

DEI Work is Not Free

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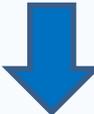
Women in Technology+Allies
September 20, 2021

Historically, higher education has treated Diversity, Equity, and Inclusion (DEI) as passion work that has primarily been shouldered by marginalized communities. This does not create sustainable and effective change and it sends the message that DEI is not a priority. Creating real change requires intentional and strategic planning, introspection, action, and a budget. Join us for a discussion on building the infrastructure to support and advance DEI. It will cost at the individual and organizational level... and I'm not just talking about money (but it requires that too!).

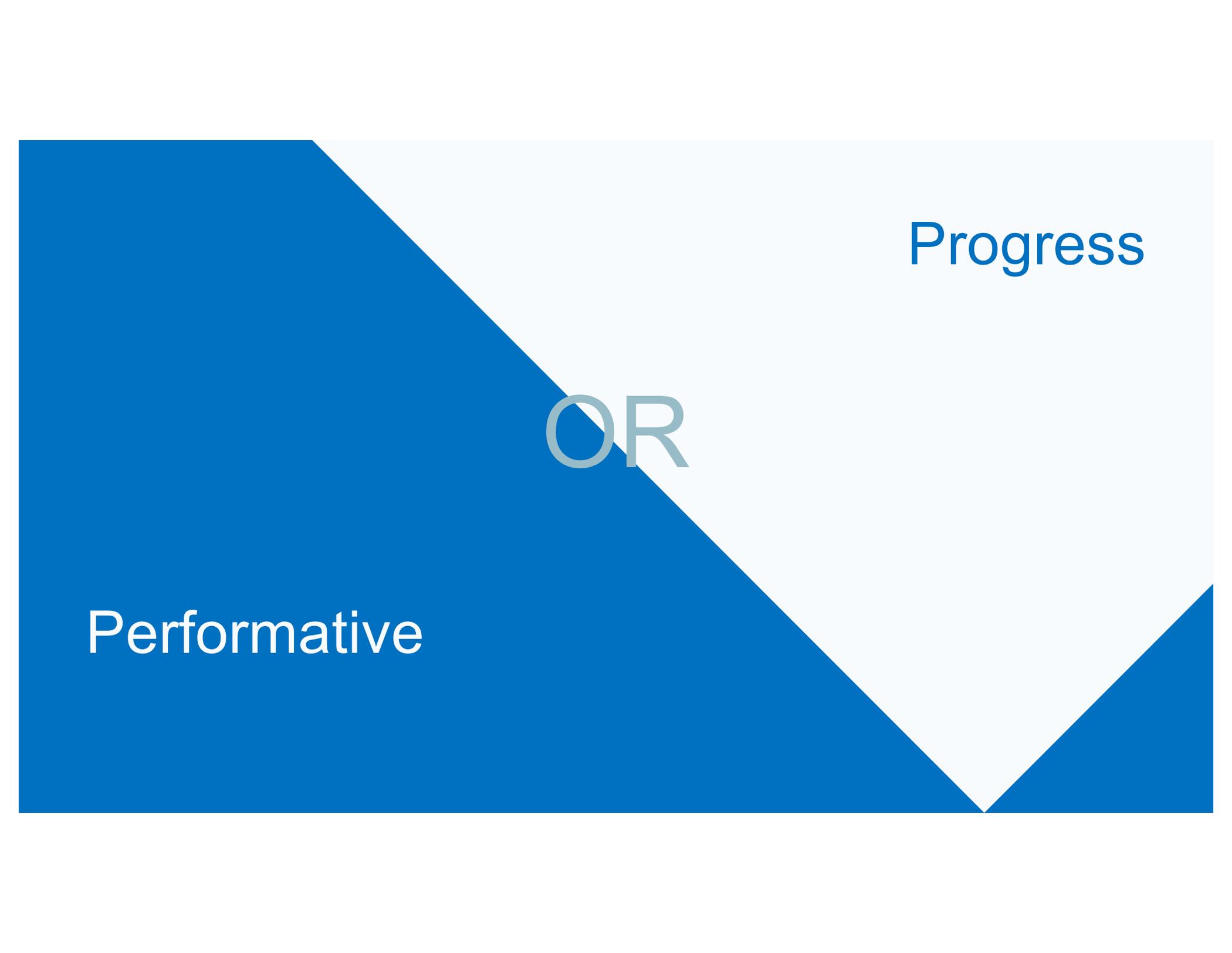
Diversity & Inclusion Roles

Glassdoor.com

 **50%**
IN JUNE 2020

60% 

FROM MARCH TO JUNE 2020



Performative

OR

Progress



Infrastructure

OR

Add On

A photograph of a laptop screen with a dark overlay. The screen shows a line graph with a blue line and a pie chart with a green slice. The text is overlaid on the left side of the screen.

