



Diversity in Education: The State of the Field

May 17, 2017

Welcome! Take a moment to join and participate in our live poll session below

In your own words, how would you describe our sector's progress on diversity, equity, and inclusion?

Start the presentation to activate live content

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Total Results: 0

Today's Presenters



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What you can expect from this session...

Session Objectives

- Learn about the background and insights from a groundbreaking organization and staff experience study on Diversity, Equity, & Inclusion (DEI)
- Assess our organizations against field-level data to understand our emerging strengths and challenge areas
- Make commitments to enhance our collective progress on DEI

Community agreements for our discussion today

Can we commit to:



- **Step up** - participate to the fullest of your ability
- **Step back** - give room for others to speak & invite others
- **Assume a spirit of generosity**, assuming the best intentions of everyone at the table
- **Assume a spirit of humility**, remembering that there is no “expert” on this topic
- **Focus on impact versus intent**






Introductions

Turn to the person next to you. Share:

- Your name, organization, and role
- The one thing keeping you up at night about making your organization diverse, equitable, and inclusive

We used these definitions for the study

 Diversity	 Equity	 Inclusion
<p>DIVERSITY AS VARIATION: Having different types of people (from a wide range of different identities and with different perspectives, experiences, etc.) ¹</p>	<p>EQUITY: Ensuring equally high outcomes for all, removing the predictability of success or failures that currently correlates with any social or cultural factor, examining biases, and creating inclusive environments.²</p>	<p>INCLUSION: Putting diversity into action by creating an environment of involvement, respect, and connection – where the richness of ideas, backgrounds, and perspectives are harnessed to create value.³</p>

1. "Diversity." Merriam-Webster.com. Accessed March 3, 2017. <https://www.merriam-webster.com/dictionary/diversity>

2. "Equity." Nacionalequityproject.org. Accessed March 3, 2017. <http://nacionalequityproject.org/about/equity>

3. "Inclusion." T. Hudson Jordan. Diversityjournal.com. Accessed March 3, 2017. <http://www.diversityjournal.com/1471-moving-from-diversity-to-inclusion/>

Diversity, equity, and inclusion are essential, and they fuel broader mission effectiveness

DEI in Organizations: Theory of Change

Diversity, equity, and inclusion (DEI) are fundamental ends...

But they are also critical components of broader, organizational mission effectiveness.



More diverse,
equitable, and
inclusive
organizations...



...attract and
retain talent from
a range of
backgrounds...



...and more diverse
organizations are linked
to improved student
learning and stronger
community connections

We have not seen significant, consistent progress in advancing DEI across the education sector

DEI in Organizations: Theory of the Problem this Study Addresses



Many organizations have stated a **commitment to advance DEI**, but don't know what to do



Across the sector, **we lack data** to assess the current state of DEI and hold each other accountable



Given the lack of data, **too many well-intentioned DEI initiatives fail to launch or are ineffective**



Lack of DEI progress **perpetuates the problem** by maintaining the status quo



Without greater DEI, we **limit our ability to bring about educational equity**

DEI Study Context and Objectives

Our objective was to advance diversity, equity, and inclusion by:

- Describing the **current state** of DEI in our field to identify trends, understand gaps, highlight pain points, and elevate bright spots that can propel us forward in action
- Identifying which DEI efforts are **most effective**
- Generating insight on how organizations can **continuously grow** in their efforts to make commitments, live out commitments, and measure progress related to DEI

We brought together a group of like-minded funders who believe in the importance of advancing DEI to jointly sponsor this work.



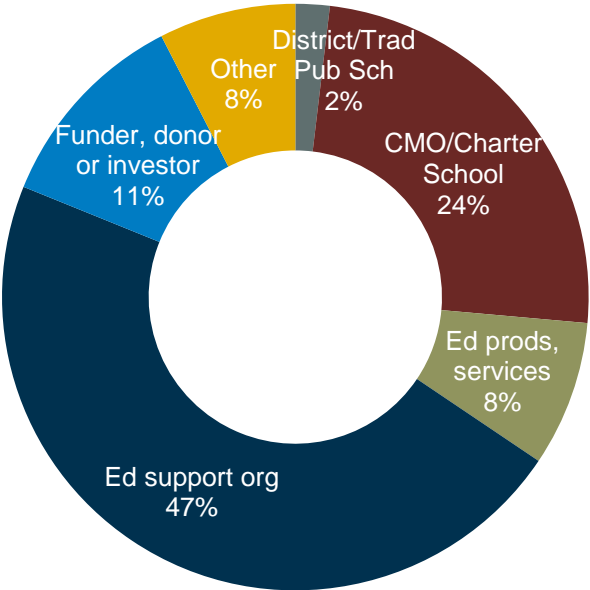
We conducted three studies with distinct goals

	<u>Survey 1</u> Org Profile Survey	<u>Survey 2</u> Staff Experience Survey	<u>Survey 3</u> Impact Assessment
Goal	Capture and share data on demographic diversity as well as the existence of DEI policies, systems, and practices	Gauge staff perspectives on the effectiveness of DEI efforts within their respective organizations	Analyze perceptions on the links between diversity, equity, and inclusion and student outcomes
Survey Respondents	One senior leader per organization	All staff within each organization	One senior leader per organization
Participation	210 organizations	~5,000 respondents across 61 organizations	100 leaders
Targeted Org Types	<ul style="list-style-type: none"> • School districts • Single site charters • CMOs • Education nonprofits (non-school / charter) • Education-focused private companies (incl. Ed Tech) • Funders, donors, investors 		

A range of education organizations participated in each of the surveys

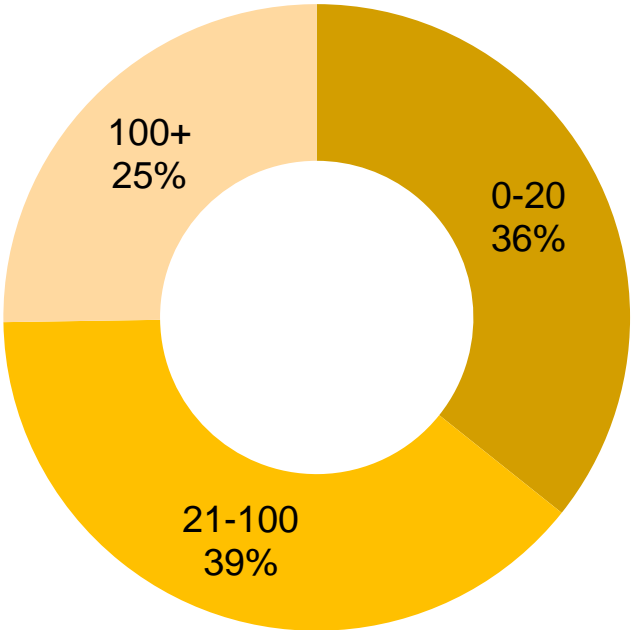
As a representation of who responded to the 3 surveys, let's look at the demographics for Survey 1....

Organization Type



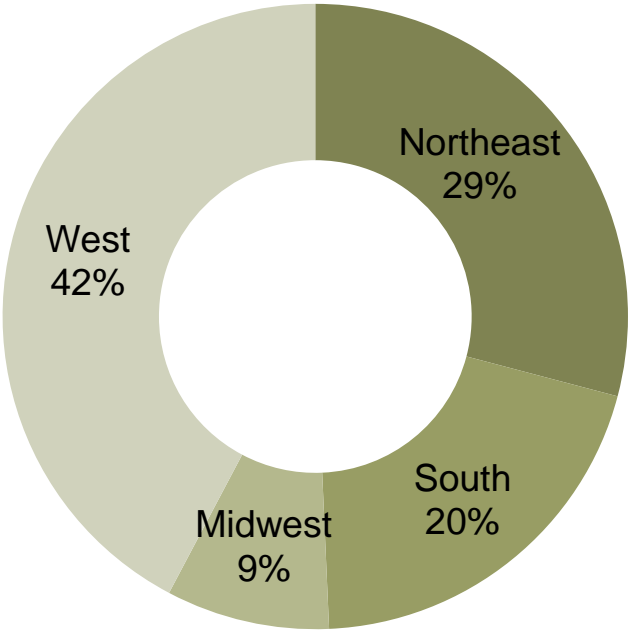
- District/Trad Pub Sch
- CMO/Charter School
- Ed products, services
- Ed support org
- Funder, donor or investor

Organization Size (FTE)



