Diversity makes us more inspired, more innovative and brings out the best in all of us.

We are proud to support Color Magazine and the Chief Diversity Officer Summit.
Dear Friends and Partners,

I am thrilled to take on the new role of Director of Diversity Programs at Color Magazine. Color Magazine has an incredible twelve year history of highlighting the successful journeys of talented leaders and professionals of color, each of whom are trailblazers with a diversity and inclusion (D&I) mindset!

As I reflect on my industry experience at a number of large organizations, I realize that the majority of them lacked focused diversity and inclusion strategy; not one executive leadership team included a Chief Diversity Officer (CDO). Diversity, inclusion, and equity affect employees, organizations, and business outcomes every day. As such, organizations need dedicated talent to lead its D&I initiatives. CDOs bring valuable perspectives that mobilize organizations, engage employees and stakeholders, and achieve strategic initiatives. For this reason, Color Magazine is excited to present the 2019 Chief Diversity Officer Summit.

At the 2019 CDO Summit, our inspirational executive speakers and all-new breakout sessions will provide you with key strategies and metrics to take back into your workplace. The tools and connections shared today are passed along with the intention to empower you, to empower others. It is with your highly-engaged support that Color Magazine continues the work of celebrating diverse backgrounds, interests, and experiences.

Many thanks,
Kamilah A’Vant
Director of Diversity Programs
Color Magazine

About BridgeTower Media
BridgeTower Media is a leading provider of business information, events, and marketing services for the legal, financial, construction, and government sectors in more than 20 local and regional markets across the United States. In addition to providing subscribers with content relevant to their daily professional activities, BridgeTower has a research unit focused on employee satisfaction, lead generation services, and live events centered on awards and education.

About GateHouse Media, LLC
GateHouse Media is one of the largest publishers of locally-based print and online media in the United States as measured by our 125 daily publications. As of December 25, 2016, the Company operates in over 535 markets across 36 states. GateHouse Media’s portfolio of products, as of December 25, 2016, include over 600 community publications and over 535 websites, serve more than 220,000 business advertising accounts, and reaches over 20 million people on a weekly basis.
**Agenda**

11:30 AM - 12:30 PM  
Registration and Networking Lunch

12:30 PM - 1:00 PM  
Opening Remarks and Keynote Speaker

**Keynote Speaker**  
Smita Pillai  
Emcee  
Diane Wong  

1:00 PM - 2:00 PM  
Executive Panel Discussion

**Executive Panel Moderator**  
Chevalier Cleaves, CCDP AP

**Executive Panelists**  
Ame Lambert, Ph.D.  
Reginald J. Miller  
Nereida (Neddy) Perez  
Renée E. Tirado, Esq.

2:00 PM - 2:15 PM  
Break

2:15 PM - 3:15 PM  
Executive Session: Strategy

**Leah Smiley, CDE**

3:15 PM - 3:30 PM  
Break

3:30 PM - 4:30 PM  
Executive Session: Metrics

**Norm J. Jones, Ph.D.**

4:30 PM - 4:45 PM  
Closing Remarks

4:45 PM - 6:00 PM  
Networking Reception

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**EXECUTIVE PANEL SPEAKERS**

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**EXECUTIVE SESSIONS SPEAKERS**

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#CD019 Executive Sessions Descriptions

Executive Session: Strategy
The Future Depends on the Business Case for Diversity

Led by
Leah Smiley, CDE
Founder and President
The Society for Diversity Inc.

2:15 P.M. - 3:15 P.M.

Description:
Most organizations assume that technology is the only component of future business success. However, without diverse people to buy and sell, employers can have the greatest technology in the world while it borders insolvency. This session is designed to explore why the future depends on the business case for diversity and what you can do to communicate your business case more effectively!

Takeaways:
- Understand what’s really important to C-level executives and employees
- Connect the organization’s sustainability strategy to Diversity BEANs
- Learn how to create a brief elevator pitch for your business case, as well as successfully present the concept in other forms

Executive Session: Metrics
Hardwired Diversity: How Educational Leaders Measure the Production of Knowledge

Led by
Norm J. Jones, Ph.D.
Chief Diversity and Inclusion Officer
Amherst College

3:30 P.M. - 4:30 P.M.

