

Academic Leadership Core Competencies for Building Diversity Programs

1. Establish Values and Beliefs

- Clearly identify values and beliefs upon which to base actions related to building faculty diversity (substantive/empirical evidence can be used to support argument and beliefs).
- Clearly define direction or focus of change.
- Identify potential change agents or mechanisms of change and establish a formal plan for engagement.
- Establish benchmarks for progress toward goals.

2. Collaboration

- Facilitate shared responsibility and/or authority with partners or change agents.
- Facilitate forums or mediums for shared knowledge and transparency.
- Build collaborations in which all partners have vested interests and common goals as part of action steps and objectives for reaching targets.
- Establish a high degree of trust between the delegated organizer and the rest of the group.

3. Strategic Thinking and Assessment

- Provide an opportunity for reflection and analysis of action steps, objectives, and outcomes (expected and unanticipated).
- Reformulate vision if necessary to move agenda forward.
- Examine communications and ensure that values and beliefs remain relevant.
- Be prepared to assimilate and accommodate new and relevant information.
- Encourage idea generation.

4. Persistent and Committed Change

- Be persistent and committed to values driving change.
- Avoid ambiguity and overcome resistance; continue to identify and address barriers.
- Plan for sustainability.

5. Effective Communication

- Clearly communicate a plan to articulate values and beliefs, both written and spoken, to potential agents of change or partners.
- Provide a formal presentation of background/ empirical evidence to support the articulated vision.
- Consider multiple perspectives and provide opportunities to listen to resistance and possible opposition.
- Conceptualize a framework or model (e.g., logic model) to communicate all of the elements needed for change and anticipated outcomes.
- Allow some means for immediate feedback

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