- 0-20
- 21-100
- 100+

U.S. Region



- Northeast
- South
- Midwest
- West

What we learned

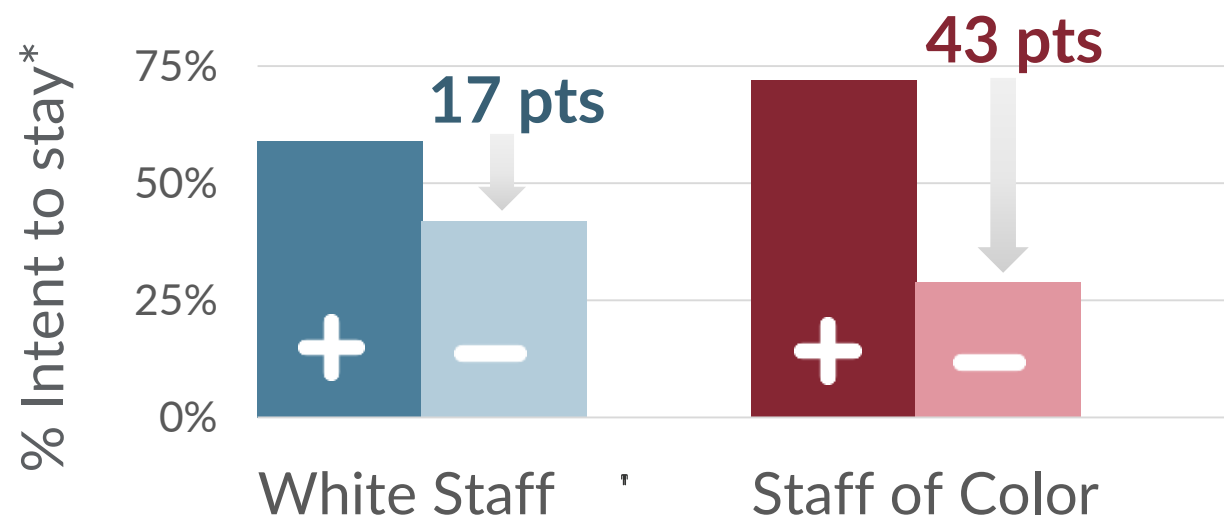


Diversity, equity, and inclusion matter for **retention**

Retention is
higher



Staff — especially staff of color — are **more likely to stay** in diverse, equitable, and inclusive organizations



- + Orgs perceived by staff as diverse, equitable, and inclusive
- Orgs not perceived by staff as diverse, equitable, and inclusive

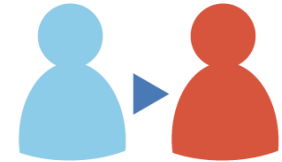
*Intent to stay is defined as agreeing or strongly agreeing with survey question “I fully expect to be working in this organization three years from now”

Diversity, equity, and inclusion matter for **recruitment**

Recruitment
is easier



Staff are **3X more likely** to recommend an organization that is diverse, equitable, and inclusive to a friend



Organizations with **more racially diverse leadership** are at least **50% more likely** than organizations with less racially diverse leadership teams to employ DEI-friendly recruiting practices to **yield a diverse group of new hires**

Diversity, equity, and inclusion matter for **students and families**

Student
learning and
community
connections
are
accelerated



Our impact assessment demonstrated links between organizational DEI, student learning, and community partnerships. Primary lines of impact include:

- A deep **understanding of communities served**, giving students a virtual “seat at the table”
- **Higher expectations and role modeling** from teachers and leaders who share the backgrounds of their students and staff, driving higher achievement
- **Trusted relationships** with students, parents, local communities, within work teams, up and down organizational hierarchies, and with partner organizations

To understand what organizations are doing today to increase DEI, we looked at the following buckets of organizational practices



Policies & Structures



Systems & Processes



DEI Data Tracking



Goals & Accountability Measures

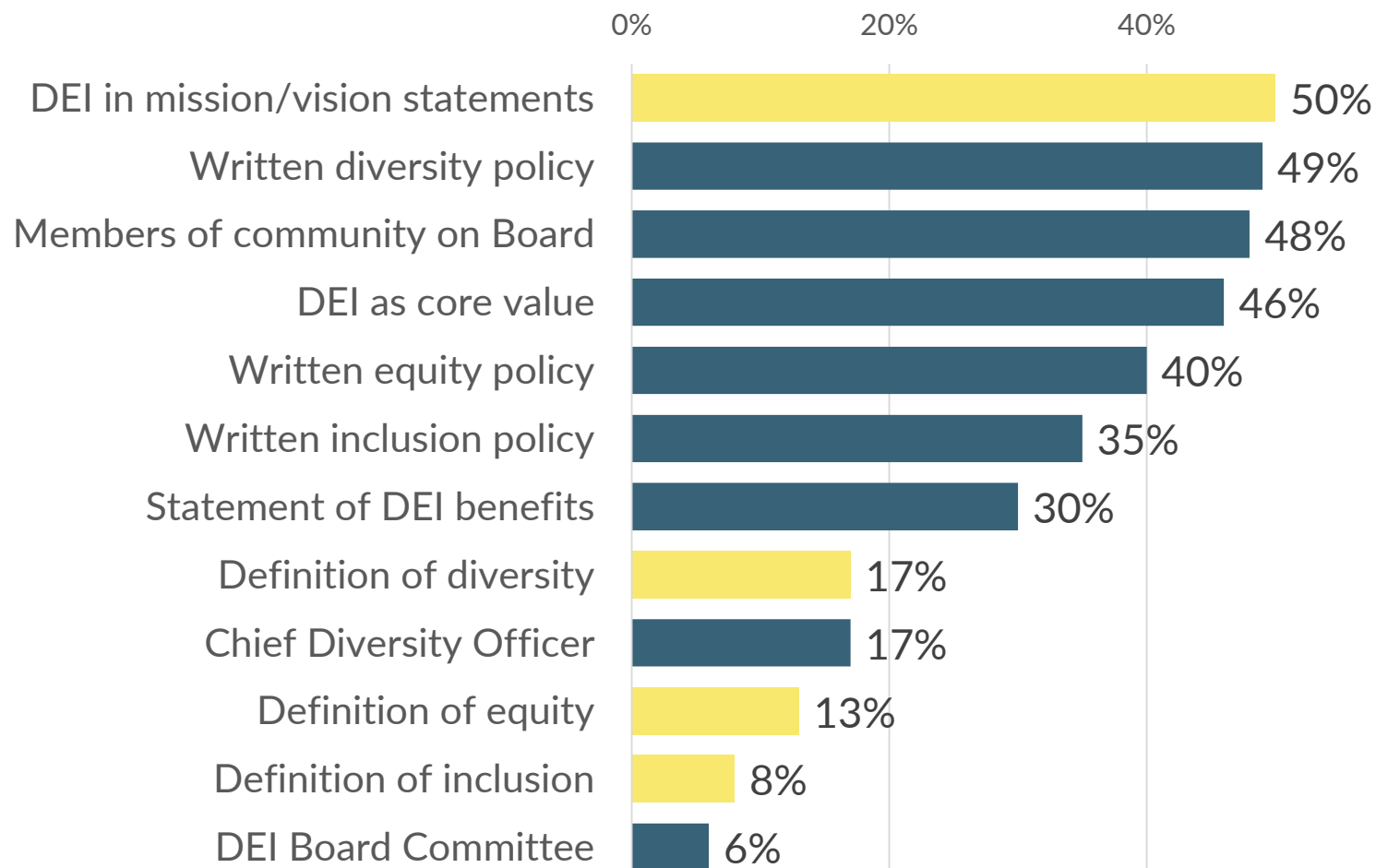


Recruiting & Selection



What organizations are doing (or not) today: **Policies & Structures**

% of organizations indicating they have the following:



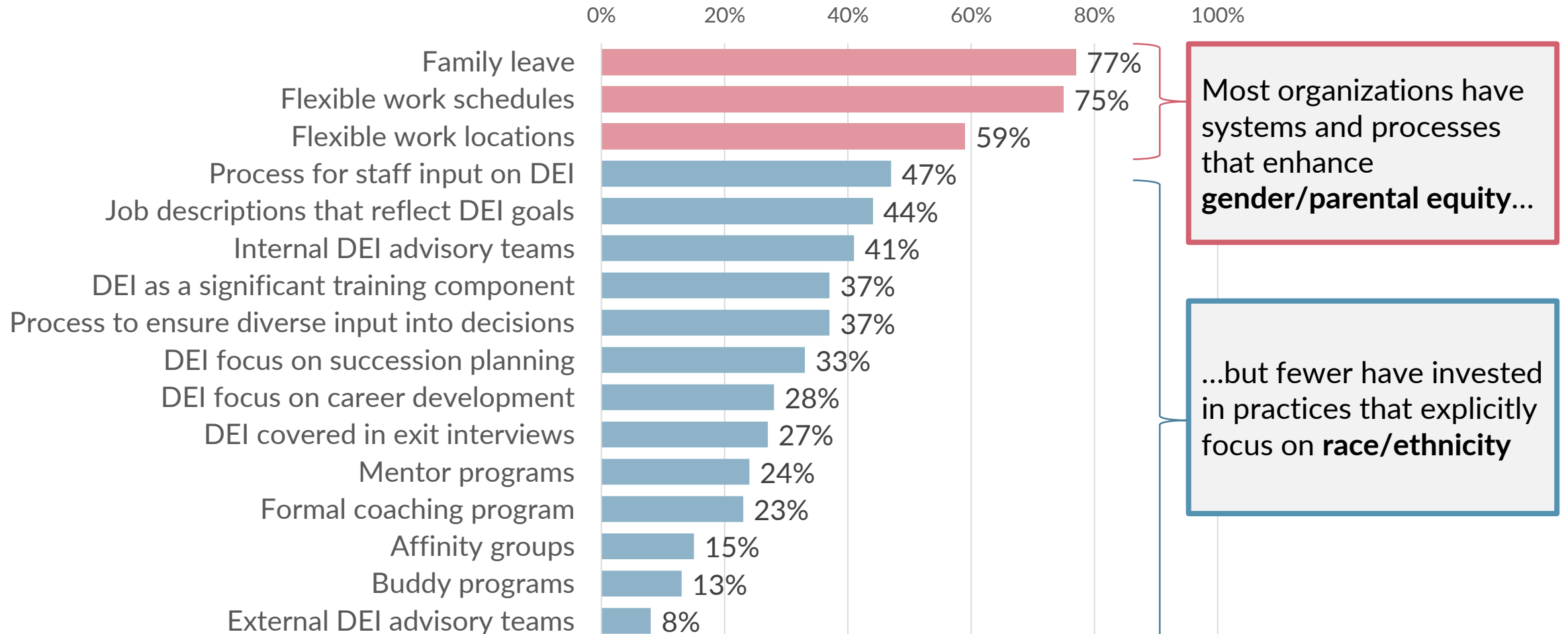
While 50% of organizations have DEI statements, **fewer than 20% have defined the basic terms of diversity, equity, and inclusion**

Interesting Insight: Some orgs, often led by people of color, have fostered diverse and inclusive organizations without written policies and formal structures



What organizations are doing (or not) today: Systems & Processes

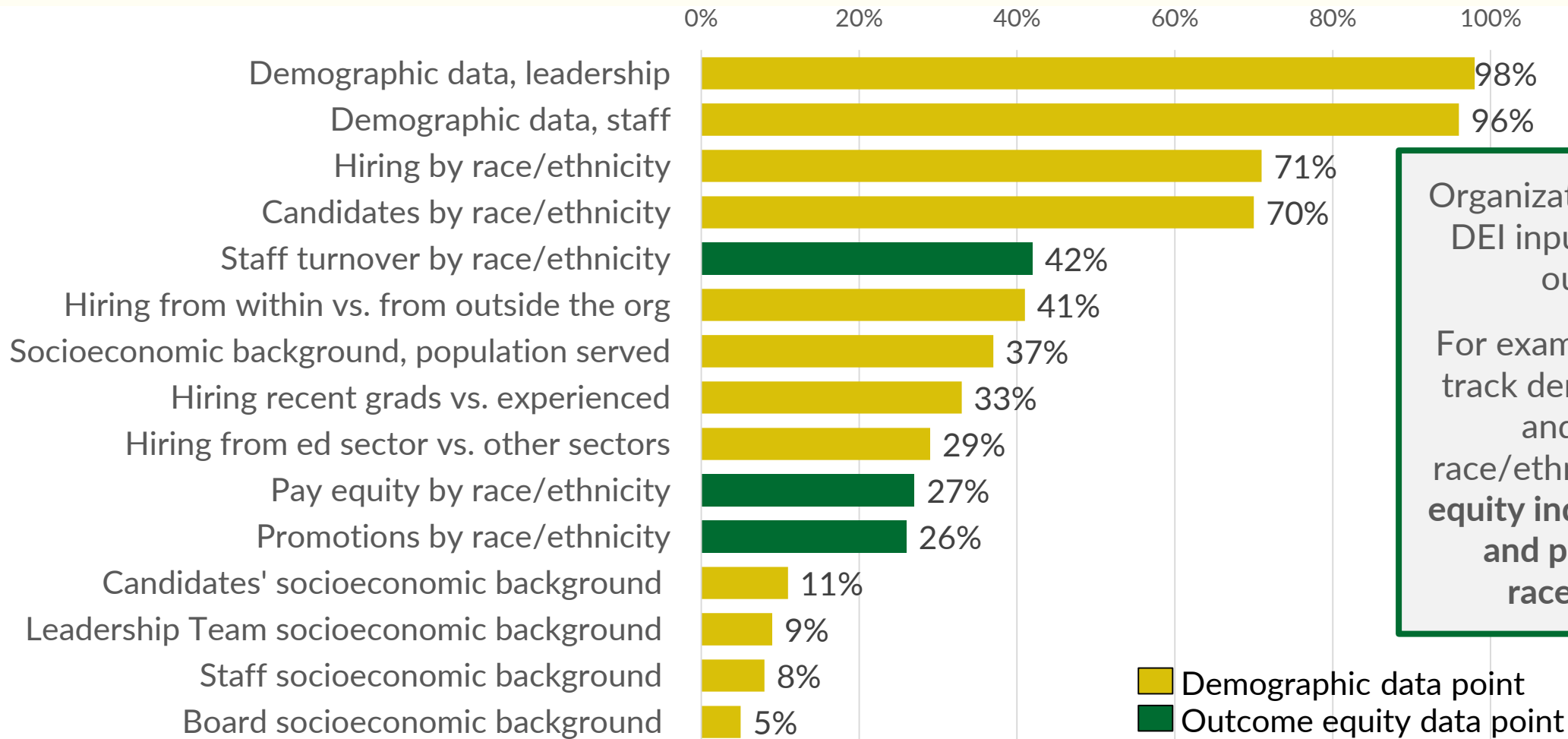
% of organizations indicating they have the following:





What organizations are doing (or not) today: DEI Data Tracking

% of organizations indicating they track the following:



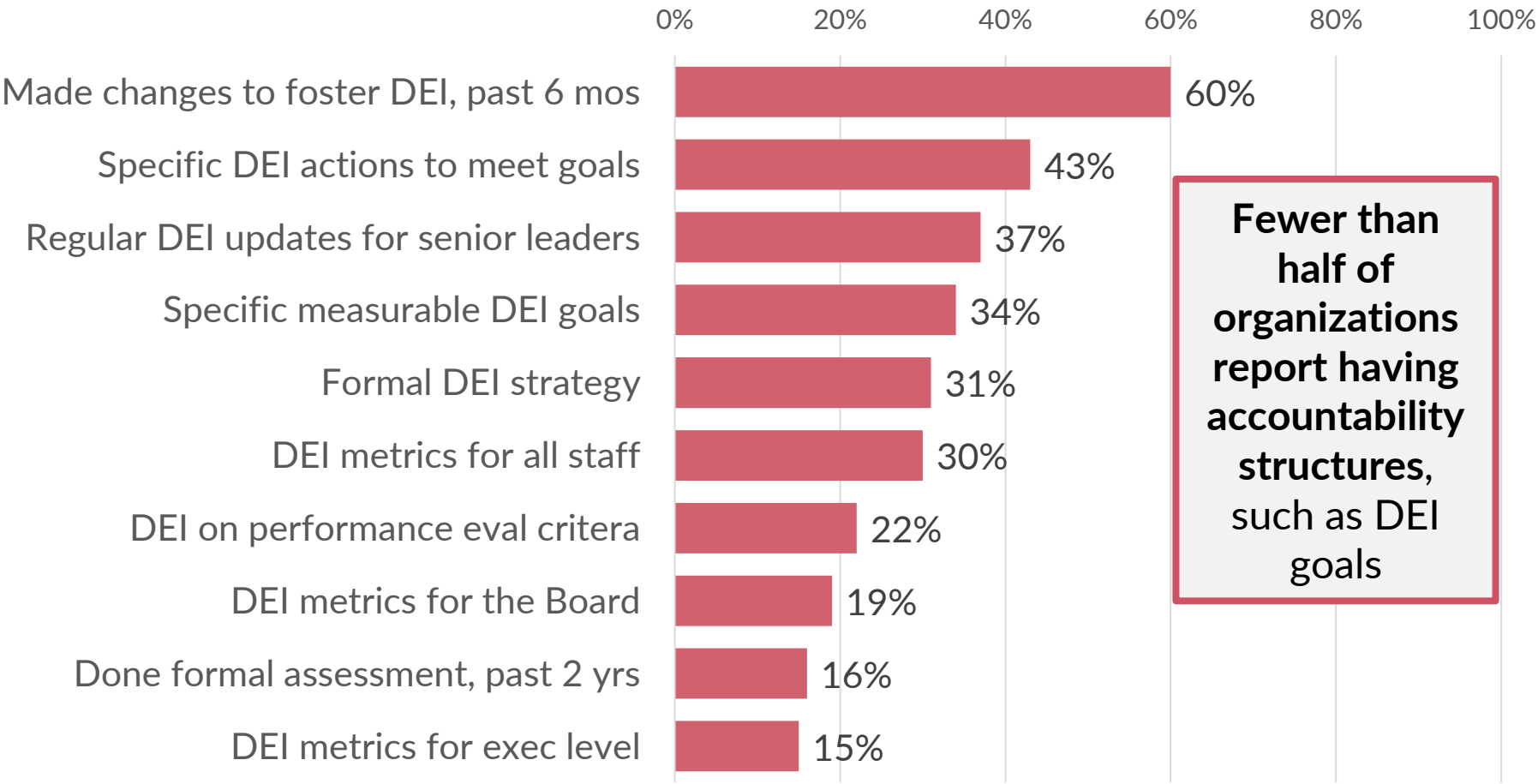
Organizations track more DEI inputs than equity outcomes.

