

recruiting and retaining a diverse staff

Last Fall, Gerardo Okhuysen, Associate Professor in Management, approached Student Affairs with the proposal that his MBA students in Mgt 6051, Managing and Leading Organizations, serve as consultants in addressing questions raised by our offices. Teams of five students worked with fifteen offices over the term to gather information and make recommendation around twenty-one issues. Final reports and a poster session on the final day of class allowed all involved to view the results. Questions ranged from Disability Services asking “Do staff,

faculty and students understand what CDS does for students with disabilities?” to the Union’s question “How do we identify important stakeholders and develop metrics for performance?”.

One team, in particular, addressed the question, “How does Student Affairs recruit and retain a diverse staff?”. The team met with a number of Student Affairs staff, including administrators, directors and several members of the Student Affairs Diversity Council. In addition, the team developed a survey which was sent to all Student

mission statement

The Student Affairs Diversity Counsel (SADC) strives to cultivate an environment that embraces and promotes the broad scope of diversity within the division.

Affairs staff with 158 respondents for a 47% return rate. Of those who responded, 65% identified as female

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it's hard to hate someone whose story you know: stories of growth and change

This column features stories by Student Affairs professionals and students who are willing to share an experience (event, book, speaker, etc) which promoted growth, a change in perspective, an awareness of another, or when some knowledge that was previously missing slipped into place.

baby baking

Nicole Miranda

I guess you can say that it's been a lot of change in a short amount of time. I moved, bought a new car, got engaged, and grew outward by 34 pounds in a matter of weeks. The physical part of being pregnant for me was not so bad—

in fact the whole thing seemed like a piece of cake. From minimal nausea to 6 hours of labor, I think it's safe to say that my pregnancy went smoothly. However, it was the emotional and mental change that was—and continues to be—challenging.

I am the only one of my family born in the US—my parents and siblings are all exiles from Chile. My partner, on the other hand, is Black. This should be

irrelevant, but unfortunately it isn't. Throughout my pregnancy I thought about a million things, mostly about



the responsibility I now had raising a child that would likely never be seen as African-American and Chilean but rather as just Black. As a parent, that was a tough realization to come to. I will be raising a child whose skin I will never be in and whose shoes I

can never walk in. I will never see

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calendar

ON-GOING

Oct 21, 2010 - Feb 13, 2011

Art Exhibition

Utah Museum of Fine Arts

Trevor Southey: Reconciliation

<http://umfa.utah.edu/>

February 10 - 6:00pm - 8:00

Social Justice Lecture Series:

Allies for Equity: **"Never Fight a Shark in Water"**

Social Work Auditorium.

February 12 - 9:00am - 3:20

7th Annual Conference on So-

cial Awareness: **Creating Equity**

through Opportunity. Sponsored

by the ASUU Diversity Board. Mar-

riott Library. Register at [http://](http://www.asuu.utah.edu/news/cosa)

www.asuu.utah.edu/news/cosa.

February 16 - 12:00pm - 1:30

SADC's Understanding Diversity

Series: **"Affirmative Action? What**

is it, What does it do, and is it

Relevant?"

Panel Presentation

Parlor A, Union Building

February 16 - 1:00pm - 2:30

Webinar: **"Building Bridges to**

College Success with Latino First

Generation College

Students"

Sponsored by CESA and Latino/a

Outreach Programs

February 17 - 4:00pm

"Modern Slavery: What We Can

Do About It", Lydia Cacho, Jour-

nalist and Human Rights Activist

Eccles Auditorium, CTIHB 109

baby baking, continued

the world through his lens, let alone face the challenges he will likely meet throughout his life. Even now, I struggle with how to meet the challenges—I have already begun to notice the looks, the comments, and the questions. Just a month ago in the mall a woman came up

to me and said, "Oh your baby is so dark." I guess these things are bound to happen. But my response to these sorts of situations can no longer be silence. I can't ignore it. In fact I can't ignore much of anything anymore. That behavior was not OK in the first place, but it surely

isn't OK anymore—things quickly get personal when it comes to your baby. Another incident occurred just a few days ago when I overheard a white student say to a black student, "You'll probably get the scholarship instead of me because you're black...well, it's true!" Once upon a time that sort of thing angered me, but now it hurts. It hurts because that's the reality for my baby. I won't always be there to defend my child

or stand up for him, but that just means I have to do the best job I can at teaching him to have confidence in who he is, and to confront those tough situations with humility, dignity, strength and the power of words rather than the power found in a fist. I have yet to fully learn those things myself, but I've found in the 17 weeks of life Roman has

