Inclusive and Equitable Best Practices in Academia

Fairness and Respect

Foundational element of inclusion that is underpinned by ideas about equality of treatment and opportunities.

Treat people and groups with respect

- Treat people as individuals with unique characteristics rather than on the basis of stereotypes or biases
- Examine your practices and see if there are things that you do that further promotes respect in interpersonal interactions
- Be aware of things that may seem exclusionary, unwelcoming or micro-aggressive (tiny insults or slights that accumulate over time). Be prepared to address them by modeling respect and professionalism

Examples of exclusionary behavior:

- People being cut off when speaking
- Personal attacks when discussing ideas
- People saying things that may be denigrating of groups or individuals

Treat people and groups fairly

Provide everyone equitable access to

- Opportunities
- Resources
- Support/mentorship

Examples of inclusive behavior:

- Make opportunities available to everyone on your team. Everyone needs learning experiences that push them to grow
  - Avoid making assumptions about colleagues
  - Inform everyone of upcoming special assignments
  - Build skills where needed
- Provide equitable access to resources for professional development such as funding for conferences
- Provide equitable access to mentoring and support—don't just take a subgroup out for coffee/lunch where informal support is provided
- Model open communication
  - Share information (model transparency) including goals, expectations and departmental/institutional direction
- Provide equitable access to sponsorship

Adapted from The six signature traits of inclusive leadership: Thriving in a diverse new world (Deloitte University Press) and Leading Inclusive Teams with Daisy Lovelace (LinkedIn Learning at Princeton).

Value and Belonging
Individuals feeling that their uniqueness is known and appreciated, while also feeling a sense of social connectedness and group membership.

Understand and value the uniqueness of the individuals in your groups
- Articulate an appreciation of the uniqueness of each individual and the unique talents that they bring to bear on the work of the team. Each person should be viewed as an integral part of the team
- Promote belonging—a feeling of connectedness and belief that one is important and matters to others in an organization. In higher ed, sense of belonging is tied to educational outcome such as academic self concept, self-efficacy, intrinsic motivation, academic success and persistence (Strayhorn, 2012).
    - o Provide micro-affirmations – small acknowledgments showing value to others
    - o Recognize good work or compliment colleagues for their efforts
    - o Use strategies to pull in people on the periphery
- Promote socialization – the time needed to learn the knowledge, skills, norms, and values integral to becoming a contributing member of a workplace community
    - o Normalize start up challenges and adjustment over time
    - o Convene meetings that allow everyone to contribute
    - o Promote opportunities to build connections in and outside of work groups
        - ▪ Group meals/coffee/tea
- Acknowledge when someone's contribution pulls you out of group think and express the value added of hard work as the driver of outcomes as opposed to innate brilliance
- Promote mentorship at all levels
    - o Faculty to faculty
    - o Faculty to postdocs and researchers
    - o Faculty to staff
    - o Faculty to graduate students
    - o Grad students to undergrad students

Confidence and Inspiration
Creating the conditions for high team performance through individuals having the confidence to speak up and the motivation to do their best work.

Build the confidence of all group members to engage, participate fully and contribute to shared success
- Provide feedback about progress being made and areas for growth
- Publicly acknowledge how someone's contributions impacts the overall work of the team
- Provide micro-affirmations—praise, support, acknowledgement
- Support professional development and networking

Motivate all group members to do their best work
- Celebrate group successes together
- Think through group challenges and opportunities together
- Model professional and collegial feedback
  - Give everyone your team an equal shot at improving their skills through actionable substantive feedback
- Pull in people on the periphery