

Special Edition
CDO Summit

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in a city rich in shades

MAGAZINE

FEATURED

**Javier
BARRIENTOS**
A True Passion
for Diversity

**Susan
GORDON**
Bringing
D&I to
the U.S.
Army

PLUS

**Paul
FRANCISCO**
NEXT
LEVEL
STRATEGIES

**D&I
LEADERSHIP:**
GETTING IT
DONE

PERSEVERANCE:
The Unwritten
Requirement

Q&A

Aida SABO

An Equality Champion



Dedicated to Diversity



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Agenda

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

12:30 PM - 1:00 PM
Opening remarks and
Keynote speaker
Aida Sabo

1:00 PM - 2:00 PM
Panel discussion on strategy
Keynote Speaker
Trina Parks
Executive Speakers
Mark Brimhall-Vargas, Ph.D.
Karen Young

2:00 PM - 2:15 PM
Break

2:15 PM - 3:15 PM
Panel discussion on metrics
Keynote Speaker
Sadie Burton-Goss, Ph.D.
Executive Speakers
Stephanie Browne
Paul Francisco

3:15 PM - 3:30 PM
Break

3:30 PM - 4:30 PM
Panel discussion on innovation
Keynote Speaker
Lisa M. Coleman, Ph.D.
Executive Speakers
Javier Barrientos
Nancy Huntington Stager

4:30 PM - 4:45 PM
Closing remarks and closing
keynote speaker
Closing Keynote Speaker
Susan Gordon

4:45 PM - 6:30 PM
Reception

Panel Discussion on Strategy



Trina Parks

Corporate Senior Vice President
and Chief Diversity and
Inclusion Officer
RWJBarnabas Health,
Office of the President



Mark Brimhall-Vargas, Ph.D.

Chief Diversity Officer and
Vice President for Diversity,
Equity, and Inclusion
Brandeis University



Karen Young

Vice President &
Chief Inclusion Officer
Harvard Pilgrim
HealthCare

Panel Discussion on Metrics



Sadie Burton-Goss, Ph.D.

Chief Diversity and
Inclusion Officer
Babson College



Stephanie Browne

Vice President of Talent
Acquisition, Diversity
and Inclusion
Blue Cross Blue Shield of
Massachusetts



Paul Francisco
Chief Diversity Officer
State Street

Panel Discussion on Innovation



Lisa M. Coleman, Ph.D.

Chief Diversity Officer
New York University



Javier Barrientos

Senior Director of Global
Diversity and Inclusion
Biogen



Nancy Huntington Stager

Executive Vice President
of Human Resources
& Charitable Giving
Eastern Bank



Susan Gordon

Chief Diversity Officer and
Highly Qualified Expert (HQE)
United States Army

Closing Keynote Speaker

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Dear Friends and Partners,

As a newly-minted Chief Diversity Officer (CDO) for BridgeTower Media, I realized how much support I needed both internally and externally to excel in my new position. Initially, I reached out to other CDOs for guidance and support, and soon realized that there wasn't a space for CDOs to convene and exchange best practices.

As such, I wanted to create an event that spoke to the needs and different levels of expertise that newly-minted and experienced CDOs are challenged with. How is a strategy created, defined, or enhanced? What are the levers that signal success in an organization? How do you move from compliance and strategy to innovation?

What better time, as we celebrate Color Magazine's tenth year and its family expansion, to introduce the Chief Diversity Officer Summit—the first-of-its-kind event to gather leaders in the field of diversity and inclusion for networking; leadership development; and to discuss strategy, metrics, and innovation.

Color Magazine is able to provide a high-quality, all-inclusive publication with exceptional content and high-level professional events because you, our partners, share our mission of diversity and inclusion.

Thank you for your continued support.

Josefina
President, Color Magazine
Chief Diversity Officer, BridgeTower Media

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.

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In a city rich in shades here is a color that includes all...

Color Magazine is the premier all-inclusive magazine that highlights and promotes professionals of color.

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Trina PARKS

Corporate Senior
Vice President and
Chief Diversity and
Inclusion Officer

**RWJBarnabas Health,
Office of the President**



As one would expect from someone who works in the healthcare industry, Trina Parks takes a holistic approach to her job as the Corporate Senior Vice President and Chief Diversity and Inclusion Officer for RWJBarnabas Health, the largest healthcare provider in New Jersey, covering approximately five million residents and the state's largest employer. Any strategy Parks creates to enhance diversity and inclusion must include all stakeholders representing the hospitals that comprise RWJBarnabas Health—from the Board of Trustees to the newest employee.

