



HARVARD UNIVERSITY

Faculty of Arts and Sciences

FAS Staff Diversity Update

Diversity: The Engine That Drives Excellence



Diversity and Inclusion: Making Strides

With the support and leadership of Michael D. Smith, Dean of the Faculty of Arts and Sciences, and Leslie Kirwan, Dean for Administration and Finance, the Faculty of Arts and Sciences has made significant progress over the years in creating a more diverse and inclusive community.

Using a variety of tools, initiatives and practices, the FAS has seen an increase in its underrepresented population since 2012. For example, from 2012 to 2016, the diverse staff population at FAS increased from 18.6% to 21.6%.

While we recognize that this progress is positive, we know there is still more work to be done, which is why we continue to create and strengthen our diversity pipelines and to support and nurture our diverse population. For example, we partner with Year Up, a program that places 18 to 24 year old urban adults throughout the FAS in technical and professional internships that can lead to full-time opportunities.

We work closely with other parts of the University to make diversity and inclusion a part of the FAS culture, including the Harvard Office of the Assistant to the President for Institutional Diversity and Equity (H-OAP).

In addition, sharing information with the entire FAS community further helps us to recruit for and maintain an inclusive environment.

One of our most well-known programs, the FAS Diversity Dialogues, has grown in reach and visibility over the years. These forums attract hundreds and tackle topics such as transgender issues, micro-aggressions, race and religious diversity.

As we do this important work, we continue to learn about more effective and thoughtful ways to meet the challenges, and we welcome feedback, comments and suggestions from the FAS community. Please visit <http://hr.fas.harvard.edu>.

FAS community participating at a Diversity Summer Panel in 2015.

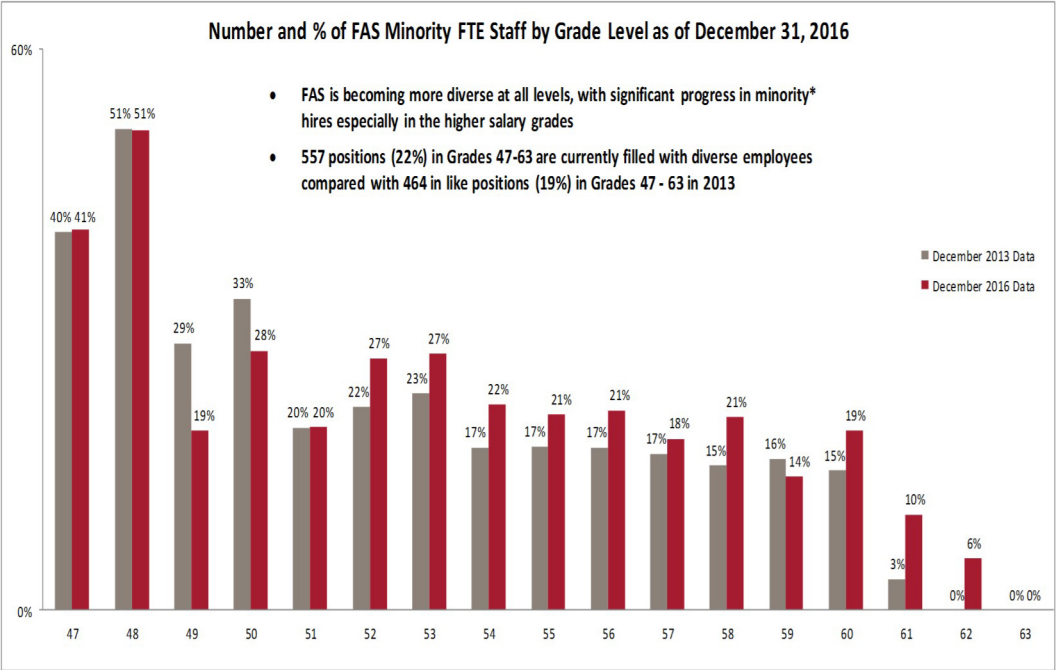


Diversity recruiting

Diversity recruiting is part of what every FAS Human Resources recruiter focuses on, and they partner with FAS hiring managers to diversify candidate pools by recommending specific tools and outreach strategies. Their efforts include sourcing candidates through ASPIRE, posting on diversity-related job boards, making candidate referrals, and maximizing social media. FAS leaders and managers are encouraged to hire from qualified diverse slates. Leaders also review their overall hiring on a periodic basis, which demonstrates for them the progress they are making on building diverse teams. The FAS CareerPlus program provides career coaching and leadership development for strong performing FAS staff managers, especially those with underrepresented backgrounds who may contribute to the diversity of FAS leadership.

