



# Webinar

## The DEI Maturity Index: Defining the Next Steps for Diversity, Equity and Inclusion

April 28, 2020

Jacqueline Bichsel, Ph.D., Director of Research, CUPA-HR  
Adam Pritchard, Ph.D., Senior Survey Researcher, CUPA-HR

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# Webinar

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## Q & A

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# Webinar

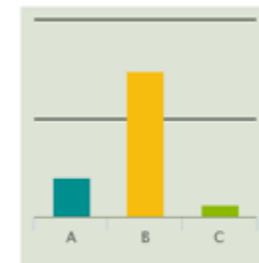
## Poll Questions

Click on your screen in the box next to your answer choice.

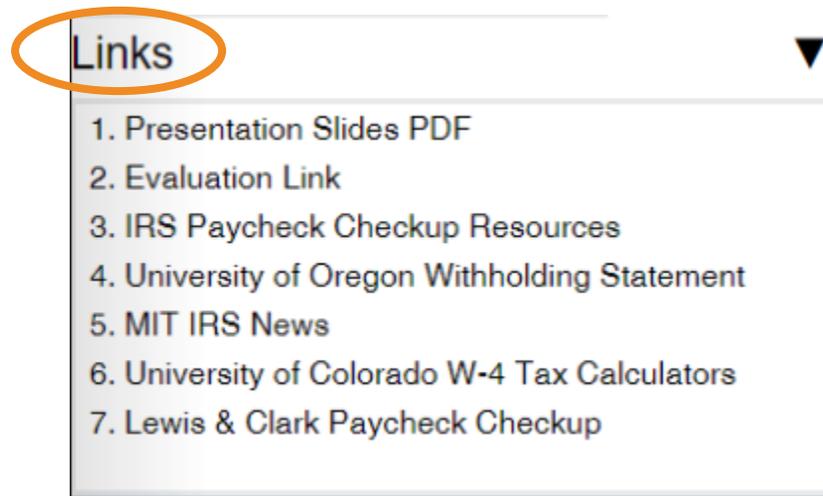
### Poll Question

At which stage would you currently place your institution overall when it comes to most strategic decision-making?

- 20% - 1  A Reliant on gut, intuition, experience
- 74% - 19  B Data-informed
- 6% - 2  C Data-driven



## Handouts



Available for download in the “Links” section of your dashboard.

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# Webinar

## Presenters



**Jacqueline Bichsel, Ph.D.**

Director of Research,  
CUPA-HR



**Adam Pritchard, Ph.D.**

Senior Survey Researcher  
CUPA-HR

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CUPA-HR's Diversity, Equity, and Inclusion  
Maturity Index is Brought to You by:



# Why Diversity, Equity, and Inclusion (DEI)? Why now?

- ▶ Much emphasis on DEI in higher ed in last decade
- ▶ Lots of talk, discussion about how to improve DEI efforts
  - ▶ Current events have spotlighted lack of progress
  - ▶ Guidance on action is lacking
- ▶ When data is used, it usually focuses on student success
  - ▶ Data and guidance for higher ed workforce is lacking