I will be raising a child whose skin I will never be in and whose shoes I can never walk in. I will never see the world through his lens, let alone face the challenges he will likely meet throughout his life.

had on this Earth, he's already taught me so much. The greatest lesson being that love is nothing short of an action, and that maybe—instead of being blinded by anger when these things come up—I should be blinded by love. I know it won't be easy to be his mama but I guess it isn't supposed to be. I

still have a lot of questions, worries, hopes and fears for him. But for now I'm taking it one moment at a time.

Being a mother has taught me that I am nowhere near being enlightened, that I have far more to learn from Roman than he from me, and that's OK. I am still learning, still becoming, and still arriving. Hopefully that's the one thing that won't change.

Thank you, Roman. I love you.

diversity dialogues

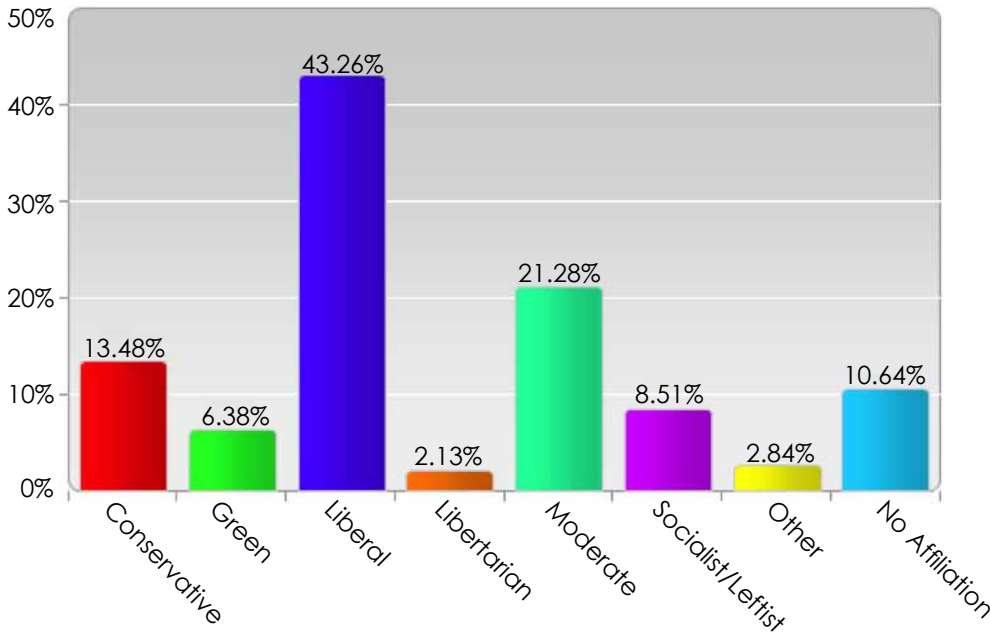
If your office, class or organization finds it challenging to discuss issues such as race, sexual orientation, power and privilege, religion or a host of other difficult topics, the SADC would like you to know that there is help. There is a trained group of facilitators who would be glad to assist you.

You can contact Debra (ddaniels@sa.utah.edu) or Kari (kellingson@sa.utah.edu) for more information.

recruiting and retaining a diverse staff, *continued*



How would you describe your political views?
(check all that apply)



and 80% were White/Caucasian. Human Resources data shows that 67% of all Student Affairs staff is female and 82% are White, suggesting that, at least on these characteristics, the respondents were a representative sample. In addition to gender and ethnicity, 8% indicated having a disability substantially limiting a major life activity, and 82% identified as heterosexual. With regard to spiritual beliefs/practices, 33% were LDS, 23% were Protestant/Catholic, 17% had no affiliation and all other responses were less than 10%. Political views varied widely as seen in the graph above.

The team identified a number of strengths as well as areas for improvement. They found that 90% of staff felt that they had colleagues at work with whom they could discuss work-related problems. The team stated “We believe this to be an important element in fostering diversity.