"Communication is key," Parks said. "It starts with defining 'diversity' and 'inclusion' and their importance to the organization. With that as our starting point, we can begin the dialogue about where we are, where we want to go, and how we may strategically get there."

Parks knows from experience that it takes more than gathering people around a table in a

conference room to get them talking about diversity and inclusion. People have their own biases, both conscious and unconscious, and a big part of her job is helping them to set these biases aside to look at the bigger picture both as a moral and business case.

"We all have to realize that as healthcare providers become more responsible for the

communities they serve, our organization must become more diverse and culturally competent to represent the people in our backyards," Parks said. "You cannot keep doing business the same way and expect different outcomes. For a long time hospitals treated and released—we didn't necessarily think about affecting changes in unemployment, unsafe housing, food insecurity, predisposed genetics and modifying behaviors. We have to evolve and adapt to our ever-changing demographics and community needs to ensure that we are culturally responsive to our employees, medical staff, patients and families."

Parks once operated under the guideline that equal access to all was the key; however she now realizes that health equity requires us to assess everyone's individual social determinants of health, because we all do not start at the same place and have the same needs.

"The exciting part of this job is that it's never stagnant," Parks said. "We are always working on our strategic plans to enhance diversity and inclusion throughout our system. We may reach a particular goal and take the necessary time to ensure sustainability, but once it has become a part of our culture, we make it a point to move on to the next challenge. We are a service line that relies on humans to treat humans; therefore you will always have the humanistic component to counter."

Mark

BRIMHALL-VARGAS, PH.D.
 Chief Diversity Officer and
 Vice President for Diversity,
 Equity, and Inclusion
Brandeis University

Diversity and inclusion are imperative to academia, for without it, how will we prepare our future leaders? Mark Brimhall-Vargas, Ph.D. has dedicated much of his career to ensure that in addition to diversity and inclusion, there is equity and social justice brought to higher education as well.



Prior to becoming the Chief Diversity Officer and Vice President for Diversity, Equity, and Inclusion at Brandeis University, Dr. Brimhall-Vargas was the Chief Diversity Officer and Associate Provost at Tufts University as well as the Deputy Chief Diversity Officer at the University of Maryland. For Dr. Brimhall-Vargas, diversity and inclusion in academia are necessities.

“It’s inherent in the mission of the institution,” says Dr. Brimhall-Vargas. “It is why education exists.”

With several years of leading as a Chief Diversity Officer (CDO) under his belt, he finds that there are certain attributes CDOs must have in order to lead. According to Dr. Brimhall-Vargas, CDOs and/or leaders in the field of diversity and inclusion should have some sense of emotional intelligence, the ability to engage others, and a firm grasp on an evidence-based approach to data. He also mentioned that as a leader in diversity and inclusion, you can’t be afraid to have difficult conversations.

As the Chief Diversity Officer and Vice President for Diversity, Equity, and Inclusion at Brandeis

University, Dr. Brimhall-Vargas is charged with evaluating compliance processes and ensuring that diversity, equity, and inclusion is promoted and valued throughout the entire university body of faculty, staff, and students.

“I’m developing strategic methods for engaging faculty, staff, and students,” he says.

When Dr. Brimhall-Vargas thinks of diversity, he thinks about it in a very particular way with respect to equity, diversity, inclusion, and social justice

“Equity is designed to provide full access to a person as they enter a system, treating people with equity as opposed to equality,” he says. “Diversity is the compositional element of who is actually here. What populations exist on our campus? What groups of people are not here? Inclusion is a sense of belonging and welcome-ness.”

It is Dr. Brimhall-Vargas’ sense that when you have a combination of these key ingredients, it can lead to social justice.

Karen YOUNG

Vice President &
Chief Inclusion Officer

Harvard Pilgrim HealthCare



While diversity and inclusion are important components to have in every industry, it is especially important to have within the healthcare system. Harvard Pilgrim Health Care is making its commitment to inclusion a core strength in significant areas of its business—enterprise leadership, workplace, marketplace, supplier, community, and healthcare equity.