Description:
This session will highlight two specific methodologies for measuring progress toward diversity, inclusion, and equity goals in a higher education environment. Participants will confront important distinctions between and among faculty, student, staff, and alumni communities and discuss implications of educational DEI work on today’s workforce.

Takeaways:
- Introduction to ambassador model and stakeholder depth mapping
- Discussion of top five themes in workforce diversity
- Completion of three personal research questions
Acutely aware of social justice issues and the importance of attention to detail, Diane Wong earned a Juris Doctorate from Harvard Law School, with a concentration in evidence and procedure. While there, she became certified in mediation and conflict resolution. After graduating, Diane pursued a career in higher education and local government administrative law, focusing on the fine details of the regulatory process, in the arenas of employment and social justice.

During that time, Diane explored emotional health and how it shapes our lives. By the early 2000s, she was actively inquiring into the spiritual aspects of life. Ultimately, her seeking brought her to yoga and meditation. In 2008, Diane became a certified yoga and meditation instructor and has since built her own practice.

Diane hosts the weekly “Let’s Talk About Race Podcast,” in partnership with Somerville Media Center.
Chevalier Cleaves: Transforming D&I in R&D

By Princess Jones Curtis

Chevalier “Chevy” Cleaves is a Diversity and Inclusion (D&I) veteran with four Chief D&I Officer appointments—private sector, higher education, government, and R&D.

“What I have seen in every industry, and at every level, is some version of the idea that the work of D&I is smaller and more narrowly focused than is actually the case. Both Diversity and Inclusion are strategic imperatives. To ensure that my leadership team partners are able to fully realize the value proposition of a successful D&I effort, I work to leverage an accurate understanding of both the problem statement and the opportunity statement.”

His efforts ensure the full integration of innovative D&I strategies. “My purpose is to lead enterprise-level Diversity and Inclusion transformation, in order to maximize individual and organizational performance and effectiveness, by incorporating holistic diversity and inclusion operations across the Lab’s people, business, and R&D systems and processes.”

According to Cleaves, “The true power of D&I work is harnessed by the proactive creation and execution of a vision of where an organization should go, not simply the ability to successfully craft a post-crisis way ahead. Being part of a leadership team that is deeply connected to the mission, while cultivating this kind of competency across disciplines and embedding them within critical systems and processes, is incredibly gratifying.”

Cleaves’ background in active-duty military and the inaugural Chief Diversity Officer for the US Air Force affords him a unique perspective on D&I in the private and public sectors. “In my experience, the private sector generally has much greater agility and reach. Obviously, most public sector constraints and operational controls were put in place to support and guard the public interest, so leaders have to be prepared to work within that context.”

When discussing the challenges of his role, Chevy states that most come from leaders and employees misunderstanding the scope of diversity and inclusion operations. “D&I transformations are driven from leadership at the top of an organization where accountability is initially established. If leaders and employees don’t understand the full scope and spectrum of D&I operations and their connection to organizational outcomes, goals, and objectives, then it is not possible to create sustainable success. I work hard to partner, both strategically and tactically, around these essential components of long term success.”
A proven "catalyst for institutional equity," Roger Williams University Vice President of Equity and Inclusion and Chief Diversity Officer (CDO), Dr. Ame Lambert responds to the needs of various stakeholders her organization by leveraging her "and/and" philosophy and partnering that with a "macro and micro" approach to diversity and inclusion (D&I).

"Diversity, equity, and inclusion work is complex, because humans are complex, so the "and/and" work supports that complexity," Dr. Lambert begins. "I am black AND a woman AND a mother AND a Vice President AND a heterosexual AND an immigrant AND short. At RWU, we focus on access AND success AND climate AND systemic equity. The AND is critical for doing holistic and comprehensive work. I find that when I integrate different models or approaches, I am more effective and more able to have a systemic and sustained impact."

According to Dr. Lambert, cross-functional and cross-level collaboration has led to RWU’s best efforts. “We are focused on leading the institution through a time of disruption in higher education, precipitated by demographic and technological change, as well as unsustainable business models. On a micro level, we are focused on the success of minoritized students and employees through support and empowerment initiatives, such as mentoring programs and affinity groups. On a macro level, I partner with other vice presidents and stakeholders across campus to make sure that all campus operations are embedding and advancing equity.”