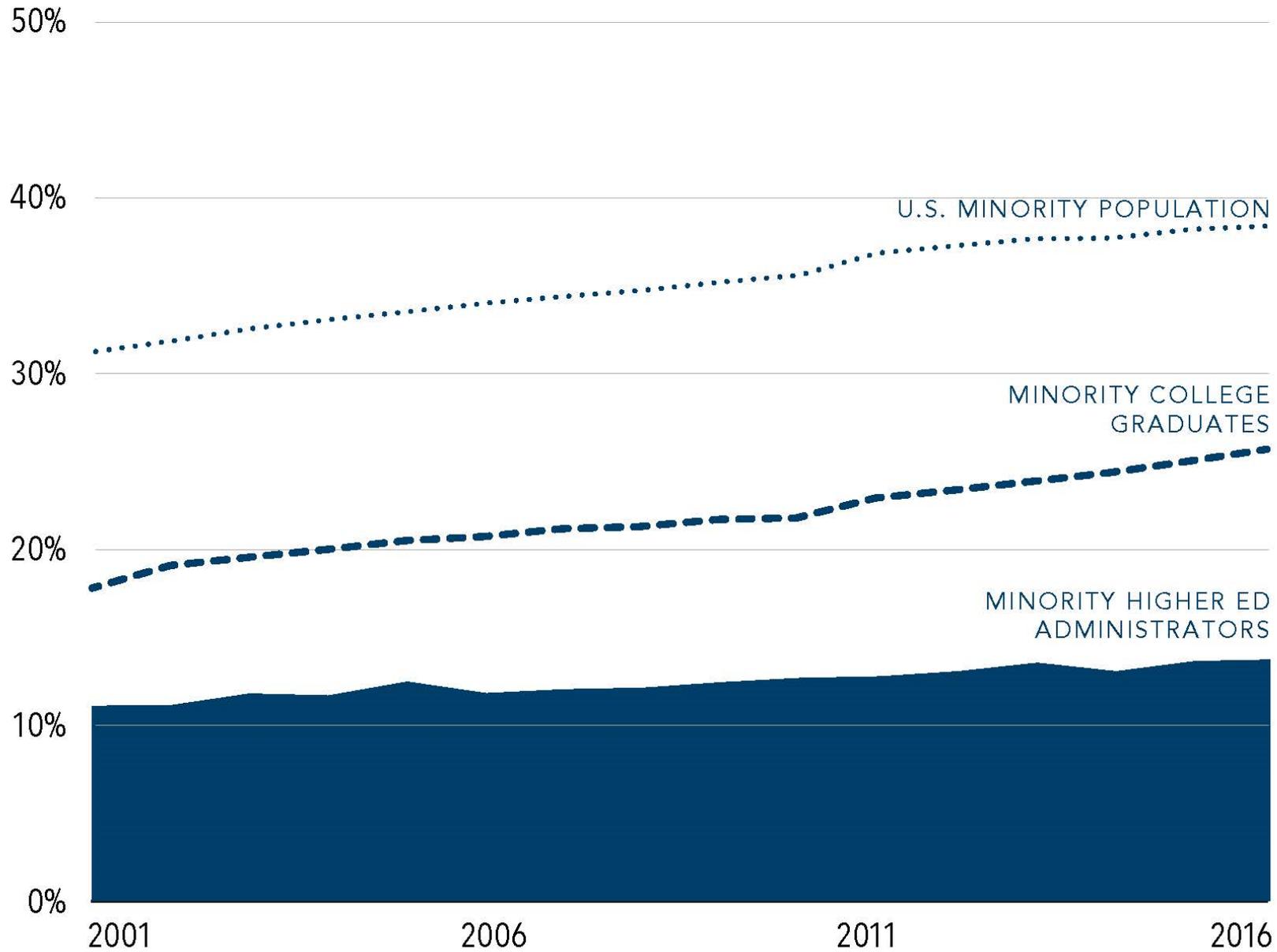
# History shows us that women and racial/ethnic minorities are hardest hit by an economic recession.

- ▶ First to lose their jobs
  - ▶ Early coronavirus job losses have impacted more women and minorities proportionally
- ▶ Effects of recession last much longer for women and minorities; they are the slowest to recover
  - ▶ 1 in 3 Americans still had not recovered financially from the 2007 recession a decade later, with women and minorities disproportionately affected
- ▶ Not only are many women and minorities still trying to recover from the last recession, but now they're projected to fall even more behind as a result of the recession/depression already upon us

