



Harvard University

Office of the Assistant to the President for Institutional Diversity and Equity

Diversity & Inclusion: the engines that drive excellence

TABLE OF CONTENTS

- Welcome
- University Launches New Sexual Harassment Policy
- McCants Appointed Lead Investigator with the ODR
- Dispelling Myths for a More Diverse Workforce
- Sharon Watson Fluker
- AFP at 25
- New Service Added to Assistive Tech Library
- Harvard Receives Award for Web Accessibility Efforts
- Cultural Intelligence: Everybody Needs It

Welcome

Greetings!

We are excited to begin another year - one that both celebrates the critical advances that have taken place because of the work with our thoughtful and engaged partners in the Harvard community- and also a year that anticipates a myriad of unique opportunities to delve more deeply into the important work of diversity and inclusion (D&I). This year, Title IX (and specifically, the launch of the Office for Dispute Resolution [ODR]) is at the forefront of our ongoing work. The national discourse around Title IX issues on college and university campuses continues to gain momentum and we are thoroughly engaged in the conversation (e.g. town hall meetings, community trainings, partnerships with schools and student service areas, and HHR, as well as ongoing program development).



Recently, we received an award from ABILITY EXPLOSION for our work on website accessibility (<http://diversity.harvard.edu/news/harvard-receives-award-disabilities-efforts>). We are extremely proud of our accomplishments thus far and our University Disability Services (UDS) staff will remain engaged with members of IT (and others) to continually improve accessibility across the university.

Harvard's Office of the Assistant to the President (H-OAP) for Institutional Diversity and Equity is the central office where university-wide compliance is coordinated as well a space wherein critical thinking and planning for diversity and inclusion (D&I) occurs. H-OAP frames D&I within a fundamental context, which includes (but is not limited to) attention to the intersections of gender and sex, gender identity, race, ethnicity, color, sexual identity and sexual orientation, religion, creed, national origin, ancestry, age, veteran status, disability, genetic information, culture, military service, and educational and/or socioeconomic status. To this end, the idea of "including" individuals across spectrums is driven by consideration of workplace competencies that engage systematic and institutional D&I capacity building initiatives such as program development, operational evaluation, policy management, and climate assessments.

On Oct. 24, H-OAP sponsored one of its ongoing programmatic initiatives - The 17th Annual Workforce Conference that featured Robin Ely (<http://diversity.harvard.edu/news/dispelling-myths-more-diverse-workforce>). This conference is only one of numerous D&I development efforts.

Over the coming weeks, some of you will be approached to partner with H-OAP in meetings, focus groups, and/or committee work. Though different people connect with our office for different reasons, we want the entire Harvard community to have a shared

understanding of our fundamental purpose - to create diverse and inclusive communities where all members of the Harvard community are valued and vested in this evolving landscape of higher education.

We are off to a great start this fall and look forward to connecting with you at an event, training, and/or program. Thank YOU for striving to make Harvard a welcoming place for all.

Lisa M. Coleman, Ph.D.

University Launches New Sexual Harassment Policy

Harvard University has implemented a new, University-wide policy and set of procedures for complaints against students to prevent sexual harassment, including sexual violence, related to gender, sexual orientation, or gender identity. Under the new framework, the policy applies to all Harvard faculty, students, and staff, and a centralized office has been created to investigate reports of sexual harassment and to determine whether the new policy has been violated. The policy and student procedures went into effect at the beginning of the 2014-2015 academic year.

The first University-wide Sexual and Gender-Based Harassment Policy forms the basis for revising policies that previously resided at and were administered by Harvard's 13 Schools and other units. The release of the new policy and procedures builds on more than a year of efforts that included the hiring in March 2013 of Harvard's first University-wide Title IX Officer, followed by the formation in May 2013 of a working group to revise policies and procedures, and the creation last spring of a task force to recommend improved strategies to prevent the full range of sexual misconduct.

For more information, please visit the ODR website at www.odr.harvard.edu.