For example, while most track demographic data and hiring by race/ethnicity, **few track equity indicators like pay and promotion by race/ethnicity.**



What organizations are doing (or not) today: Goals & Accountability Measures

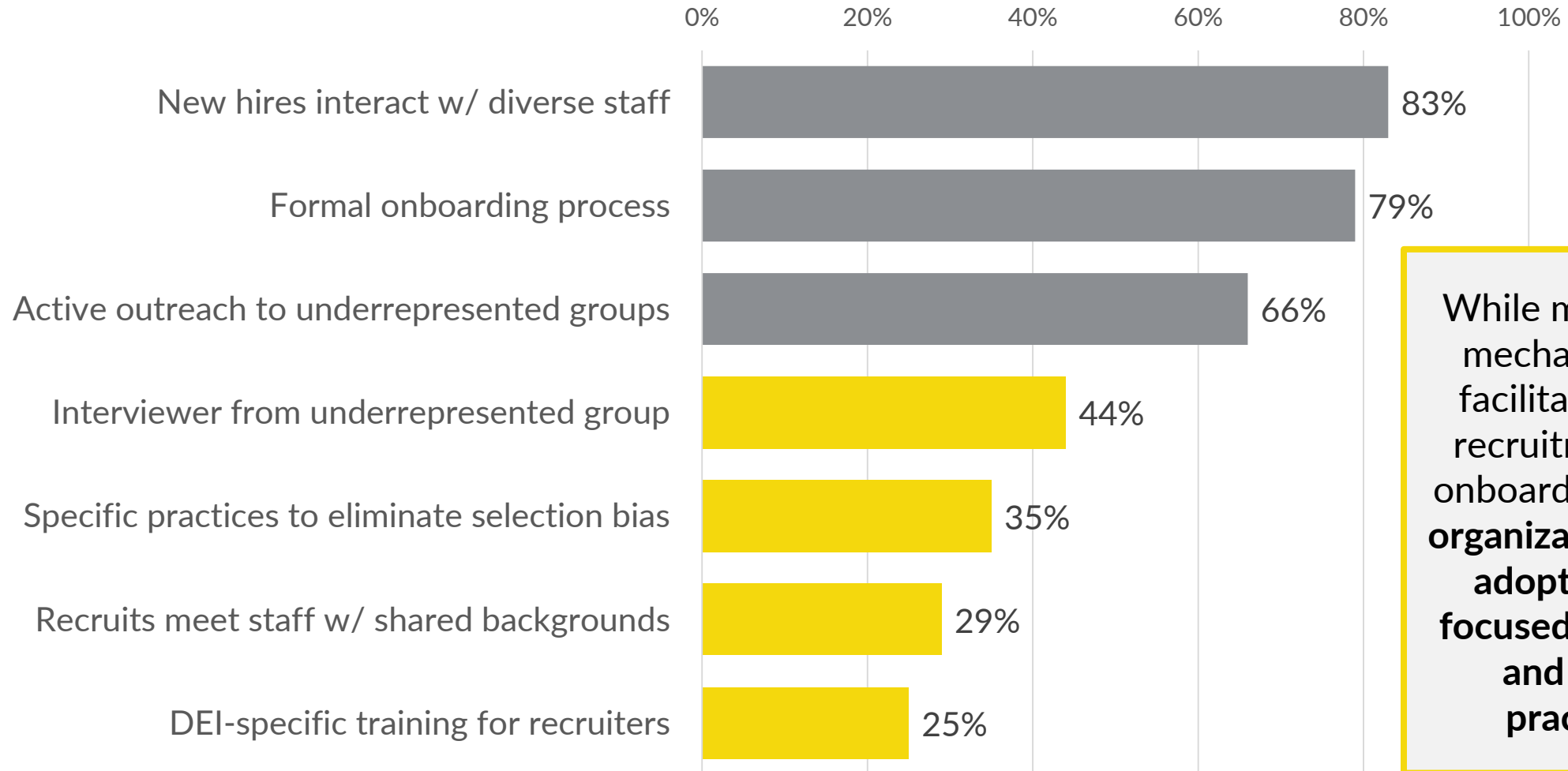
% of organizations indicating they have the following:





What organizations are doing (or not) today: Recruiting & Selection

% of organizations indicating they have the following:



While many have mechanisms to facilitate DEI in recruitment and onboarding, **fewer organizations have adopted DEI-focused selection and hiring practices.**



Turn & Talk

What did this inventory of DEI practices spark for you?

Are there any practices you're particularly interested in implementing?

The background of the slide is a blurred photograph of a workspace. It shows a dark wooden desk with several papers and a pen. The focus is soft, creating a professional and contemplative atmosphere.

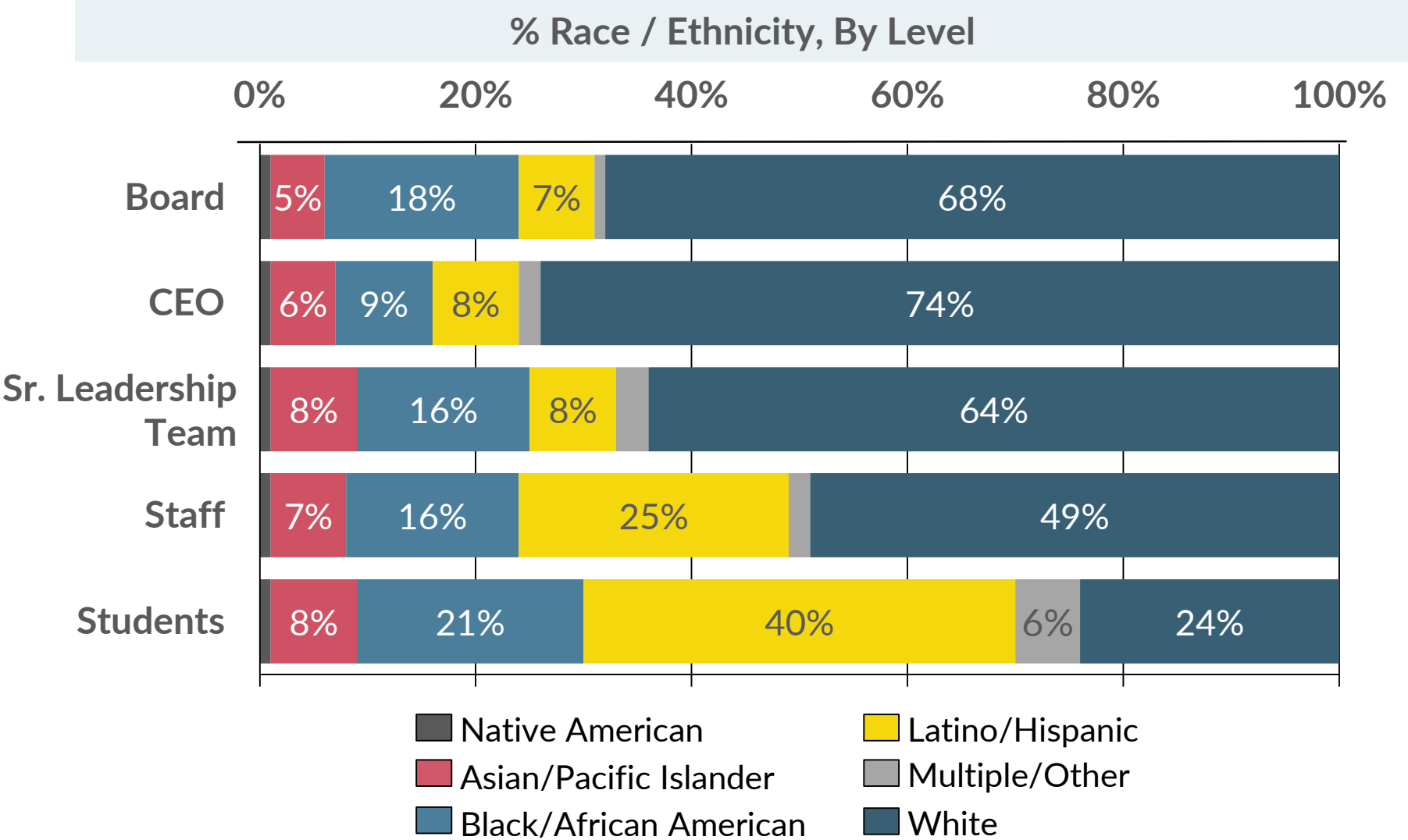
*“I think there needs to be **more diversity at the top**. I think that we do well with diversity at lower levels, but there is a white concentration at the top...”*