Increasing staff diversity will be difficult unless the environment is one where people trust one another.” (p.4). When asked if the University of Utah values their diversity initiatives on campus, 75% indicated that their involvement was supported. The team also felt that sexual orientation is not a divisive issue in Student Affairs, although two respondents stated that they felt unwelcome among their colleagues at least once in the past year because of their sexual orientation. While recognizing the importance of noting these two incidents, given the results as a whole, the team viewed Student Affairs as a welcoming place, regardless of sexual orientation or gender.

However, several areas for improvement were suggested. When asked if they were expected to present a different viewpoint from the majority because of their identity in the past year, about 25% of respondents answered

‘yes’. However, nearly half of Pacific Islanders, Hispanics and those who identified as other than heterosexual answered “yes” to this question. The team interpreted this as a measure of how much people are encouraged to share their unique views. However, they cautioned that if the individual felt expected or compelled to do so, the interpretation is less positive.

When looking at all respondents, in response to the question: “How many times in the past year have you been present with staff members from your unit where you did not feel welcome because of xxx” 15% said they felt unwelcome because of their racial or ethnic background. When this response is looked at by group membership, about 50% of respondents from backgrounds other than Caucasian had experienced feeling unwelcome at least once in the past year. With regards to religion, 43% of individuals identifying themselves as LDS stated that they had felt unwelcome at least once as a result of their religion. For those identifying as Protestant or Catholic or those with no religious affiliation, the number who felt

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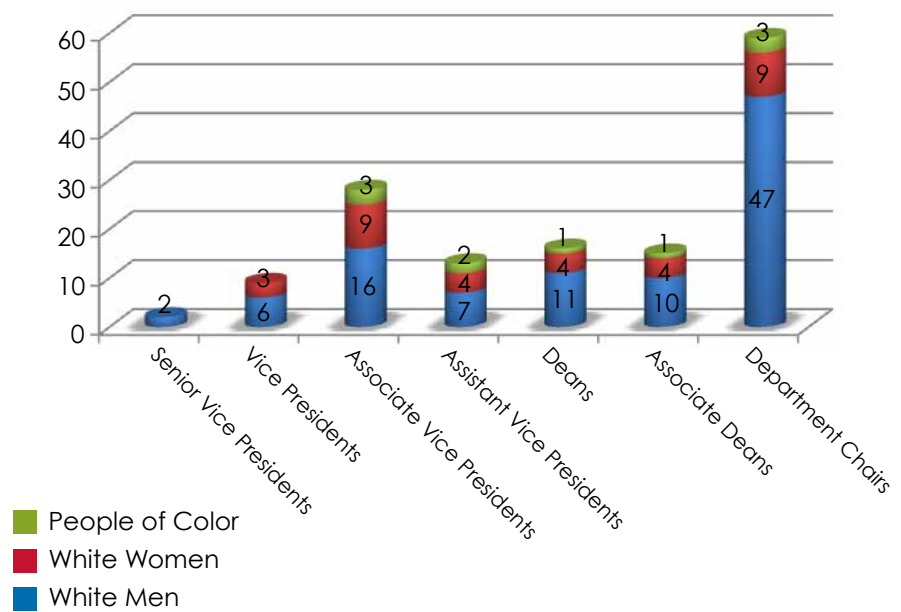
recruiting and retaining, con't
unwelcome is 33%. In fact, the only group with significant numbers which did not feel unwelcome because of their religious beliefs were the agnostics! It was suggested that we consider this area more closely since so many of the staff feel that their religious or

spiritual affiliation is not valued in their department.

More on these results and the team's recommendations will be presented in Part II of this article in the March Diversity Newsletter. For a complete copy of the report, please contact Kari Ellingson at kellingson@sa.utah.edu.

U of U diversity

U of U Administration by Race/Ethnicity and Sex



student affairs diversity council

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Suzanne Jones

Women's Resource Center
Student Affairs, Student Development
Educational Opportunity Programs
Registrar's Office
Dean of Students Office
Counseling Center
Student Recruitment
& High School Services
Union
International Center
Orientation/Leadership Development
Educational Opportunity Programs
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Center for Disability Services
LGBT Center
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Bennion Center
Network Support
Admissions Office
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