(Excerpted, in part from the Harvard Gazette. See complete Gazette story: <http://news.harvard.edu/gazette/story/2014/07/a-new-sexual-assault-policy/>)

McCants Appointed Lead Investigator,

Office for Sexual and Gender-Based Dispute Resolution

William D. McCants, J.D. has been appointed Lead Investigator with the newly launched Office for Sexual and Gender-Based Dispute Resolution (ODR) within Harvard's Title IX Office and the Office of the Assistant to the President for Institutional Diversity and Equity, effective Aug. 25, 2014.

McCants brings years of experience to the position, including, most recently, 11 years with the U.S. Department of Education, Office for Civil Rights, Region I. His responsibilities as an attorney there included investigating hundreds of postsecondary



William D. McCants, J.D.

and elementary/secondary institutions for compliance with Title IX of the Education Amendments of 1972 (sex), Section 504 of the Rehabilitation Act of 1973/Title II of the Americans with Disabilities Act, Title VI of the Civil Rights Act of 1964, and the Age Discrimination Act of 1975. In this position, he also facilitated informal dispute resolution. While at OCR, he also provided numerous investigation and resolution-related trainings to educators in six states.

McCants has been a Housemaster at MIT for 13 years, where his wife is a professor and administrator. For 10 of those years, he and his family lived in a graduate student women's dorm with a significant international population, and for the past two-plus years in a large coeducational undergraduate dorm with a staff of nine graduate resident tutors. In the Housemaster role, he has interacted with students from a very wide variety of backgrounds and interests, as well as with MIT faculty and staff at all levels.

McCants holds a B.A. in History from UCLA and an A.L.M. in Psychology from Harvard Extension '94. He has an M.S. in Criminal Justice from Northeastern University and a J.D. from Harvard Law School '00. He clerked for Massachusetts' highest court immediately after law school and then worked as an associate at a major Boston law firm, gaining

experience in complex investigation and negotiation.

“With Bill's expertise as a civil rights investigator and his hands-on experience in higher education, we are very fortunate to have him in this inaugural role,” said Lisa Coleman, Chief Diversity Officer and Special Assistant to the President. “Please join me in welcoming Bill to our community.”

Dispelling Myths for a More Diverse Workforce



Lisa Coleman and Robin Ely

Women lack ambition. Well-intentioned people are bias free. It's best to be color and gender blind. Wrong, wrong, wrong. In her recent provocative presentation, *The Changing Workforce: Intersections of Identity and Influence*, Robin J. Ely, Diane Doerge Wilson Professor of Business Administration; Senior Associate Dean for Culture and Community, dispelled myths that limit inclusion in the workplace at the 17th Workforce Management Conference, sponsored by the Office of the Assistant to the President for Institutional Diversity and Equity.

Women do not lack ambition, they “lack support for their ambitions,” Ely said. Regarding well-intentioned people, “Negative racial attitudes and racial and gender stereotypes are automatically activated in a majority of Americans.” And, on color and gender blindness, “Research overwhelmingly shows that people automatically perceive others in terms of race, gender, and age,” she concluded.

Dispelling myths leads to a more diverse workforce, and diversity matters. “A more diverse workforce enhances organizational effectiveness, lifts morale, brings greater access to new market segments, and enhances creativity and productivity.” However, there are impediments to reaching a diverse workplace. Diversity only leads to effectiveness if people are able to learn across differences, she said.

“This presentation provided a lively exploration of the intersections of race, class, gender, and sexual orientation,” said Nancy Costikyan, Director, Office of WorkLife. “The conference was not just theoretical. We explored the ways in which challenging situations play out across the many different cultures within Harvard, and how new dimensions are emerging during this time of increased scrutiny—both internal and external.”

Profile: Sharon Watson Fluker

It was all happening so fast. “I had my second child in July 1990, I came to Harvard from Nashville that September to be an Administrative Fellow, and they assigned me two roles, one with the Divinity School and the other with the DuBois Institute. I thought I was being punished for having a baby,” joked Sharon Watson Fluker, Fellowship Program Manager at the Kennedy School's Center for Public Leadership since Nov. 2013.