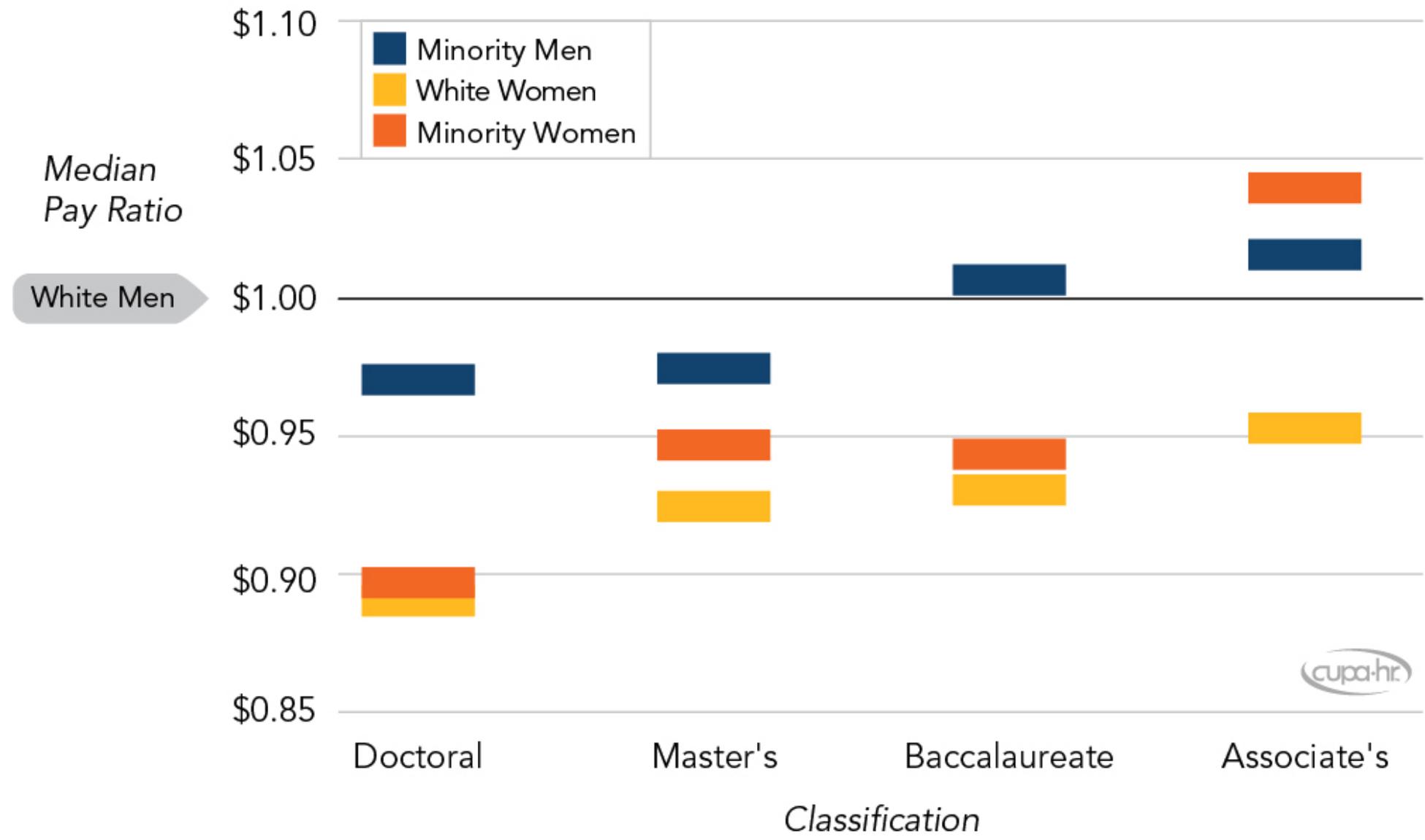
# What does it mean to have a diverse, equitable, and inclusive campus?