“Without sound organizational design and staunch commitment from senior leaders, many CDOs end up simply grafted onto the existing structure of their institutions like an added and redundant appendage to a body.”

The Chief Diversity Officer, 2013

What Does it
Cost at the
Institutional
Level?

What Does DEI Cost?

DEI is not passion work to be shouldered by marginalized communities



Budget

Staff, programs, initiatives, scholarships, events, trainings, consultants, etc.



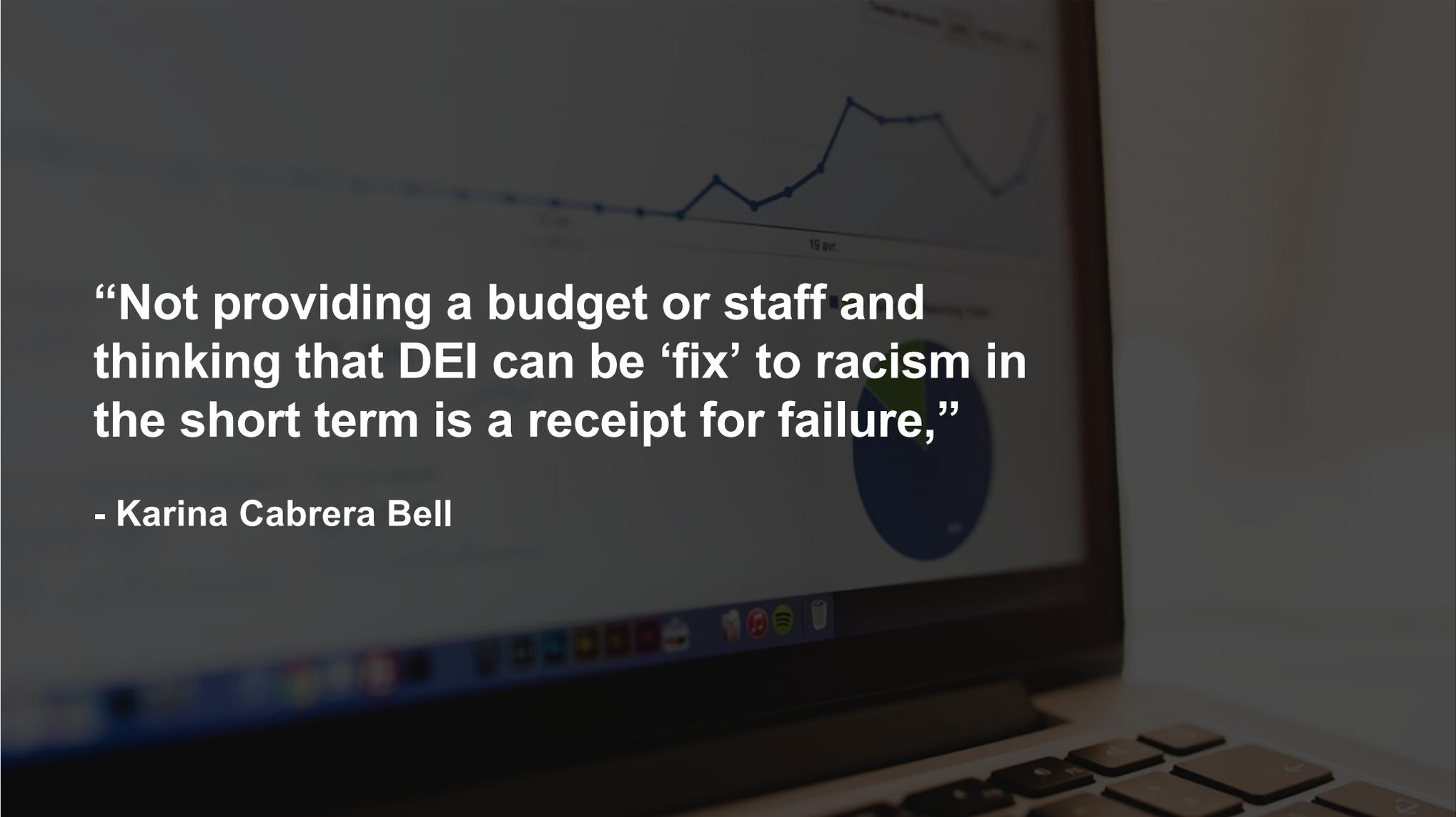
Time & Action

One day won't fix 400 years. Strategic planning, recruitment, reflection, redesigning job responsibilities, changing policies



Turnover/Lawsuits

If DEI is not addressed it costs us amazing talent, legal fees, settlements, and is detrimental to the brand

A photograph of a laptop screen. The screen shows a line graph with a blue line and a green line, and a globe. The text is overlaid on the screen.