The percentage of FAS minority hires (based on race and ethnicity) has increased from 18% in FY14, to 27% in FY15 and FY16, to 36% in YTD FY17.

We attribute the continuation of this trend to strengthening recruitment resources, educating hiring managers, and increasing awareness and visibility of our efforts.



*"Minority" references employees based on their race and ethnicity.

Resources are a key stroke away

The FAS Staff Hiring Toolkit is a comprehensive guide to assist FAS managers as they recruit and hire new staff. A key component of the Toolkit is a guide that helps managers to develop a diverse pool of candidates for open positions. The Recruiting for Diversity section helps managers to understand their own biases and to assess the diversity of their current teams. It provides information on diversity networking and offers advice on how to work with candidates with disabilities and how to engage in a diverse search.



Celene Ibrahim presenting on Muslim Feminism at a Diversity Dialogue in December 2016.
Photo by Stephanie Mitchell/Harvard Staff Photographer.

Diversity Dialogues

The Diversity Dialogues provide a safe place for FAS staff and faculty to build awareness around issues of diversity and inclusion. The Dialogue series includes three academic year dialogues and a summer panel/dialogue each August.

Each year, a series theme is selected and the Dialogues focus on a topic relevant to that theme. This provides more cohesion to the Dialogues, and participants are able to build awareness in a more focused way. Themes have ranged from privilege, to race and ethnicity, to intersectionality.

Since 2010, experts in the field have led FAS Diversity Dialogues in a range of topics, including unconscious bias, mentoring and relationship building, cultural competence, cultural intelligence, religious diversity, diverse teams in the workplace, intergroup racial dialogue, the consequences of racial color blindness, and identity threat at work.

Over the years, there has been consistent growth in attendance at the Diversity Dialogues and attendee feedback has been consistently positive. Feedback has included the following:

“Very effective presentation....challenged me to reconsider my assumptions and opinions.”

“Wonderful in providing a way in which to talk about these uncomfortable but critically important topics. Harvard is at its best when it is diverse, dynamic, and thoughtful, and these sessions are an extension of and inspiration for those values.”

“We must know how to work together without having our diverse backgrounds as a hindrance.”

Moving forward, FAS will continue to offer Dialogues that will challenge assumptions, present new ideas, and help to cultivate an environment that is inclusive and welcoming.



Jamar Nelson and Alessandro Vaccaro at a recent Year Up event.

Building opportunities for young diverse talent

Since 2011, FAS has actively partnered with Year Up, a nationally recognized program that empowers urban youth to reach their full potential in the job market. Year Up is a one-year, intensive training program that provides urban young adults ages 18-24 with a broad range of support, including technical and professional skills, college credits and an internship.

Initially, FAS focused on expanding its diversity pipeline through its partnership with Year Up interns. Currently, our strategy, in partnership with Central Administration and several other Harvard schools, now includes converting Year Up interns to regular employment at FAS, expanding the Year Up footprint across Harvard, and in enhancing the Year Up intern/candidate experience.

To date, of the 42 Year Up interns that have been placed within the FAS, 19 have been hired into regular and term positions at FAS / Harvard. FAS developed a training program geared towards managers who manage Year Up interns and an orientation program for new Year Up interns who join FAS. Central Administration now provides a range of similar programs for all Year Up interns at Harvard.

Chris Edwards presenting on Transgender Identity in the Workplace at a Diversity Dialogue, Summer 2016.



Helping young professionals further their careers

FAS continues to participate in the Harvard University Administrative Fellowship Program, which focuses on attracting diverse mid-level career professionals and placing them in positions to provide practical experience to advance their career opportunities. From 2011– 2016 there have been a total of twelve FAS Fellows, four of whom have been hired into full time positions in Harvard or FAS. For the current academic year, FAS is sponsoring three Administrative Fellows.



From left, Rupa Shenoy, Carole Bell, Callie Crossley, and Michael Jeffries, panelists at a Diversity Dialogue on Race and the Media, Summer 2015.

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We welcome your comments and ideas. Please visit us online at: <http://hr.fas.harvard.edu>.



FAS HUMAN RESOURCES

www.hr.fas.harvard.edu/diversity