“We know that health care isn’t one size fits all,” says Karen Young, Vice President and Chief Inclusion Officer at Harvard Pilgrim Health Care.

As a means of growing that commitment, Young leads the Center for Inclusion Initiatives, which has introduced several different strategies. Examples of progress include Eastern Harmony—a program that combines western and eastern medicine practices. With Eastern Harmony, the cultural values and needs of the Asian community are supported through a variety of services.

Another example includes placing accessibility and disability principles at the beginning of a Member Website redesign to ensure that Harvard Pilgrim’s website is accessible for those who are low-vision or blind. Harvard Pilgrim also has a strong commitment to serving the LGBTQ community, providing inclusive care for our LGBTQ members and participating as a business leader in public advocacy.

“Inclusion means valuing differences and creating value through those differences,” says Young. “Each of us has a responsibility to ensure inclusion in everything that we do. It’s not limited to feeling included; it’s about addressing barriers and creating more meaningful engagements in the world.”

For companies that don’t have diversity and inclusion offices, Young recommends reaching out to senior leadership to explain the value and how the company would be able to benefit from it. Show that there is a need and that doors can open with the implementation of a diversity and inclusion business strategy.

For newly-minted Chief Diversity Officers, Young advises, “Focus on progress. Be determined with an unrelenting commitment to progress, business outcomes, [and] people development.”

D&I LEADERSHIP: Getting it Done

By Sandra Casey Buford, Ph.D.

When a company makes the decision to incorporate diversity and inclusion into their strategic business model, two questions they often ask are: “Who should lead diversity and inclusion (D&I) in our organization?” and “What knowledge, skills, and abilities should they look for in a candidate?” My initial response is that “everyone” in the organization owns D&I and key decision-makers are accountable. However, most importantly, D&I requires the leadership, facilitation, and guidance provided by a designated, empowered professional who is well positioned and respected in the organization. The most successful organizations have hired a Chief Diversity Officer (CDO) who is a member of the organization’s executive leadership team, and who reports to a member of the C-Suite, preferably, the CEO. To guide the selection of a CDO, I encourage the pursuit of candidates who demonstrate that they possess some or all of the following characteristics:

1. Knowledge of diversity theory, best practices, methods, laws, and regulations: Diversity and Inclusion involve much more than coordinating awareness events and requires a core set of knowledge, skills, and abilities. The field of D&I has been around long enough that there are now a number of colleges, universities, and professional and trade associations who offer formal training, degrees, and certificates in diversity and inclusion, and related studies. A prospective D&I leader must be able to demonstrate that she/he has acquired specific competencies in the field, as evidenced by the completion of education, certification, and/or equivalent experience.

2. Business acumen: The most effective and successful D&I leaders are professionals who understand that D&I is a business issue, and who know how to build strategic partnerships with senior management, key staff, and stakeholders. She/he understands the business case, and they are able to bring a “diversity lens” to the strategic planning and decision-making table, thus positioning D&I as a valuable business asset.

3. Leadership skills: A D&I leader must also be self-actualized

(confident), a strategic thinker, resilient, and persuasive. In addition, the most effective diversity leaders are entrepreneurial, innovative, resourceful, and well networked internally and externally. While everyone in the organization “owns” D&I, a D&I leader must lead by facilitating, advising, coaching, partnering, and connecting.

4. Written and verbal communication skills: The ability to communicate in a highly effective manner is essential for a D&I leader, as she/he will most likely be called upon to prepare and deliver strategic D&I plans and proposals, write policies, and design and deliver presentations and training.

5. Analytical skills: Assessment and measurement of results and outcomes are necessary to measure progress. A D&I leader must possess the ability to design and implement assessments and surveys; and to compile, display, and interpret statistical data in a meaningful way.

6. Knowledge of change management theory and methodology: Successful D&I initiatives require changed behavior—organizationally, culturally, and individually.

Therefore, implementing D&I is a change management issue. This may be a relatively new approach for some; however, a D&I leader who is skilled at understanding, influencing, and facilitating change management is a plus to an organization.

If your organization is in the market for a D&I leader, how should you get started? First, be clear on your organization’s vision and a unique business case for diversity and inclusion. Other considerations include the demographic makeup of your organization’s location, your employee population; as well as, your current and future customers and business partners. To help sort all of this out, seek advice from the many consultants and experts in the field. Finally, diversity and inclusion are a reality in organizations, but D&I work is never really “done.” D&I is an ongoing, living business strategy that should be a part of the organization’s DNA, benefiting all members and stakeholders. Nevertheless, while a D&I leader will spearhead, direct and facilitate the work; the progress, wins, and successes; and even the failures are owned by everyone in the organization.