Fluker, who earned her Ph.D. and M.A. at Northwestern University, and B.A. from Spelman College in Atlanta, was in the second Administrative Fellows Program class, 1990-91. She came to Harvard from

Vanderbilt University with her husband and two children for the one-year program that, through seminars, lectures, case studies and other professional development activities, gives participants an opportunity to enhance their careers. She became fully immersed in the program.



Sharon Fluker

“My husband, who was on sabbatical, took a teaching position at Harvard. He was also our child care provider at the time, which allowed me to be a full time Fellow, taking advantage of all seminars, lectures and evening events,” Fluker said.

In many ways, Fluker and her family have come full circle. Even long before her AFP experience, she had been a Post-Doctoral Fellow at the Kennedy School in 1981-82. And, her husband, Walter E. Fluker, is the Martin Luther King, Jr. Professor of Ethical Leadership in the School of Theology, Boston University, where he received his Ph.D. “I had not expected to come full circle,” Sharon said. “I’m a native of Atlanta, and thought that would be my final stop. But, it feels great to be back. I love the new programs at HKS, the people I work with, and the students. It’s very exciting. It’s a wonderful way to start each day, working with students who want to have an impact on the world.”

Administrative Fellows Program at 25:

Helping Professionals Boost Their Careers



Harvard College Dean Rakesh Khurana addresses AFP class

The Office of the Assistant to the President for Institutional Diversity and Equity welcomed the 25th Administrative Fellows class (<http://diversity.harvard.edu/pages/fellowship>) at a recent ceremony featuring Harvard College Dean Rakesh Khurana, Marvin Bower Professor of Leadership Development, Professor of Sociology.

The Administrative Fellows Program (AFP) is a leadership program for “talented professionals, and in particular members of historically underrepresented groups, to promote leadership opportunities and careers in higher education.” It offers a “twelve-month talent management experience complemented by a professional development

program.”

Khurana’s spirited discussion with Fellows focused on diversity and inclusion, as well as his own experiences at Harvard. “I was inspired by Rakesh’s call to create the community that values, promotes and facilitates a transformative experience for students,” said Fellow Julie Lee. Fellow Talia Fox added, “He was sure to take personal notes and communicate to the group that he is fully committed to Harvard’s continuing commitment to expand understanding and definitions of diversity and inclusion.”

In addition to their full time work assignments in departments throughout the university, visiting Fellows participate in a series of “seminars, lectures, and case studies designed to enhance management and administrative skills and to assist in self-assessment and development to encourage Fellows to assess their own career development and to generate strategies for advancement.” Resident Fellows continue to work at their current positions during the fellowship year, but they are able to take advantage of the various activities offered by the program to aid their professional growth.

New Service Added to Assistive Technology Library

University Disability Service in the Office of the Assistant to the President for Institutional Diversity and Equity has added SensusAccess, a document conversion service for students with disabilities, to its Assistive Technology Lending Library and Lab (ATLLL).

SensusAccess is a self-service solution that automates the conversion of documents into a range of alternative formats including Braille, mp3, Daisy and e-books for the visually and reading impaired. The service can also be used to convert otherwise inaccessible documents such as image-only pdf files or scanned images into more accessible formats.

The web service is available as reasonable accommodation to Harvard students registered with and approved through their school’s Local Disability Coordinator offices (<http://accessibility.harvard.edu/pages/local-disability-coordinatorsadministrators>).

Users can access the service to convert documents, lecture notes and other educational material from a variety of formats. The built-in web application works on most devices and platforms, including PC/Windows, Macs, Tablets and Smartphones, and is accessible via major web browsers.

“We are delighted to add SensusAccess to other technologies in the ATLLL,” said Mary Thomas, Director of UDS. “While it may not be effective in every academic situation, it is a very important tool, and I would urge students to take full advantage of it. I also urge students to work with their Local Disabilities Coordinator to discuss when and where SensusAccess may be used most effectively,” she said.

