and our individual experiences building sustainable capacity to support and nurture diversity as administrators researchers consultants and thought leaders nationally and at our respective institutions We describe the context for understanding the environmental dynamics of diversity in the 21st century and the challenge of the diversity planning process Next we identify three key existing diversity models and a new multidimensional model that offers promise for enhancing diversity efforts on college and university campuses We conclude with multiple principles which we call change levers important for academic leaders interested in applying this model to leading and managing diversity in a way that is systematic focused on diversity s implications for all students driven by accountability techniques and intended to create real and meaningful change at all levels of institutional culture the Inclusive Excellence Model of organizational

change and diversity Williams et al 2005 **Rethinking Cultural Competence in Higher Education: An Ecological Framework for Student Development: ASHE Higher Education Report, Volume 42, Number 4** Edna Chun, Alvin Evans, 2016-06-21 Take a holistic look at an intentional educational ecosystem that builds cultural competence a critical skill college graduates need for careers and citizenship in a diverse global society This monograph unpacks the multilayered meanings of cultural competence and offers a term diversity competence that is more consistent with the broad spectrum of diversity learning outcomes that occur on campus Drawing on the findings of a survey of recent college graduates now working as professionals the monograph offers leading edge integrative models that bring together the multidimensional components of the learning environment including curricular co curricular and service learning research based factors contributing to a campus environment that encourages cultural competence in depth assessment and analysis of best practices and concrete recommendations that offer a transformative pathway to the attainment of diversity competence in the undergraduate experience This is the fourth issue of the 42nd volume of the Jossey Bass series ASHE Higher Education Report Each monograph is the definitive analysis of a tough higher education issue based on thorough research of pertinent literature and institutional experiences Topics are identified by a national survey Noted practitioners and scholars are then commissioned to write the reports with experts providing critical reviews of each manuscript before publication

Transforming Understandings of Diversity in Higher Education Penny A. Pasque, Noe Ortega, Marie P. Ting, John C. Burkhardt, 2023-07-03 This exciting new text examines one of the most important and yet elusive terms in higher education and society What do we mean when we talk in a serious way about diversity A distinguished group of diversity scholars explore the latest discourse on diversity and how it is reflected in research and practice The chapters trace how the discourse on diversity is newly shaped after many of the 20th century concepts of race ethnicity gender and class have lost authority In the academic disciplines and in public discourse perspectives about diversity have been rapidly shifting in recent years This is especially true in the United States where demographic changes and political attitudes have prompted new observations some which will clash with traditional frameworks This text brings together scholars whose research has opened up new ways to understand the complexities of diversity in higher education Because the essential topic under consideration is changing so quickly the editors of this volume also have asked the contributors to reflect on the paths their own scholarship has taken in their careers and to see how they would relate their current conceptualization of diversity to one or more of three identified themes demography democracy and discourse Each chapter ends with a candid graduate student interview of the author that provides an engaged picture of how the authors wrestle with one of the most complicated topics shaping them and all of us as individuals and as scholars Of interest to anyone who is following the debates about diversity issues on our campuses the book also offers a wonderful introduction to graduate students entering a discipline where critically important ideas are still very much alive for discussion **Rethinking Diversity Frameworks in**

Higher Education Edna Chun, Joe Feagin, 2019-07-12 With the goal of building more inclusive working learning and living environments in higher education this book seeks to reframe understandings of forms of everyday exclusion that affect members of nondominant groups on predominantly white college campuses The book contextualizes the need for a more robust analysis of persistent patterns of campus inequality by addressing key trends that have reshaped the landscape for diversity including rapid demographic change reduced public spending on higher education and a polarized political climate Specifically it offers a critique of contemporary analytical ideas such as micro aggressions and implicit and unconscious bias and underscores the impact of consequential discriminatory events or macro aggressions and racial and gender based inequalities macro inequities on members of nondominant groups The authors draw extensively upon interview studies and qualitative research findings to illustrate the reproduction of social inequality through behavioral and process based outcomes in the higher education environment They identify a more powerful systemic framework and conceptual vocabulary that can be used for meaningful change In addition the book highlights coping and resistance strategies that have regularly enabled members of nondominant groups to address deflect and counteract everyday forms of exclusion The book offers concrete approaches concepts and tools that will enable higher education leaders to identify address and counteract persistent structural and behavioral barriers to inclusion As such it shares a series of practical recommendations that will assist presidents provosts executive officers boards of trustees faculty administrators diversity officers human resource leaders diversity taskforces and researchers as they seek to implement comprehensive strategies that result in sustained diversity change

The Future of Diversity D. Little, S. Mohanty, 2016-01-22 In The Future of Diversity distinguished academic leaders heads of universities and foundations as well as faculty with valuable research and personal experience discuss the next stage in the pursuit of democratic diversity and excellence on our campuses across the country

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