Dr. Lambert’s doctoral research on organizational development and change at the University of Texas at Tyler explored ways to get beyond the disappointing outcomes of most D&I training which results in “underwhelming” impact on “implicit prejudice or behavior.” During her tenure as the inaugural CDO at Champlain College, she notes, “By our mid-year review, we completely achieved or made significant progress on many of our initiatives, such as embedding diversity goals in accountability systems.”

In emphasizing the importance of fostering leadership accountability, through systems like performance reviews and leadership competencies, Dr. Lambert adds, “D&I strategy needs detailed implementation documents that clearly outline who is responsible for moving things forward and how and when they will do so.”

Reflecting on what it means to her be a person of color in 2019, Dr. Ame Lambert knows it is nothing if not complex. “As it has always been, to be a person of color in 2019 is to be resilient, anchored, and much stronger than most will ever know.”
As Vice President of Inclusion and Diversity (D&I) at VF Corporation, Reginald Miller is helping to foster an inclusive culture that values the diversity of people and perspectives that affect over 50,000 associates in 130 countries.

“To lead, you must bring people along with you,” begins Miller. “This is the servant leader approach I take; I am focused on how best to develop and support the people who report to me. Servant leadership is a different play on the position of leadership because it centers on humility and empathy.”

Reginald Miller’s passion for streamlining inclusive cultures at VF Corporation grew from a culmination of career stints in the U.S. Army Reserve and Walmart. “My first foray into diversity work was leading the African American employee resource group at Walmart,” explains Miller. “I’ve done diversity work in every position I’ve had. No one had to tell me to hire a diverse slate of candidates or to advocate for equal rights; I just did it. I’ve been lucky to take on roles of increasing responsibility that have allowed me to showcase my tendencies toward inclusion.”

Miller focuses his team’s agenda on embracing inclusion, as a means of empowering a globally diverse network. “In terms of strategy, I make sure we are globally consistent, yet locally relevant,” he says. “If we framed our D&I strictly around a U.S. perspective, we would lose half of our workforce. Sometimes, when the focus is solely on diversity, people do feel left out. Building a culture of inclusion and tying it to our company’s purpose is key to VF’s future growth. Whether we consider a person in the majority or minority is secondary because what is most important is that everyone has a seat at the table and feels like they can work at their highest level.”

In leading the D&I team, Miller helps others to achieve their best. “Here is a way for me to provide insight and guidance to a person who may be new in their career,” he explains. “I have a son and twin girls who are going to join the workforce over the next 20 years. If I don’t do my part to make the workplace better for them, then I haven’t fulfilled my duties as a father.”

“We have come a long way, in terms of being truly inclusive; yet we have a very long way to go, to leave a better world for the next generation,” Smita explains.

Inspired by “the resilience of [and goodness within] the human spirit,” Smita leads from her “head, heart, and gut,” with an eye on a better future. Her commitment to fostering equality, both in the office and in the community, has been recognized and celebrated by the NY MOVES Magazine Mentor Award, the Tri-State Diversity and Leadership Conference Leadership Excellence Award, Diversity MBA Top 100 Under 50 honoree, among other awards and acknowledgments.

In the following Q&A, Smita Pillai shares insights into her role as Chief D&I Officer at Dow Jones.
Evan J. Cutts: Can you tell me more about your role as Chief Diversity & Inclusion Officer at Dow Jones?

Smita Pillai: I joined Dow Jones over a year ago as the company’s inaugural Chief Diversity and Inclusion Officer. The hiring request came directly from the CEO, William Lewis, who realized the importance of a D&I strategy and wanted someone who could connect it back to the business.

My role here started with a listening tour, where we conducted 25 listening sessions across 8 global hubs. People from all levels of the organization came to these sessions and shared their honest thoughts. We reached almost 600 people in the first 100 days. These sessions gave us the insights needed to create a simple phrase to frame our D&I efforts: “Be yourself; bring your best.” That’s it. It doesn’t need to be overly complicated to be effective.

How would you describe your global business strategy?

Smita: Diversity is not just a “good to do” thing; it is a business imperative that requires strategic vision and operational excellence. At Dow Jones, we take an agile approach to this work. We focus on near-term actions and long-term goals, with an intentional drive to empower individuals at all levels to develop and champion initiatives.