Did you know that Babson College ranks number one in entrepreneurial education? Sadie Burton-Goss, Ph.D., Babson College’s Chief Diversity and Inclusion Officer, takes great pride in this fact, which is a result, in part, due to the rich diversity of Babson’s faculty, staff, and students.

“We’re aggressively pursuing diverse faculty and staff in a strategy to do more outreach,” says Dr. Burton-Goss. “Everyone is welcome here.”

With Dr. Burton-Goss’ collaborative leadership, she works with campus leaders designing and crafting diversity and inclusion strategies. More than ever, Babson is reaching out to underrepresented communities and partnering with organizations to further the mission of the college, which is to “educate entrepreneurial leaders who create great economic and social value—everywhere.” She also works closely with student leaders to ensure that resources are leveraged and experiences are shared for diversity-related student organizations.

“We’re not just responsible for training programs,” says Dr. Burton-Goss, “We’re creating a culture and crafting policy to help guide the college. We should have a broad view of the entire landscape to advance diversity and inclusion.”

Early in her Babson tenure, one of the many policies she initiated was to address bias-related incidents—the Bias Incident Response Policy. Today, the college is in a better position to



Chief Diversity and Inclusion Officer
Babson College

define bias and how to handle it once it occurs. Dr. Burton-Goss works with the college’s leadership to ensure that Babson College is the place where all members of the community have access to opportunities, where they can grow and thrive.

“Diversity and inclusion is about all of the ways we are different,” says Dr. Burton-Goss.

With over twenty years as a leader in the field of diversity and inclusion, Dr. Burton-Goss brings her experience of leading diversity and inclusion initiatives

in government, insurance, technology, healthcare, finance, and now higher education.

According to Dr. Burton-Goss, the success of diversity can be measured when everyone in your organization is represented in some way. If you’re not living out the main objective of your organization, she advises going back and revisiting your mission statement

“We are committed to an extreme range of diversity,” she says. “We can’t live out our mission if we are not a diverse and inclusive organization.”

Stephanie BROWNE

Vice President of Talent Acquisition,
Diversity and Inclusion

Blue Cross Blue Shield of Massachusetts

When it comes to using technology to find the best candidates for the job, Stephanie Browne, Vice President of Talent Acquisition and Chief Diversity Officer at Blue Cross Blue Shield of Massachusetts, is interested in whether the skill set candidates bring with them fits the needs of the company.



include recruiting diverse high-quality talent for the organization, building a culture of respect, and developing and supporting programs that retain the company's employees.

A huge part of Browne's strategy is making sure her staff, especially the Employee Resource Group leaders, is well-trained in making sure the social, cultural, and professional needs of the individual employees are being met so they can do their job to the best of their ability with opportunities for growth.

"The definition of diversity in the workplace is a lot broader than most people realize," she explained. "It's just not about ethnicity, but covers everything from veterans' groups to those who are physically challenged to the members of the LGBTQ community."

Browne knows that the success of any strategic planning initiative begins at the top and she credits the C-Suite executives at Blue Cross Blue Shield of Massachusetts for being both supportive and proactive when it comes to diversity and inclusion in the workplace.

"There are many layers to success, and it's inspiring to know the people above me are always thinking about what's next—what's the next challenge going to be and what are we doing to be ready for it," Browne said. "During any given day, I can go from a strategic planning meeting with the CEO to a meeting with an employee that just started that day. It can be a roller coaster, but I love what I do."

"I want to come up with the technology that just sends me the best, most qualified candidates so we can meet with them and get to know if they're the right fit for the company and we're the right fit for them," Browne said.

In her role at Blue Cross Blue Shield of Massachusetts, Browne is responsible for setting the strategy and leading the development and implementation of a world-class talent organization. Her responsibilities

Paul Francisco has one goal when it comes to diversity and inclusion—to make every employee, potential employee, business partner, customer, and just about everyone else he encounters in his role as Chief Diversity Officer (CDO) at State Street Corporation feel like they belong.