Diversity: Nearly 100% of organizations surveyed noted a desire to reflect the communities they serve. How do you think we're doing?



Diversity: Here's a look at how we're actually doing

- Senior roles are the least diverse and least representative of students, with significant underrepresentation among Latinos / Hispanics.
- This gap between leadership and staff/students served highlights the need to diversify while avoiding tokenism by ensuring authentic power-sharing.



Note: Native American or Multiple/Other <5%

Diversity: Diverse leadership teams create more avenues for broad stakeholder input

Organizations with lower than average leadership team diversity

Organizations with higher than average leadership team diversity and/or CEO of color

21%

30 pt difference

← Have process to collect student input →

51%

26%

21 pt difference

← Have process to collect parent input →

47%

34%

19 pt difference

← Involve the community in workforce DEI →

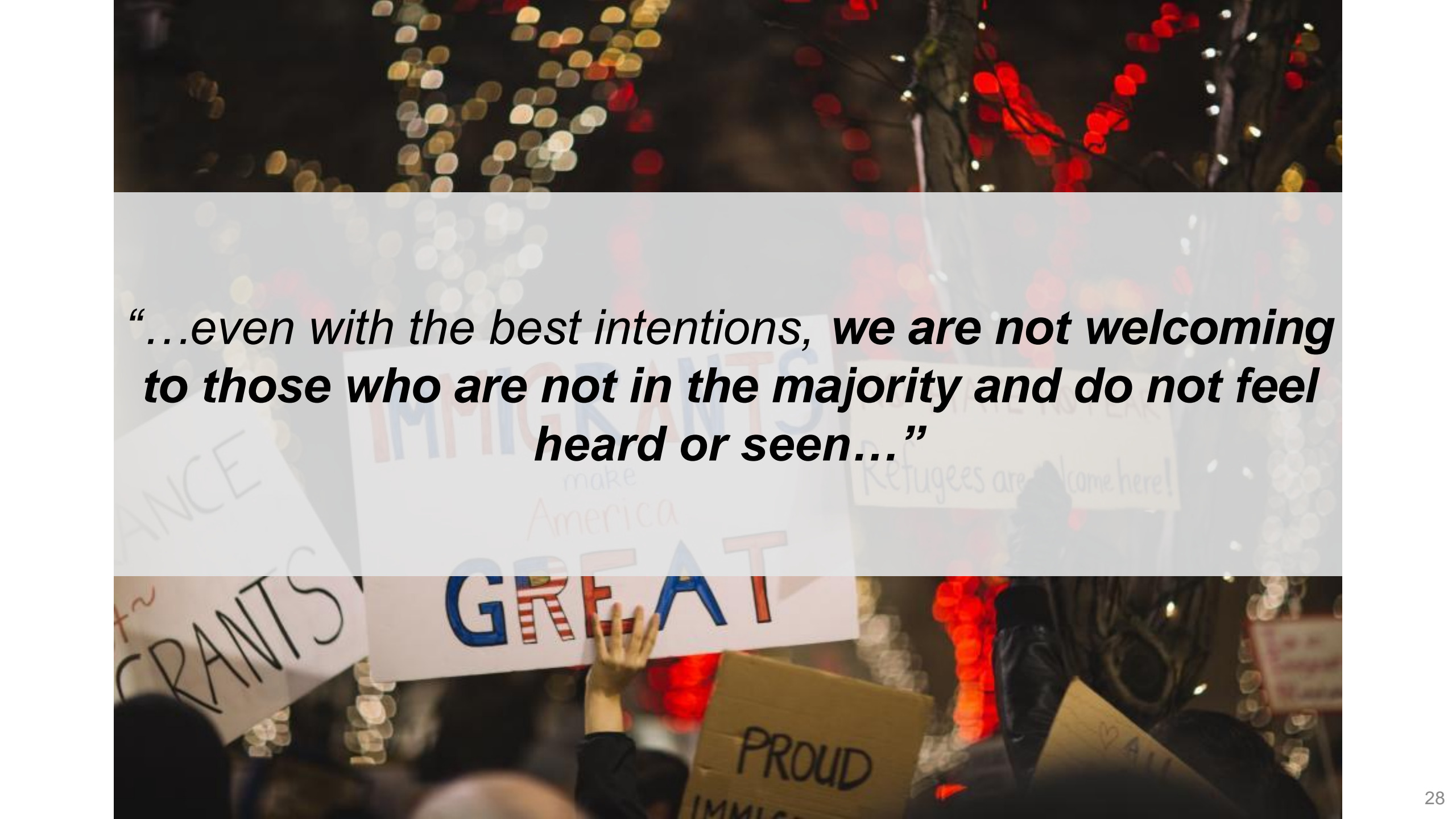
53%

32%

18 pt difference

← Have process to ensure diverse input into decisions →

50%



“...even with the best intentions, we are not welcoming to those who are not in the majority and do not feel heard or seen...”

Inclusion: Staff report that organizations have significant room to grow on several core measures of inclusion

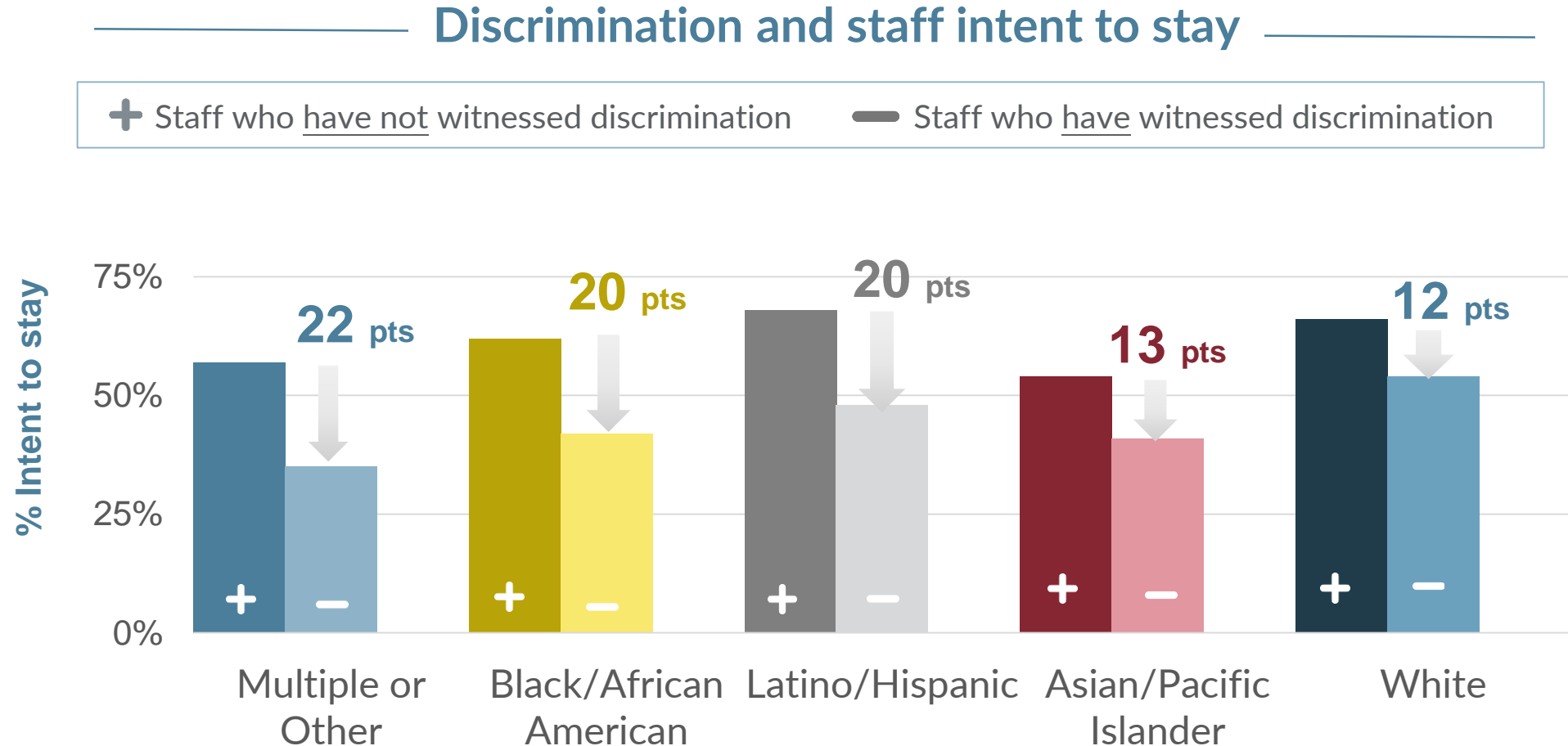
Most staff feel generally positive about their organization respecting differences, but we see drops in actively promoting inclusion and understanding.