Our global D&I strategy is based on three intersectional tenets: Talent & Culture; Business Growth; and Social Impact. By tying it all together, diversity no longer remains a job limited to the HR function. It is embedded into the company’s overall business goals and, more importantly, into our company’s purpose.

In your experience, what does it mean to be a global citizen?

Smita: I am fortunate in having lived and worked all over the globe. I was born and raised in a city called Ahmedabad, India, in a conservative Hindu family. Over the past two decades, I have traveled, lived, and worked in the Middle East, Far East Asia, South Asia, Africa, Western Europe, and North America. As I experienced the uniqueness and complexities of our global environment, I learned that to be a global citizen is to learn and embrace other cultures and empathize and respect the differences, even if they do not
match up with your own personal beliefs, and find strength in our humanity.

At Dow Jones and the Fortune 50 companies that you worked for, what ways are ERGs empowering employees and business alike? How can they improve?

Smita: Through my years of experience and best in class research, I realized that affinity groups can often end up siloing people, rather than celebrating intersectionalities, which is why we refer to our affinity groups at Dow Jones as “Inclusive Resource Groups.” For example, our LGBTQ employee group, Pride@DJ, welcomes people of all backgrounds and proactively celebrates intersectionalities of race, gender, sexual orientation, disabilities, veteran status, and others. All of our IRGs recently came together for an IRG Summit where they presented to each other and networked, to figure out how to work together. Employee groups can improve by coming together and finding intersectionalities and sharing ideas.

Mentorship is often cited as a ‘must’ for personal and professional growth. What advice or resources would you offer professionals of color seeking mentorship opportunities?

Smita: There is a lot to be said on this topic. In fact, our African American/Black inclusive resource group had an entire career day on this. Unfortunately, it is often difficult to find senior management that looks like you in a not-so-diverse organization. Our goal is to try to change this, but as a starting point, I strongly recommend professionals of color to join the movement for global diversity & inclusion, bring their authentic selves forward, and leverage existing employee groups. A good start is also to join existing company-wide mentorship programs and connect with a broad network inside and outside your organization.

Corporate responsibility and accountability are brand values that today’s professionals promote all over the country. What strategies do you employ to promote a culture of leadership accountability at Dow Jones?

Smita: Leadership accountability is the key to driving a truly global and inclusive diversity and inclusion agenda in any company. In our company, we have democratized D&I by encouraging organic employee groups, but have [also] complemented that, with direct oversight of C-suite Executive sponsors for each employee group. These executive sponsors report to the CEO, so D&I remains at the top of their minds. Finally, we are integrating a global D&I scorecard with clear metrics on diversity and inclusion into our overall leadership assessment and growth criteria.

If you could give advice to your younger self, what would it be?

Smita: One of my favorite quotes is from Nelson Mandella: “There is no passion to be found in playing small, in settling for a life that is less than you are capable of living.”

The advice I would give to my younger self is along those lines too: Life is too short to make compromises and not live it to your full potential. It might mean that, at times, not everyone is pleased with the direction you choose for your life, but you have one life, and you must make it meaningful and fulfill your dreams.

In your opinion, what does it mean to be a person of Color in 2019?

Smita: A person of color in 2019 is a person at a crossroads; we have the weight of the past and a view of the future. Diversity is a fact, and as a person of color, it is a reality we live every day. Inclusion is a choice that we all make, and as people of color, each of us has our own unique life experiences of being included and sometimes being painfully excluded and treated like ‘the other.’ It is time for us to embrace who we truly are and live our best lives. As a person of color, I want to inspire you to be yourself and bring your best!
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Nereida (Neddy) Perez leads Global Diversity for McCormick & Company, a $5 Billion dollar flavor and spice company founded in 1889.

Nereida (Neddy) Perez
Global Head of Diversity & Inclusion, Talent Management COE
McCormick & Company

Nereida’s career history includes more than twenty years in HR, Diversity Management, Community Social Responsibility, and STEM workforce development. Working in Asia, Europe, and Latin America, she developed a number of award-winning and internationally-recognized diversity programs focusing on women and the science, technology, engineering, and math space.