“That’s our key to success,” Francisco said. “I want everyone that works at State Street to feel not only valued but celebrated. They need to know they have a special place in this company where they can be successful.”

Francisco has many years of experiencing developing corporate diversity and inclusion strategies. Prior to joining State Street, he was a Managing Director and co-founder of Foster & Francisco LLC, an executive search and diversity consulting firm based in Boston. Before Foster & Francisco, Paul led recruitment and relationship management functions at Bank of America, as well as Fidelity Investments, respectively. Before becoming the CDO, Francisco was initially hired as a VP with the Global Inclusion COE (Center of Excellence) to provide consulting services to the business regarding diversity and inclusion issues.

“I learned from that experience, working as a consultant that there are some things State Street does very well in terms of diversity and inclusion and there are some areas

Paul FRANCISCO

Chief Diversity Officer
State Street



that needed more attention,” he said. “The people working in the diversity programs here before me, did an excellent job, though, and really set us up for success. Now, I want my team to take it to the next level.”

Part of Francisco’s “next level” strategy involves reaching out to disenfranchised people in the job market and helping them understand that if their talent meets the company’s needs, State Street will make them feel more than welcome.

“For example, one of the groups we are working with is the armed services to reach out to veterans whose skill sets we can use. It may seem like an odd match, but what about a veteran who is trained in cyber security. That’s a person we want to speak with,” he explained. “People with disabilities are another group we are working with to include in our workforce. There are so many people in this world who have untapped potential and we want to work with them.”

Getting the most talented people available in the door is just the start of Francisco’s plan for diversity in the workplace. Once a person joins the company, the real inclusion work begins.

Aida SABO

**Q&A with Aida Sabo,
Vice President of Diversity & Inclusion
at PAREXEL**

A champion of equality—it's no wonder Aida Sabo, Vice President of Diversity and Inclusion for PAREXEL, decided to enter the field of diversity and inclusion (D&I). From creating an inclusive work environment in which all genders can thrive to developing strategies to address institutional blind spots, Sabo leads the D&I initiatives both nationally and internationally.



Color Magazine: Can you tell us more about your role as the Vice President of Diversity & Inclusion at PAREXEL?

Sabo: I came to PAREXEL to work with the leadership team and launch the company's first Diversity and Inclusion strategy. PAREXEL was launched by two entrepreneurs, a woman and a man. And from the start, we had many women around the world in leadership roles. Being in the healthcare industry, we have many women in our workforce, however as we look higher up in the organization, we seem to have had a lesser presence of female

leaders over the years. As I lead the design, development, and execution of our D&I infrastructure and strategy, my goal is to address this opportunity, as well as create an environment where all people feel welcomed and valued.

CM: What skills are absolutely necessary to lead as a Chief Diversity Officer or as a leader in diversity and inclusion?

Sabo: The ability to create a compelling vision as well as influence and collaborate with people of all levels across the organization are

skills that are absolutely necessary to be a leader in D&I. It is also essential to understand the business of your company and the competitive nature of the market. Be resilient, courageous, and relentless. You may hear "no" many times, but it's important to not give up.

CM: What made you decide to enter the D&I space?

Sabo: In my early career days, I was an electrical engineer working in Silicon Valley and got involved with the women's network (employee

resource group) at our company. Afterward, I helped launch the first Hispanic network in the company, which led to community events and more involvement in the space. The joy of working to better our work environment and help create positive role models for diverse talent really inspired me. I was later offered to interview for the Head of D&I at the company.

CM: What diversity and inclusion strategies have you implemented at PAREXEL?

Sabo: While at PAREXEL, I've launched the company's first D&I strategy with leadership. This involved building the infrastructure, creating the development programs needed for awareness and skill building, and developing a communications plan to begin integrating D&I into our culture.

In addition, I have launched regional engagement D&I teams at PAREXEL locations in India, Germany, and the United States, with more to come; created partnerships with leading D&I organizations; developed a Gender Representation Data report; launched a Leadership in Excellence Award, with an Inclusion element; and added an inclusion measurement to the Employee Opinion Survey. I have also rolled out a number of workshops and programs, such as PAREXEL's Men Advocating Real Change workshop, Women in Leadership

Development programs, Community Thought Leadership forums, and another interesting project leveraging big data.

CM: What advice would you give to newly-minted Chief Diversity Officers?