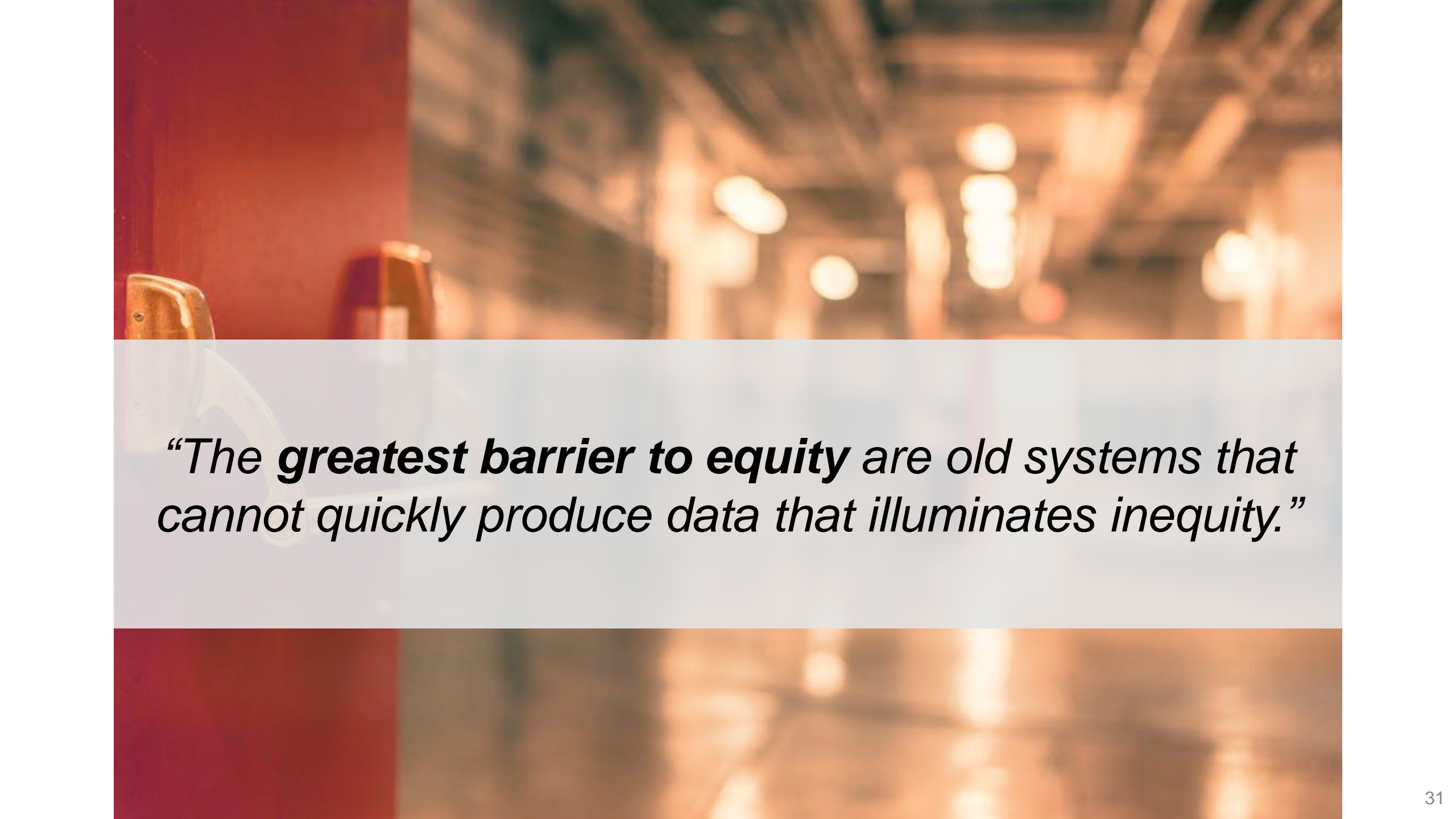
Inclusion: We also see a meaningful relationship between experiences with discrimination and intent to stay*

For staff who have not witnessed discrimination at their organizations, intent to stay scores are comfortably over 50%.

For staff who have witnessed discrimination, scores drop noticeably for all race/ethnicity subgroups.



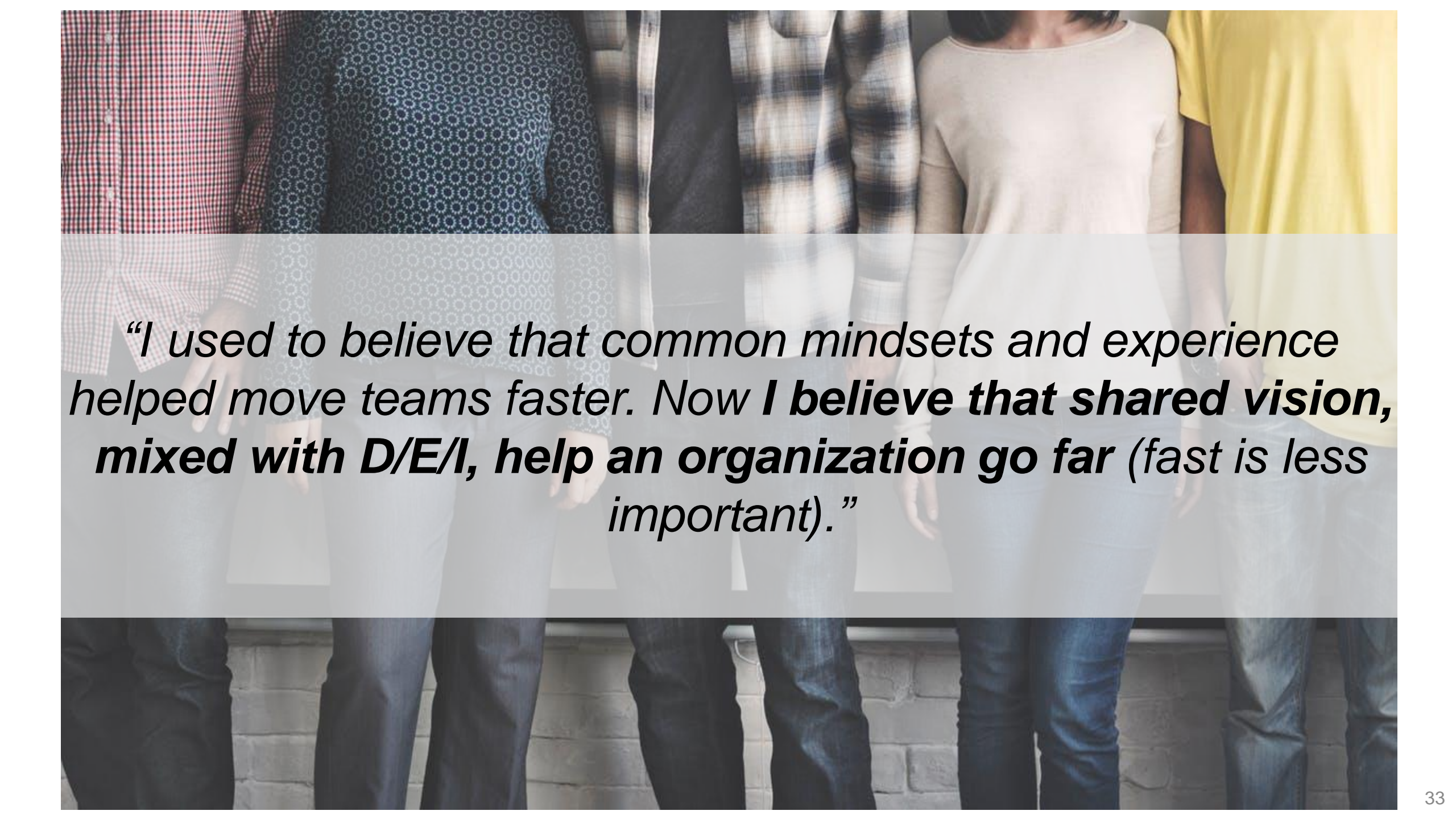
*Intent to stay is defined as agreeing or strongly agreeing with survey question “I fully expect to be working in this organization three years from now.”