Prior to McCormick, Neddy was head of Employment Brand and Campus & Diversity Recruiting at TIAA and responsible for creating and implementing the diversity hiring strategy. Prior to TIAA, as Chief Diversity Officer (CDO) at Ingersoll Rand, she developed a women’s leadership program. As a result of generating more than $27 million dollars in revenue and savings, she was invited to serve on the board of trustees of the National Association of Manufacturers’ Institute and build the leadership model for their women’s program. As CDO at KPMG, Neddy created strategies to increase the diverse talent in the finance sector and improve the Partner Pipeline. As CDO at National Grid, she worked with the corporate foundation to create and launch STEMConnector.org, a central clearinghouse of information on STEM Corporate Initiatives. Neddy also helped build the company’s supplier diversity program, create the New York Energy Supplier Diversity Conference, and relaunch the National Utilities Diversity Council (NUDC).

Neddy was recognized in 2017 as one of the 100 Most Influential Corporate Women in STEM. She was named one of the 10 Most Influential Global Diversity Leaders in 2015, by Global Diversity Magazine, and the top Hispanic Corporate Executive in the U.S. in 2014, by the National Hispanic Business Council. Her work has been recognized by the United Nations, Prince William Foundation, the National Association of Manufacturers, the U.S Congress, and many others.

Neddy has been an advisor on diversity initiatives to the U.S. Air Force, the U.S. Air Force Academy, and the U.S. Army. She has served on a variety of national and international boards. Born in Havana, Cuba, Neddy realized at an early age the power of education to break through the glass ceiling and overcome prejudice.
Renée E. Tirado, Esq. is the former Chief Diversity & Inclusion (D&I) Officer for Major League Baseball (MLB), MLB Advanced Media, and MLB Network. As MLB’s first female Chief Officer, Ms. Tirado is responsible for leading the development, communication, and coordination of MLB’s overall D&I strategy, including creating new programs and expanding existing activities to foster an inclusive culture throughout the league and its thirty clubs.

Ms. Tirado advises MLB senior leadership and club owners on all matters related to D&I recruitment, retention, engagement, and related initiatives, including supplier diversity and community outreach. In addition, she oversees the Diversity Pipeline Program, which is focused on improving the recruitment and development of diverse and female employees for leadership roles in baseball operations and front offices of MLB’s clubs. Under her leadership, a league-wide Fellowship Program and the Katy Feeney Leadership Symposium were launched, as well as MLB’s first business resource groups.

Prior to joining MLB, Ms. Tirado worked lead AIG’s global D&I agenda for the Americas and the Middle East. In addition, she held the position of Director of D&I for the United States Tennis Association, where she launched USTA’s diversity internship program and other initiatives.

SportsBusiness Journal honored Ms. Tirado at their 2017 Game Changer Conference, which recognizes women who are contributing to the success of the sports industry. Currently, Ms. Tirado serves as the chair of the United States Tennis Association’s Diversity & Inclusion Committee and is a member of PepsiCo’s Hispanic Advisory Council.

Ms. Tirado is a licensed attorney and graduate of Rutgers University School of Law with a BA degree in International Relations and an MA degree in Education and Curriculum from the University of Rochester.
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Smiley doesn’t have any regrets about her choices in navigating her career, explaining, “I honestly couldn’t think of anything that I would do differently. Of course, I’ve made many mistakes along the way, but failing has really helped me to grow and do things better. I probably would have liked to fail faster and not spend so much time dissecting what I did wrong.” Instead, the Hampton University graduate focuses on the future, saying, “For me, the bigger challenge is how to resist being “fail-proof” as I get older. I could also do a better job of listening to that still, small voice telling me to move, or not to take any action at all.”

Being a person of color in 2019 has many layers, according to Smiley. She acknowledges the persistence of racism and knows that there’s tremendous work to be done. “Communities of color must keep shining the spotlight on excellence in its many forms and illustrating that success isn’t always about driving fancy cars and wearing name-brand clothes. Sometimes, success lies in having an entire family that is college-educated, or owning a home, or helping others.”

“Professionals, entrepreneurs, and investors must also communicate our expectations for transparency, not merely yield our power because we’re afraid to offend or we don’t want to feed a racial stereotype. With that said, even if someone makes a mistake, we should never give up on forgiveness, grace, or hope.” Smiley thinks that the way forward requires compassion, as well as an eye on the future. “Moving on doesn’t mean that we forget. It just means that we move forward with the intention of never going back to giving our power away. Every group has contributed to America in a meaningful way, and it’s up to us to learn more about history, as well as understand our role in shaping the future.”