- ▶ **Diverse** - representing individuals who vary in terms of race/nationality/ethnic origin, sex, sexual orientation, gender identity, age, physical and mental ability, religious preference, veteran status, genetics, and citizenship
- ▶ **Equitable** - in hiring, compensating, promoting, providing services and opportunities for, and otherwise treating similarly-situated people represented in the various categories above
- ▶ **Inclusive** - providing a sustained welcoming and protected environment for all people, regardless of their representation in protected classes

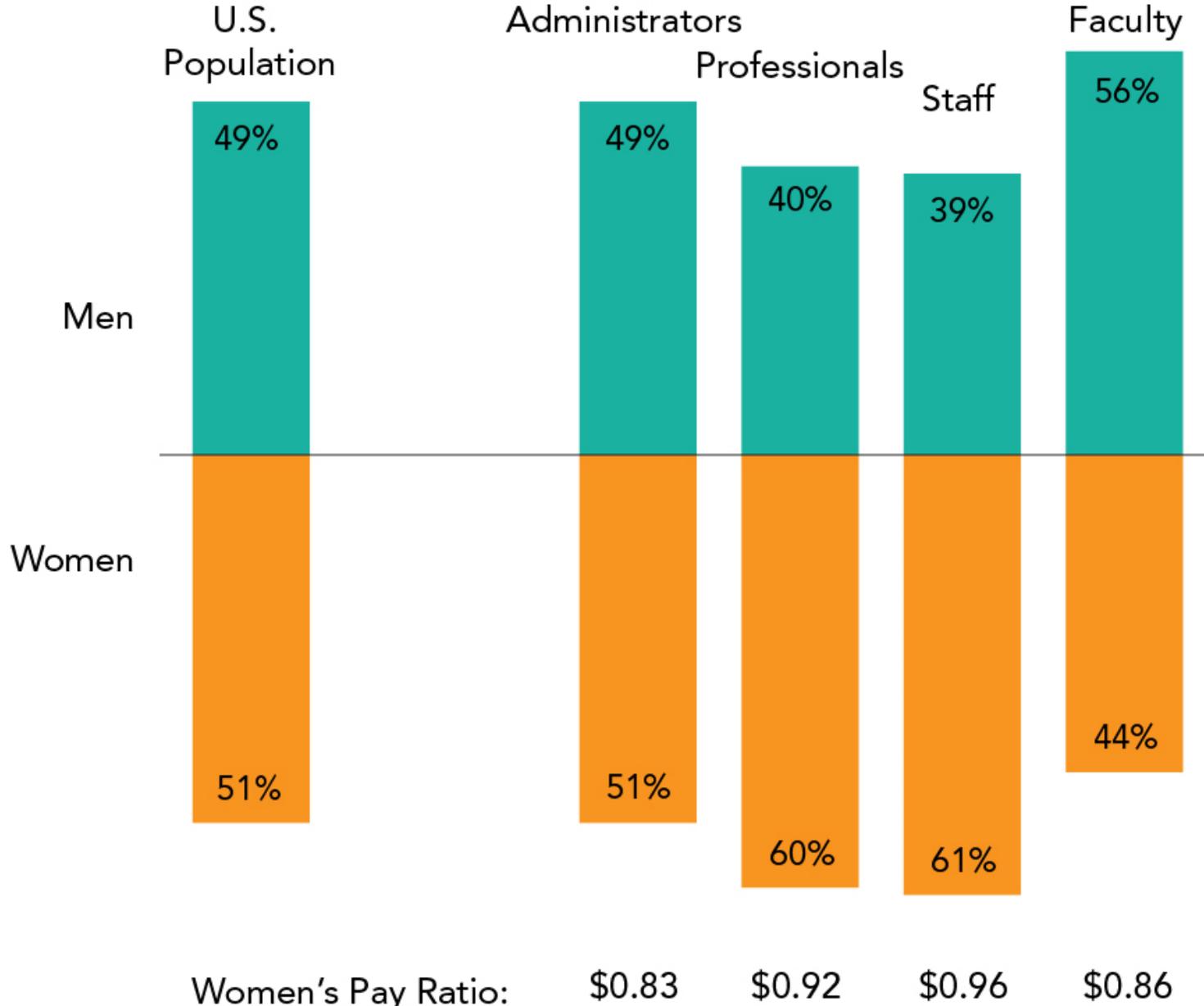
# Representation of Racial/Ethnic Minorities, 2001–16