Sabo: My advice to newly-minted Chief Diversity Officers is to develop a clear understanding of your company's priorities and how D&I can support them. In addition, it's important to understand why they hired you and what they are trying to achieve.

There have been times in my career when I wanted to move faster than the current environment or culture would allow. I had to learn about pace and say to myself, "My role is to push this rock up the hill and leave it farther than where I found it."

CM: What do diversity and inclusion mean to you? What is your personal definition?

Sabo: Diversity is a fact and a reality. Everywhere we go there are differences; it's important to learn how to work across these differences so that we can have that diversity of thought, perspective, culture, region, etc. This intersection of differences is so powerful because it drives creativity and innovation.

Inclusion is a choice. It's a choice one makes to include or exclude. You have to do something in order to include; it doesn't just happen on its own, and consciously being inclusive is another leadership trait that is critical for all leaders.

CM: If there is a company or organization that doesn't have an office of diversity and inclusion, how would you advise them on hiring and retaining a more diverse and inclusive staff?

Sabo: I would advise that they need to understand the data around their representation, hiring, promotion, and retention so that they can make data-driven decisions. This includes studying the company's employee survey results to get a pulse on the current atmosphere, as well as talking to people and finding out how they feel about the environment and culture.

It's important to create an environment that supports who people are not what people are—where everyone is valued, respected, and supported to deliver their best work. Talent has no boundaries.

CM: In your opinion, what can be done to take diversity and inclusion to the next level?

Sabo: I believe that we need to invite allies to the table so that together we can create an environment that supports people for who they are. For example, in the past women worked together to advance women in the workplace. We need to invite men into the conversation so that through Gender Partnership we create work environments where all genders flourish. This can be applied to other areas in diversity—working together, collaborating, and creating a vision of culture that supports all.

Additionally, there is a lot of work being done on predictive analytics. Leveraging data to predict people's outcomes will help us tremendously. Much work is being done in this space to further leverage in Diversity and Inclusion.



Perseverance:

The Unwritten Requirement

By **Georgianna Meléndez**,

Chief Diversity Officer, University of Massachusetts Boston

The role of a Chief Diversity Officer (CDO) has many unwritten requirements in the job description and one of the most important requirements is perseverance.

In preparing to take on my first role as CDO, my mentor gave me some advice that, as it turns out, was dead on. Specifically, that if it was important to me to have people like me, this might not be the job for me. I bristled a little because who doesn't want to be liked by their colleagues? The reality is that change ruffles feathers even when change is invited. If you are rolling out new policies, practices, and standards, even with training in place, some people will be unhappy. While I have been treated well by most of my colleagues, some have also yelled at me, sworn at me, attacked my reputation, have attempted to undermine my work and so on. It's important to remember it's not personal. Your work/role is on the side of justice and equity. In order to be effective in that role and maintain your sanity in the face of backlash or retaliation, you **MUST** have the support and backing of leadership. It has been critical for me.

For example, if you are rolling out a policy and your colleagues seek a waiver from being required to follow it, you'll want to be sure first, to have a policy that details circumstances under which a waiver would be considered. If the rationale for the request is important enough for a waiver to be granted then it's important enough to include it as part of the written policy accessible to everyone. When you refuse to grant a waiver, there will be circumstances under which your colleagues will go above your head in search of their desired outcome. This is where backing

and support from leadership can shine. Be prepared for the possibility of vocal and visible disgruntlement. Yes, we are in a professional environment, and yes, most of your colleagues will be professional in their responses. At times some colleagues behave in surprising ways.

Dealing with this kind of behavior, holding your head high, and staying the course in striving to achieve the goals is where perseverance comes in. Utopia is where a CDO is not needed and where all proposed strategies are embraced by the impacted community. Ah, utopia...just because you have grit and can stay the course does not mean you don't have feelings about it.

More often than not, the CDOs themselves are members of the federally defined protected classes under Title VII. Their identity may also have an impact on their experience as the enforcer/implementer of rules. They are not exempt from the microaggressions, of bias, or other similar experiences in the workplace. These identities have been attacked by even colleagues who share those identities. If you are doing your job correctly, you are looking to make sure the environment is free from discrimination/harassment and that opportunities are fairly accessible. This inclusion is for everyone, not just members of a protected class.

Staying focused on mission, having a support networks, having coping strategies, and remembering it's not personal all help you persevere. It may not be in the job description, but you cannot do the job without it.