*“The **greatest barrier to equity** are old systems that cannot quickly produce data that illuminates inequity.”*

Equity: Staff report low ratings on key equity measures

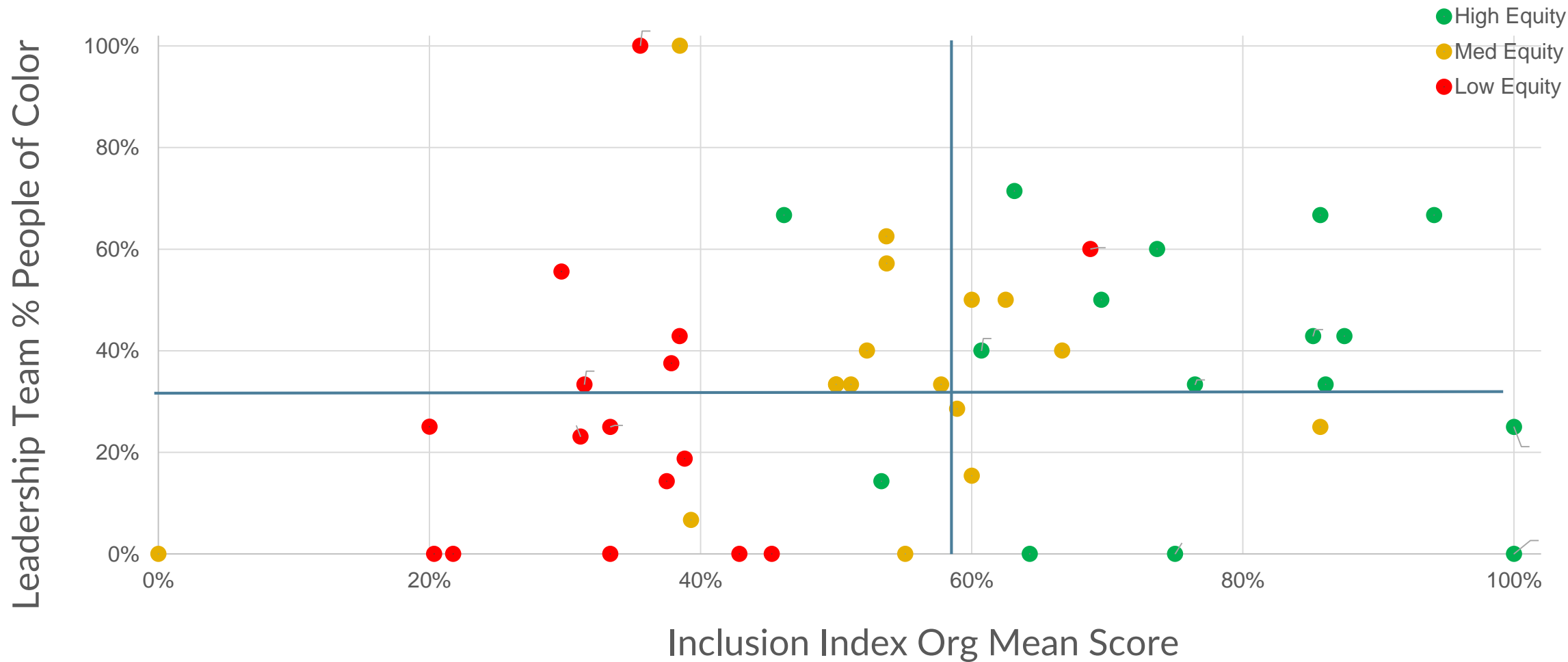




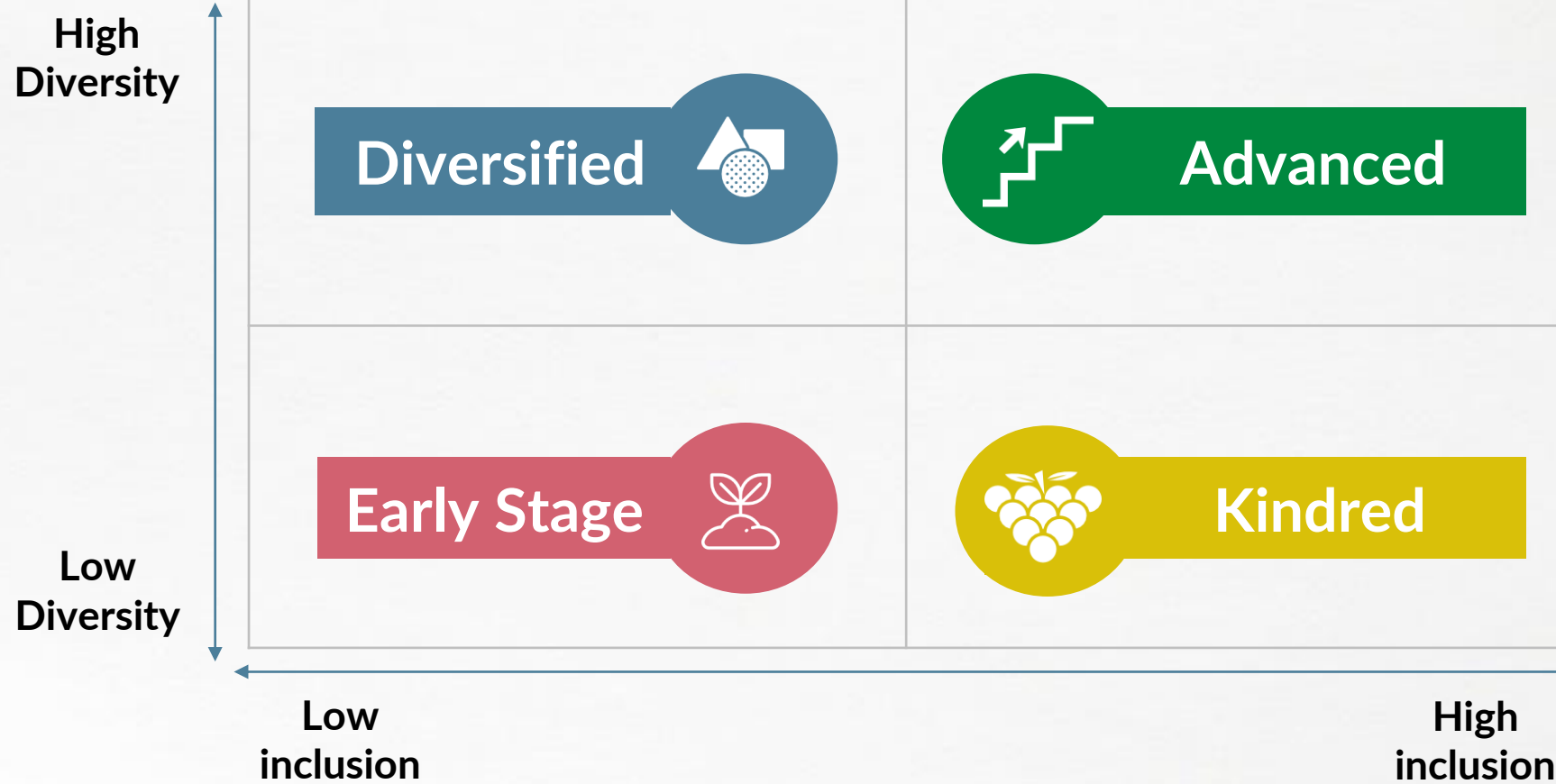
*“I used to believe that common mindsets and experience helped move teams faster. Now **I believe that shared vision, mixed with D/E/I, help an organization go far** (fast is less important).”*

We see patterns that demonstrate that you need diversity, equity, and inclusion

Leadership Team People of Color % vs Inclusion Index showing Equity Index



We make sense of these patterns by organizing them into profiles





Early Stage

Low diversity

Low inclusion

These organizations may have good intentions, but those intentions don't manifest in diversity or inclusion. **DEI efforts may be hampered by low management commitment and difficulty prioritizing DEI.**



Key Considerations

- How does lack of DEI **impact your work?**
- How can you **model and signal to staff** that it's okay to have conversations about DEI?
- How can you **re-frame DEI in win-win terms** instead of as a tradeoff?