# Pay Ratio of Women and Racial/Ethnic Minorities by Classification



# Representation by Sex



Sources:  
 2017 American  
 Community Survey  
 (ACS), US Census  
 Bureau;  
 2019 CUPA-HR Surveys



# What is a maturity index?

- ▶ Measures progress on a broad construct (DEI)
- ▶ Provides scores on a number of factors (areas) that underlie the construct
- ▶ Lower scores delineate which factors could use work/progress
- ▶ Suggests **ACTIONS** that should be taken to achieve progress in those areas

# Responses Grouped Into 5 Factors

- ▶ Communication and Education
- ▶ Assessment
- ▶ Culture
- ▶ Investment and Infrastructure
- ▶ Compensation, Recruitment, and Retention

# Communication and Education

- ▶ How your institution defines DEI
- ▶ Incorporation of DEI into mission and strategic priorities
- ▶ Use of inclusive language in policies and procedures
- ▶ Demonstration of the value of DEI by top leaders
- ▶ Value of DEI communicated at all levels of the institution
- ▶ Education of new and existing faculty/staff

# Poll Question

How would you rate your institution on  
Communication and Education?

- a) 0 [We haven't implemented any of these.]
- b) 1
- c) 2
- d) 3
- e) 4
- f) 5 [We have implemented all of these optimally.]

# Assessment

- ▶ Representation of protected groups in faculty/staff
- ▶ Equitable pay for protected groups in faculty/staff
- ▶ Collection of data, type of data, and how it's used
- ▶ Assessments and reviews of institution's own DEI efforts/goals
- ▶ Accountability to DEI goals at all levels

# Poll Question

How would you rate your institution on Assessment?

- a) 0 [We haven't implemented any of these.]
- b) 1
- c) 2
- d) 3
- e) 4
- f) 5 [We have implemented all of these optimally.]

# Culture

- ▶ Efforts to welcome diversity on campus
- ▶ Institutional response to unexpected events and feedback
- ▶ Engagement of variety of campus groups in DEI efforts
- ▶ Diverse representation in committees and leadership
- ▶ Representation across the workforce
- ▶ Campus-wide culture of DEI
- ▶ Engagement of community beyond campus

# Poll Question

How would you rate your institution on Culture?

- a) 0 [We haven't implemented any of these.]
- b) 1
- c) 2
- d) 3
- e) 4
- f) 5 [We have implemented all of these optimally.]

# Investment and Infrastructure

- ▶ Dedicated staff for DEI
- ▶ Dedicated financial resources for DEI
- ▶ Communication of priorities and outcomes across the institution
- ▶ Quality of DEI resources
- ▶ Investment in student pipeline for the future workforce

## Poll Question

How would you rate your institution on Investment and Infrastructure?

- a) 0 [We haven't implemented any of these.]
- b) 1
- c) 2
- d) 3
- e) 4
- f) 5 [We have implemented all of these optimally.]