As the founder and president of The Society for Diversity, Leah Smiley knows a thing or two about inclusion. “I envision my role as one that prepares people for the future. In a sense, I feel like I was called to work through organizations, to help people adjust to a future that looks nothing like the past. [Many people] assume that diversity is about political correctness or categorizing workers by race, ethnicity, gender, age, sexual orientation, or physical ability. I challenge these assertions all day, every day.”
Inaugural Chief Diversity and Inclusion (D&I) Officer, Norm Jones, Ph.D. serves Amherst College during a contested era of social equity on college campuses. The search to fill this position of strength was further necessitated by November 2015’s Amherst uprising, a student-led sit-in that beckoned faculty members to renounce the Lord Jeff mascot. This harkened back to the Colonial era’s biological warfare and other systemic inequalities leveled against Indigenous Peoples.

Dr. Jones was initially tasked with, what he calls, “reconciling rhetoric.” He explained, “When you look at the mission and vision statement for the college, there is language that talks about the forward movement of the institution, and the question empirically becomes, ‘What, in various datasets, demonstrates that the college has continued to make progress?’”

Dr. Jones created the oral histories project, which promoted a generational thought congregation: “We invite current students to learn more about various histories they feel connected to. The point is to ingrain in our students the notion that every day they show up on campus, they are building a legacy. This actualizes what it means to be the president of your affinity group and the extent to which you are serious about moving beyond the existing structures of the college into the active transformation of the institution. It’s powerful when you have people who were here previously talking with folks who are here now about the future and their shared investment in it.”

To make informed D&I decisions, Dr. Jones pairs his well-tenured analytical nature with the power of storytelling. “There is research that compels us to think about what is transcendent across many different groups. That requires a great deal of ethnography, as well as data analysis, and being able to use language to frame that [for]critical stakeholders across campus.”

When it comes to being both a leader and person of color, Dr. Jones understands that risk plays a large factor in his narrative: “Being a person of color can be risky in the context of one’s existence in this nation. However, to take on a leadership role means that your held identities are not prohibiting you from advancing change that is necessary. Part of what it means to be a leader in the D&I space is reminding critical stakeholders of important truths and speaking that truth, irrespective of audience.”

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Over the last several years, diversity efforts in the US have taken natural shifts and turns, following the needs of our society and courts. The Civil Rights Act (CRA) of 1964 ended legal segregation in public places and banned employment discrimination. Its provisions forbade discrimination on the basis of sex, as well as race, in hiring, promoting, and firing. Prior to CRA’s passing, it was decided that, “we cannot change hearts and minds,” but we can change behavior through law.

In response, to ensure equality, organizations were required to ensure that employment and opportunity within organizations were dispensed fairly, without regard to race, religion, creed, and gender. Throughout the employment and education sectors, Affirmative Action Officers (AA/EEO) were hired and charged with responsibility for fair hiring, promotion, and opportunity. Organizations expected their AA officer to minimize legal exposure, enforce regulatory compliance, and keep the costs of discriminatory practices down. In other words, early Diversity & Inclusion (D&I) efforts focused more on compliance than holistic transformation.

The way we think about D&I in the workplace today is rapidly changing. Historically, women and people of color have played influential roles in the advancement of this nation’s workforce. Shifting demographics and social consciousness indicate that these groups will have an even greater impact in the future. To prepare, modern companies have to evolve. Executive leadership must look into the hearts and minds of their employees, a necessity that was put on the back burner years ago.

From legal compliance to organizational transformation in 2019, leading organizations are taking on the difficult work of D&I. As data on the effectiveness of D&I comes in, organizations are realizing that thriving in the global economy requires more than simply expanding and diversifying the workforce. A diverse workforce must have a sense of belonging and inclusiveness. By hiring and empowering Chief Diversity Officers (CDOs) to transform organizational structures and cultures, companies are ensuring that the responsibility for D&I is shared throughout the company, not just the Office of Diversity. To succeed, CDOs must be leaders, mentors, and advocates. Their commitment to equity, when coupled with an inclusive vision and a desire to bring others along, becomes a formula for shattering barriers in the corporate landscape and beyond. Looking forward, CDOs should collaborate and share resources whenever possible. The work of D&I is to enhance diversity up, down, and across the institution.
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