Pushback you might hear

- ***I don't even know what we mean*** when we say diversity, equity, and inclusion.
- How does DEI help us ***do our work better?***
- ***We're too busy*** to focus on DEI this year; maybe next year.



Diversified

High diversity 

Low inclusion 

While more diverse, these organizations have low equity and inclusion—**potentially driven by a culture of assimilation to white dominant norms.** While more leaders identify as people of color, they may hold low-power positions.



Key Considerations

- How can you identify and **eliminate exclusion** that may be driving attrition and low engagement?
- How does **power sharing** manifest?
- How can you make important policies related to promotion and compensation more **transparent and clear to staff**?



Pushback you might hear

- *Hey, we've **already made great progress** by hiring a diverse staff.*
- ***Everyone doesn't need purview** into how we make promotion and compensation decisions.*
- *How will talking about DEI-related issues help us?*



Kindred

Low diversity 

High inclusion 

While appearing inclusive and equitable, these organizations are not diverse, and **may be perceived as “inclusive” or “equitable” likely because they’re homogeneous.**



Key Considerations

- What might you be **missing out on** by not having greater team diversity?
- If you diversify, do you think the org will **continue to demonstrate high inclusion and equity**?
- How might you **push others’ perceptions** that diversity requires tradeoffs?



Pushback you might hear

- *It takes **too much time** to find ‘qualified’ candidates of color.*
- *Increased diversity is **secondary** to mission impact.*
- *What **research** proves increased diversity improves student outcomes?*



Advanced

High diversity



High inclusion



These organizations thrive with high diversity, equity, and inclusion, perhaps driven by a founding leader or team who made DEI the norm from the outset. They may lack clear policies and accountability processes, though, which might threaten sustainability of this success.



Key Considerations

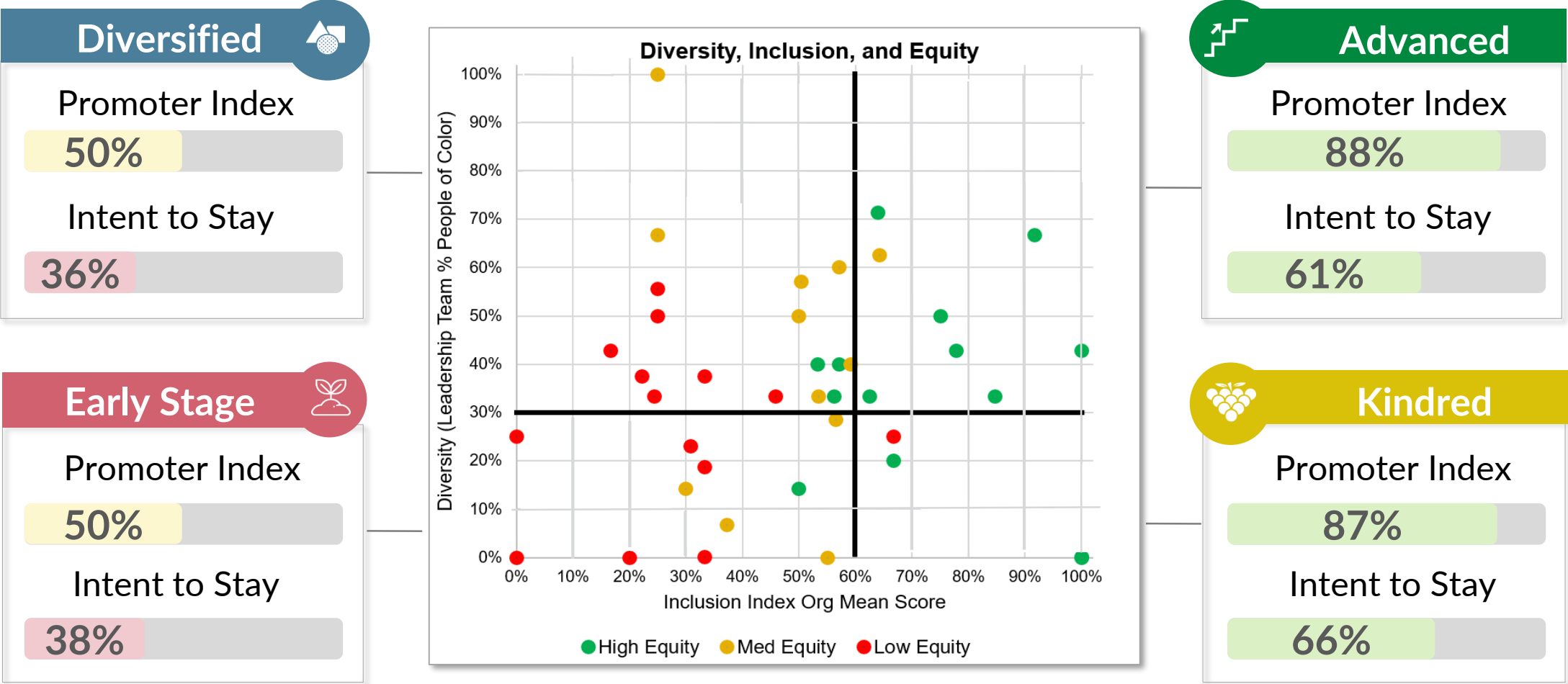
- What opportunities exist to **codify your approach** to sustain your success?
- What **feedback loops** have you established to learn and regularly refine your approaches to DEI?
- How can you create **multi-level accountability** (e.g., board, leadership, staff) for DEI within your organization?



Pushback you might hear

- *We don't need a written policy for everything – **it's in our DNA.***
- ***We've done this [DEI] work already,** why is it still a priority?*

More equitable and inclusive organizations have higher promoter index* and intent to stay scores



* The “promoter” index measures staff’s sense of affiliation with and willingness to advocate for their organization, comprised of a high score on intent to stay or willingness to recommend the organization to a friend.

Which profile best describes your organization's DEI context?

Early Stage

Diversified

Kindred

Advanced

Start the presentation to activate live content

If you see this message in presentation mode, install the add-in or get help at PollEv.com/app

Total Results: 0 / 41



Turn & Talk

Which profile did you choose to describe your organization? Why?

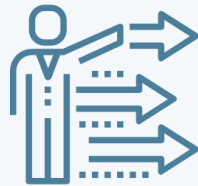
What are your reactions to your organization profile's promoter index and intent to stay scores?

Moving forward: Zero in on promising practices that have proven most impactful in accelerating organizational DEI

Progress on DEI is not about implementing a checklist of to-dos but rather deep, consistent, embedded focus on DEI.

Organizations receiving high staff ratings on DEI are more likely to employ these long-game strategies:

Promising Organizational DEI Practices



Define and communicate **multiple benefits** of diversity, equity, and inclusion



Engage and gather **input** from multiple sources, including staff and community



Build and leverage the power of **diverse leadership teams**



Bring a DEI lens to **recruiting practices**



Excel at **management communication** and foster **conversations about race/ethnicity and power/privilege**



Foster **opportunities for advancement** of underrepresented groups

Questions ?

Moving forward: A call to action to leaders

As a leader, demonstrating your commitment to DEI is one of the most powerful contributions you can make



- **Deliberately shift DEI from one of many priorities** to an imperative within your organization
- **Share power** and ensure that historically marginalized people have a seat at the table
- Make **appropriate investments** of time, attention, and resources
- Collect data, but remember...the stakes are too high to become paralyzed by lack of data or the wait for data – **it's important to act**

Thank you for your engagement today!

Here's what next and how you can stay plugged in:



On your way out, **write on our collective commitment wall** one action you're committing to taking in the next 3 months to accelerate your org's progress on DEI



Stay tuned for the official public report in June with full findings and insights from the survey



Spread the word about the study and the call to action. Engage in discussion with your colleagues both inside and outside your org



Reach out to us with your questions, suggestions, and feedback at deisurvey@bellwethereducation.org and diversity@newschools.org