# Compensation, Recruitment, and Retention

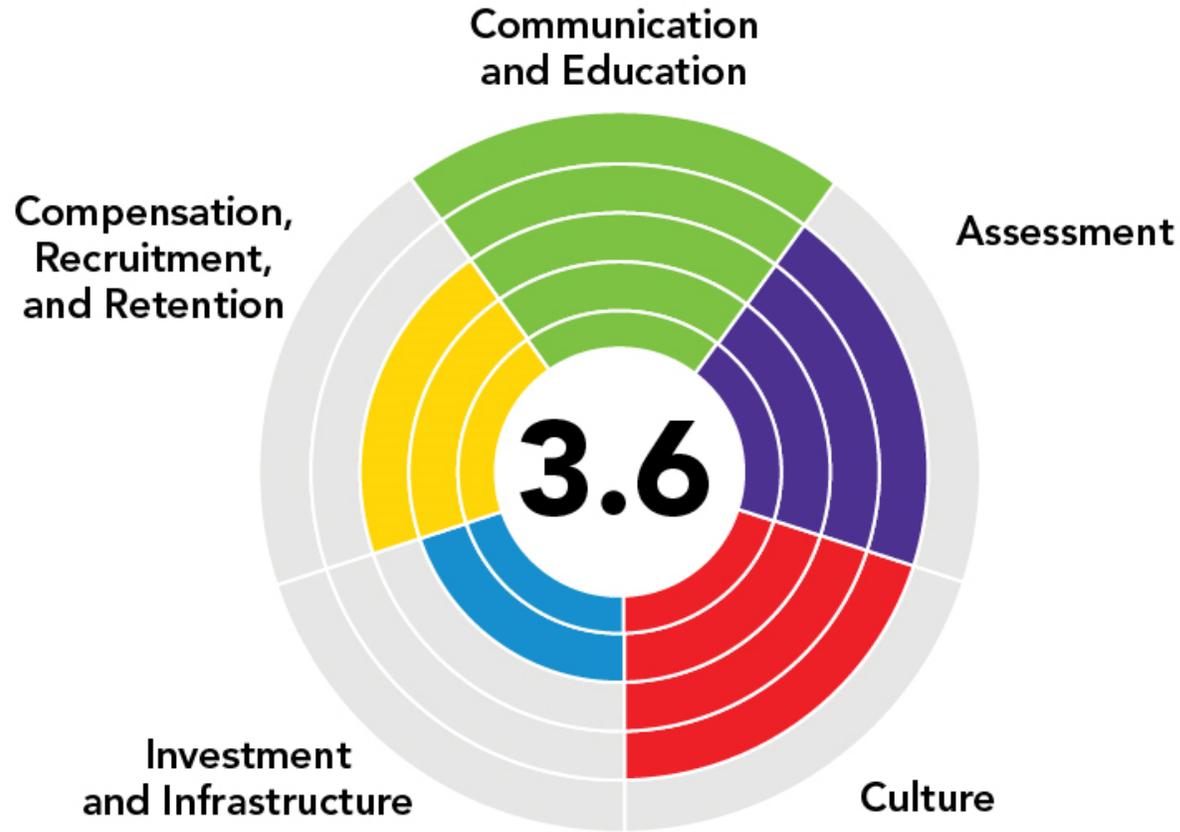
- ▶ Pay equity plans for faculty/staff
- ▶ Retention and promotion efforts for diverse hires
- ▶ Hiring protocols and search committee prep
- ▶ Faculty/staff recruitment applicant pool data

# Poll Question

How would you rate your institution on  
Compensation, Recruitment, and Retention?

- a) 0 [We haven't implemented any of these.]
- b) 1
- c) 2
- d) 3
- e) 4
- f) 5 [We have implemented all of these optimally.]