Harvard Receives Award for Web Accessibility Efforts



Lisa Coleman with Actor Steve Guttenberg at Ability Explosion awards

Ability Explosion presented Harvard with an award “in recognition of its commitment to accessibility, in particular, online learning and website design.” Lisa Coleman, Chief Diversity Officer and Special Assistant to the President, accepted the honor on behalf of the university at a ceremony in Miami Beach that featured special guest speaker Actor Steve

Guttenberg.

“Harvard strives every day to make the community open and accessible to all.” Coleman said. “We are working hard to break down barriers, and employ the latest technologies to enable individuals with disabilities gain full access to all the university has to offer. Given the challenges associated with rapid increases in the use of information technology, I am delighted that Ability Explosion has recognized our continuing efforts and commitment.”

The Ability Explosion awards were presented to businesses, organizations and individuals “who have been instrumental in creating awareness in the world about people living with disabilities, as well as providing opportunities and access where there was none before, through workplace employment and consumer access,” said R. David New, founder of Ability Explosion, a Miami-based organization created to bring awareness to people with disabilities.

Cultural Intelligence: Everybody Needs It

A diverse workforce, in which its members have developed their cultural intelligence, is a more productive workforce. That is, a diverse team with high cultural intelligence outperforms homogeneous teams, said David Livermore, author, researcher and president of the Cultural Intelligence Center.

Livermore, author of several books on cultural intelligence, including *Leading with Cultural Intelligence*, was the featured speaker at the Faculty of Arts and Sciences’ Diversity Dialogue, *Cultural Intelligence: Why Higher Ed Needs It*. He defined cultural intelligence as “the gift of effectively interacting and working with people from diverse cultures.” A person with high cultural intelligence is one who “can effectively adapt to various multicultural situations,” he added. The FAS Dean’s Office, FAS Human Resources, and the FAS Office of Diversity Relations and Communications sponsored the event.



David Livermore

Understanding cultures matters, Livermore said. It determines one’s effectiveness in the work place, influences handling of conflicts and shapes the future. Basic social skills and respect of other cultures can be enough ideally, but being culturally intelligent matters most in stressful situations. Mutual distrust sets in, there can be language barriers, and different people in the group may have different ways of approaching a conflict, he said.

Being culturally intelligent requires four capabilities, Livermore said. It requires motivation, drive, a strategy, and action. A motivated person must have an interest in cross-cultural differences, and the drive to understand their level of interest. The motivated person must then develop a strategy that acknowledges cross-cultural situations and plan accordingly. Then, the person must adapt to be effective, but should also know when to adapt and when not to, Livermore explained.

But, Livermore cautioned, being culturally intelligent is not innate. It’s a developmental skill that comes with coaching, training and dialogues. With interest, support and training, anyone can develop and learn to be culturally intelligent, he said.

Speaking to an overflow crowd in the Barker Center’s Thompson Room, Livermore said the most successful culturally intelligent organizations are those with strong leaders who own it, use it, and make it part of the performance review process for all employees. Further, he said, these organizations provide trainings and integrate diversity into their strategic focus.

“This interactive session was a fantastic opportunity to explore and discuss ways to increase personal and institutional cultural intelligence. Dr. Livermore’s dynamic dialogue looked at the individual decision making process around adapting to differences and the impact of building culturally intelligent teams. The primary conclusion is that culturally intelligent organizations, not diversity alone, optimize business outcomes and increase

effectiveness,” said Talia Fox, Leadership Development Strategist and Administrative Fellow (AFP) at Harvard T.H. Chan School of Public Health. “My action step for the week,” she added, “is to celebrate an expanded definition of culture and view personalities, nuances, values, and work styles as contributions to collective cultural brilliance.”

This FAS dialogue was the first one of the 2014-2015 series.

Harvard Office of the Assistant to the President

for Institutional Diversity and Equity (H-OAP)

Suite 935
Richard A. & Susan F. Smith Campus Center
Cambridge, MA 02138
Tel. (617) 495-1540
Fax. (617) 495-8520
Email: diversity@harvard.edu