“Not providing a budget or staff and thinking that DEI can be ‘fix’ to racism in the short term is a receipt for failure,”

- Karina Cabrera Bell



Why chief diversity officer roles get paid less than other C-suite positions

The Budget

A hand holding a black pen is writing on a silver and black calculator. The calculator is placed on a document featuring financial charts, including a bar chart and a line graph. Several gold coins are scattered around the calculator, some stacked. The background is a light-colored surface, possibly a desk.

Though DEI costs have increased by nearly a third from the 2014-2015 academic year to 2018-2019, they account for an average of only 0.49 percent of university-wide budgets.

Insight into Diversity, 2019

DEI Budgets

Staff

Programs

Events

Consultants

Additional Budgetary Items

Recruitment

Employee
Resource
Groups

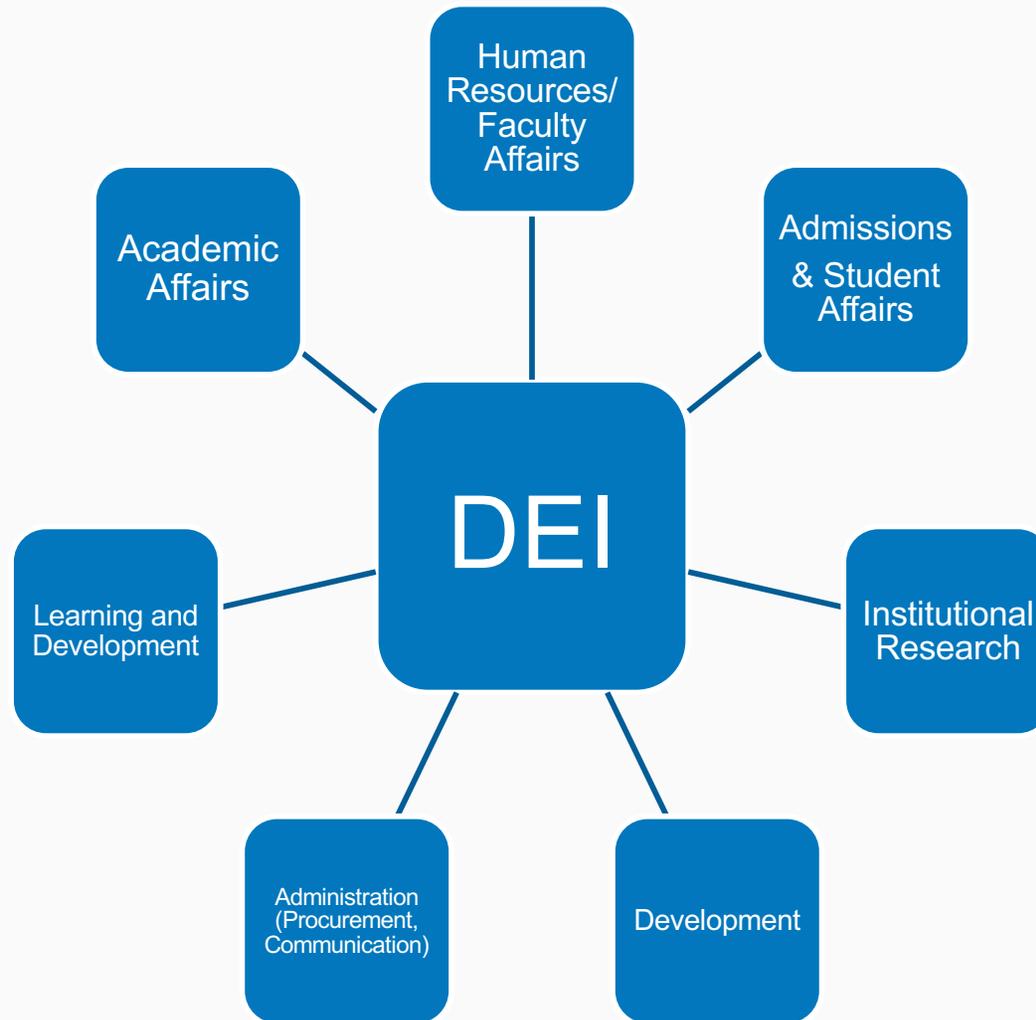
Training and
Development

Grant Funds

Scholarships

Mentoring

Support Resources



What Does it
Cost When We
Don't Prioritize
DEI?