# Diversity, Equity, and Inclusion (DEI) Maturity Index



# Results So Far



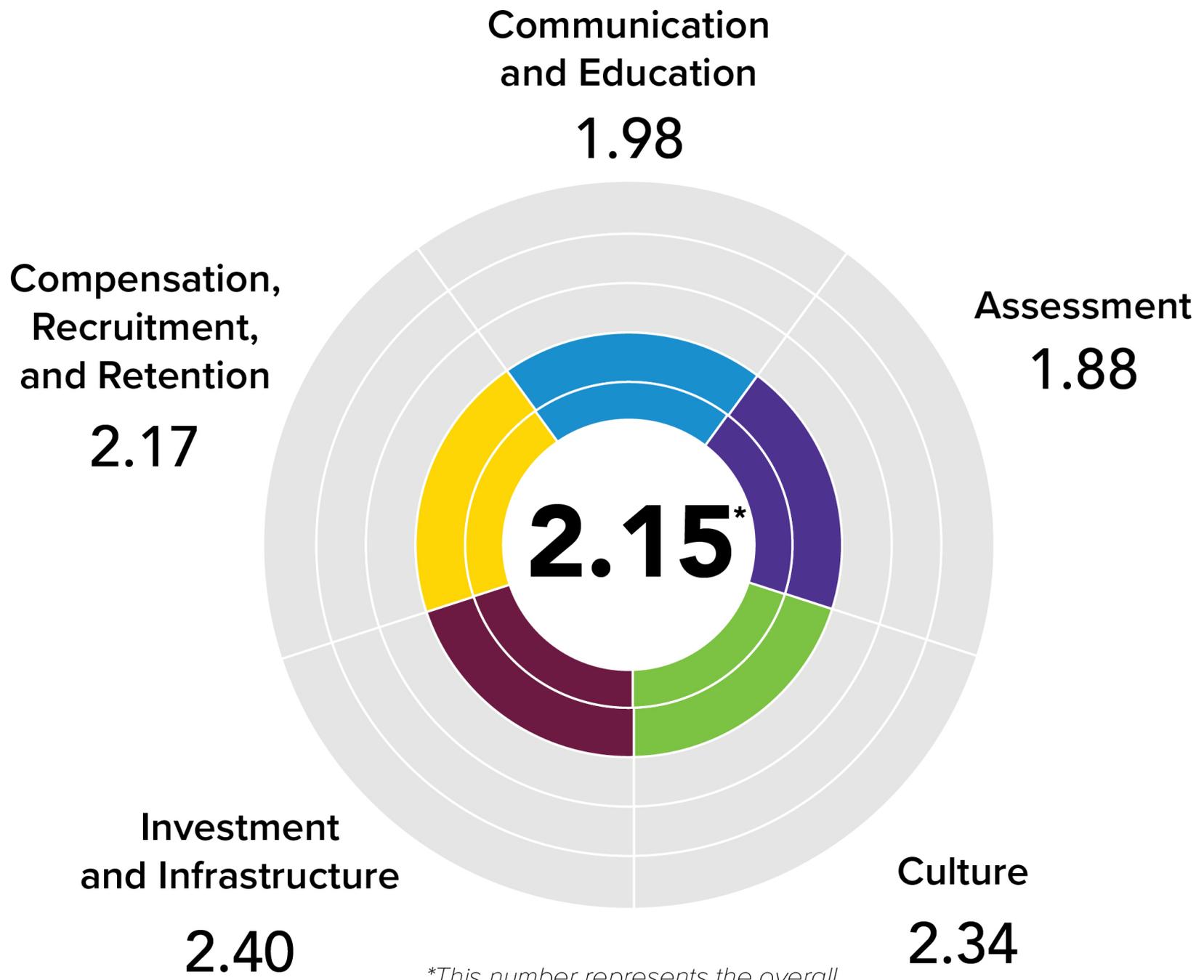
INDIVIDUAL PARTICIPANTS

**223**



UNIQUE INSTITUTIONS

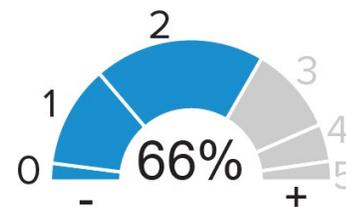
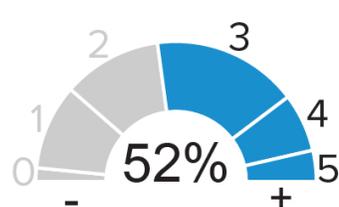
**131**



*\*This number represents the overall average score.*

## Communication and Education

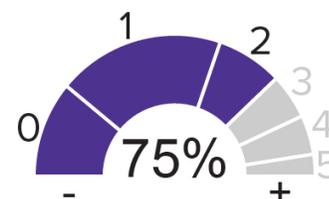
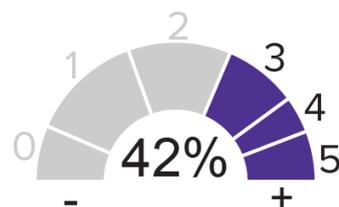
In mission statements and strategic priorities, DEI is a top priority for the institution, and an action plan has been fully developed and executed.



