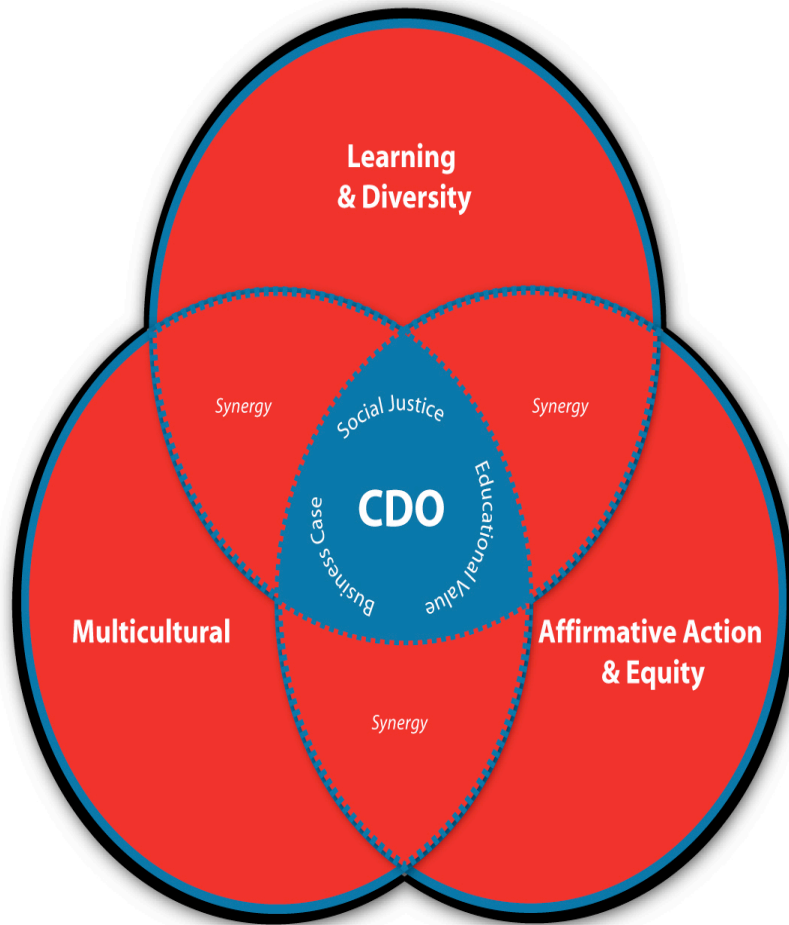


Three Models of Organizational Diversity in HE



- Three **Major Diversity Rationales**
 - *Social Justice Rationale*
 - *Educational Value Rationale*
 - *Business Case Rationale*
- Diversity Work in **3 Major Foci**
 - Affirmative Action & Equity Model
 - Multicultural Model
 - Learning & Diversity Model
- **CDO Catalyzes and Brings Together**

Models of Organizational Diversity (Williams & Clowney, 2007)

Dimension	AA & EEO	Multicultural	Learning & Diversity	Inclusive Excellence
Era	Civil Right Movement 1950's, 1960's, 1970's	Nationalist Movements 1960's & 1970's	Diversity Movement Late 1990's/2000's	Inclusive Excellence Movement 2000's
Drivers	Civil rights legislation, shifting laws, social movements, EE, Affirmative Action	Campus Social Protests Shifting Legal Policy	Changing Demographics Knowledge Economy Michigan Decisions (Bakke Pre)	Changing Demographics Knowledge Economy Michigan Decisions Business Case for Diversity
Definition	Focused institutional effort to enhance compositional diversity and eliminate discriminatory practices	Institutional efforts to nurture, promote, and understand the culture of diverse groups.	Focused agenda centered on leveraging diversities educational benefits	Comprehensive organizational change effort centered on transforming the structure, systems, and technology of the academy to work more completely for the entire institutional community.
Target	Federally protected minority groups (race, ethnicity, gender, other)--faculty, staff, students.	Bounded Social Identity groups of minorities, women, GLBTQ, others	All Students	Students Faculty Staff Administrators
Technology of Change	AA Offices, plans, policy statements, admissions, financial aid, outreach programs like TRIO, others, diversity training programs, etc.	Multicultural affairs,cultural centers, minority affairs, GLBTQ Offices, Disability Offices, ethnic student organizations, Ethnic & Gender Studies, speaker series, theme months, etc.	Diversity Requirements Intergroup Relations Programs Ethnic & Gender Studies Study Abroad Service Learning	AA & EEO/ Technology Multicultural Technology Learning & Diversity Technology Organizational Change Technology--- campus wide diversity plans, diversity assessment, decentralized diversity planning/assessment, chief diversity officers, diversity leadership development, push/pull techniques
Rationale	Social Justice Rationale	Social Justice Rationale	Educational Value Rationale	Educational Value Rationale Social Justice Rationale Business Case Rationale