The Cost of Discrimination and Harassment

University of Oregon -
\$800,000

University of Connecticut -
\$1.28 million

University of Colorado -
\$2.5 million

University of Denver -
\$2.66 million

Turnover

- Turnover of an employee costs approximately 1/3 of the employee's total earnings
- LGBT workers are more likely to consider leaving their organizations than are their non-LGBT colleagues and their more negative workplace experiences partially explain these turnover intentions
- 38% of black employees said they feel it is *never* acceptable to speak out about experiences of bias
- Federal employees with disabilities exhibit lower job satisfaction, lower organizational inclusion (i.e., organizational fairness, openness, supportiveness, cooperativeness, and empowerment), and higher turnover intentions

Advertising Fees

Interview Expenses

New Employee
Training

Company Morale

The Cost of Turnover

What Does it
Cost at the
Individual Level?

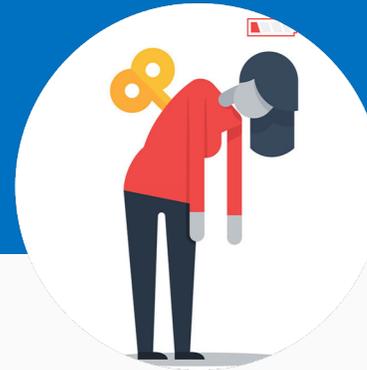
What Does DEI Cost?

DEI is not passion work to be shouldered by marginalized communities



Power & Privilege

Individuals that hold privileged identities will have to engage in a great deal of reflection and step up to use and let go of their power and privilege



Emotional Labor

Individuals that hold marginalized identities are expected to teach, navigate unsafe environments

Power & Privilege

- Not centering the privileged in decisions, policies, and practices
- Own how laws and policies have favored certain identity groups
- Don't protect yourself from the discomfort
- Championing equity
 - Mentorship, sponsorship, and visibility
 - Need-based scholarships/FGLI
 - Holistic admissions

Time & Intentional Action

- There is no check list
- Strategic planning that is continuous and has built-in accountability
- DEI is always on the agenda
- The system has to change not those that are marginalized and oppressed

What Does it
Cost When We
Don't Prioritize
DEI?

Emotional Labor

EMOTIONAL LABOR INVOICE

Marginalized Folks, Inc.

TO: Potential Ally
Privileged Folks, Ltd

SERVICE PROVIDER	SPECIALIZATION	DUE DATE
Marginalized Person You Know	Existing in Oppression	<u>DUE ON RECEIPT</u>

DESCRIPTION	#	UNIT PRICE	LINE TOTAL
Helped you understand your racism/sexism/ableism/etc.		\$ 100.00	
Endured your microaggression(s)		\$ 200.00	
Taught you about microaggressions		\$ 300.00	
Endured your continued microaggression(s)		\$ 600.00	
Explained something about oppression you could've Googled		\$ 125.00	
Clarified that you are not entitled to my time		\$ 250.00	
Clarified that you are not entitled to my pain		\$ 350.00	
Listened to "not all..." and similar derailments/fragility		\$ 500.00	
Softened my reaction to spare your feelings		\$ 750.00	
Smiled when you apologized for not speaking up in the meeting		\$ 1,000.00	
Subtotal			
Marginalization Tax Adjustment			\$ 1,500.00
Amount Due:			

CDO Turnover

- Average tenure in an organization lasts about three years
- Lack of support and real influence
- The scapegoat
- Lawsuits
- A lack of resources
- Unrealistic expectations

Effective Infrastructure

- Budget for more than the diversity officer position
- DEI initiatives should not only be funded by the DEI office
- The CDO should report to the president or provost (unit leaders should be on the senior leadership team)
- Shared ownership and responsibility
- Built-in accountability
- Center the experiences of those with a marginalized identity vs centering the privileged

Takeaways

- If you are only focusing on recruitment, you will lose talent
- There is no other university position that is labeled as “passion” work
- Not addressing DEI will cost more than investing in DEI

Questions?

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