Policies and procedures do not mention DEI at all.

Both internal and comparative data is used to regularly set goals and assess outcomes for representation of protected faculty.

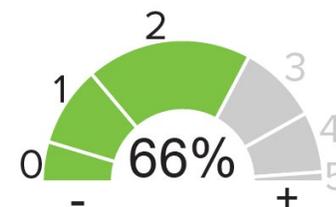
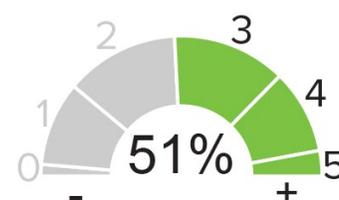
## Assessment



The institution does not have a plan to assess DEI.

Diversity is celebrated on campus; the institution proactively creates opportunities for dialogue and self-discovery for students, faculty, and staff. Most people on campus expect and seek out opportunities to learn and benefit from diversity and inclusion.

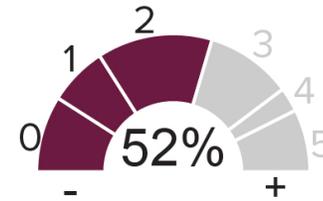
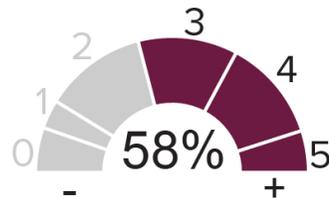
## Culture



There is no aspect of the workforce in which the institution can say it is diverse.

## Investment and Infrastructure

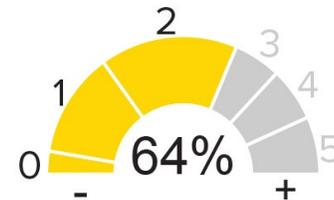
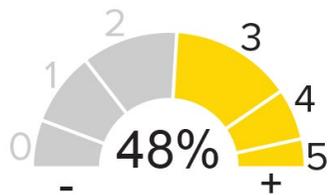
DEI programs and services have dedicated staff appropriate to the size of our institution and at least one chief diversity officer.



The institution does not have DEI programs or services.

## Compensation, Recruitment, and Retention

Applicant DEI data is collected, evaluated for DEI in hiring, used to improve position advertising efforts, and matched with market data to ensure hiring is equitable in each position or discipline.



DEI is not addressed in hiring protocols or search committees.

# Diversity Resources

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## Diversity Resources



### CUPA-HR Diversity, Equity, and Inclusion (DEI) Maturity Index

What does an institution need to have in place in order to be successful in its DEI efforts? [Learn more.](#)

Investment and Infrastructure

### Creating Inclusive Communities Project

Portraits and videos tell the stories of 24 higher ed HR professionals. Use the Discussion documents to initiate conversations on your campus. [Learn more.](#)



<https://www.cupahr.org/knowledge-center/diversity-resources/>

# Communication and Education Resources

## DEFINING DEI FOR YOUR INSTITUTION



## INCORPORATING DEI INTO YOUR MISSION AND STRATEGIC PRIORITIES



- [CUPA-HR's Priorities, Values and Ethics Statement](#)
- [Vanderbilt University: Developing and Writing a Diversity Statement](#)
- [The State University of New York: Campus Guide for Strategic Diversity & Inclusion Plan Development](#)
- [Operationalizing Your Diversity and Inclusion Strategy: Five Ways Leaders Can Foster Cultural Change](#) (TIAA)
- [Framework to Foster Diversity at Penn State](#)

## ENSURING THAT YOU USE INCLUSIVE LANGUAGE IN POLICIES AND PROCEDURES



## HELPING TOP LEADERS DEMONSTRATE THE VALUE OF DEI



Where on earth do I get this free indispensable resource?

- ▶ Go to [cupahr.org](http://cupahr.org)
- ▶ Click on RESEARCH
- ▶ Under PUBLICATIONS AND RESOURCES, click DEI Maturity Index





**Questions?**

**Thank You!**

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