Save the Date for Our Upcoming Events!

MEN
of **COLOR**
LEADERSHIP CONFERENCE

THURSDAY
September 28, 2017
10:00 A.M. - 4:30 P.M.
Location:
New York

MEN
of **COLOR**
LEADERSHIP CONFERENCE

FRIDAY
October 13, 2017
10:00 A.M. - 4:30 P.M.
Location: One Lincoln Street
Boston, MA 02111
Hosted by:  **STATE STREET**

The
Health &
Life Sciences
conference

THURSDAY
November 2, 2017
Location:
Boston



ALL-INCLUSIVE
AWARDS
THURSDAY
December 7, 2017
Location:
Boston

Lisa COLEMAN, PH.D.

Chief Diversity Officer
New York University

In the fall of 2017, Dr. Lisa M. Coleman will assume her role as the Chief Diversity Officer at New York University. Previously, Dr. Coleman was the Chief Diversity Officer and Special Assistant to the President at Harvard University.

When the office of institutional diversity was created at Harvard, Dr. Coleman was determined to start it off in the right direction. The goals of the new office and position have been streamlining better communication and discussions about diversity and inclusion within Harvard University's community.

Because the world of diversity and inclusion moves so quickly, Dr. Coleman balanced everything by keeping up-to-date on new rules and regulations as often as she could.

"The culture we live in changes on a daily basis, too," says Dr. Coleman. "Part of my job is keeping up with those changes and seeing that the ones that are applicable become part of the school culture."

Before working at Harvard, Dr. Coleman received her doctorate from New York University in Social and Cultural Analysis, American Studies. In addition to this, Dr. Coleman has earned not one, but three masters degrees in African and African American Studies; Women's, Gender, and Sexuality Studies; and Communication Studies from Ohio State University.

In the past, she has directed the Africana program at Tufts University. Dr. Coleman was the first Senior Diversity Officer that the university has ever had.

"I think the key to any understanding between cultures is education and communication," says Dr. Coleman. "With increased education comes increased curiosity, but oftentimes people are afraid to start the conversation."

Dr. Lisa Coleman's goals have always been about educating others on issues of diversity and inclusion. She is focused on bringing out the things that make us all unique and celebrating them. Dr. Coleman believes that people deserve to showcase what makes them different, no matter what side of diversity they come from.





Javier BARRIENTOS

Senior Director of Global Diversity and Inclusion
Biogen

The field of diversity and inclusion is more than just a career path for Javier Barrientos, Senior Director of Global Diversity and Inclusion at Biogen—it's a calling.

"To me, diversity and inclusion is a vocation," says Barrientos. "It was what I was born to do—even if I didn't always know it, it became clear over time. In the global business context, diversity and inclusion are about optimizing human potential, leaving little or no unrealized value behind. To do this well, we must leverage the richest mix of backgrounds possible."

Prior to his role at Biogen, Barrientos worked in the diversity and inclusion space for Blue Cross Blue Shield of Massachusetts. He also worked in Human Resources for the TJX Companies, Inc. and Bank of America. According to him, that most important thing that leaders can do to promote diversity and inclusion within their respective companies is to practice and deliberately

build their inclusive leadership competency. In building their inclusive competency, Barrientos recommends that organizations and leaders pay close attention to leaving an ever-growing trail of evidence that actually demonstrates their commitment.

As the Senior Director of Global Diversity and Inclusion at Biogen, Barrientos looks at diversity in a business integrated fashion, covering the areas of workforce, patients, and suppliers.

"[Biogen is] playing a leading role in being disruptive by bringing in next practices and breakthrough innovations. This extends to diversity and inclusion. What hasn't been done before, can be most transformative," he says. "At the moment, we're considering a suite of disruptive technologies

to minimize unconscious bias from the recruitment and selection process."

In the realm of diversity and inclusion, Biogen has taken leadership and advocacy positions on LGBT equality, in addition to introducing women's leadership and women on corporate boards programs. Biogen was also instrumental in the creation of the industry-wide Biodiversity Fellowship, which encourages Black and Latino leaders to advance their careers in the life sciences industry.

"Understand that diversity is not just about the numbers, but about making those numbers work," says Barrientos. "Create an inclusive environment where everyone has a seat, a voice, and impact at the table."

Nancy STAGER

Executive Vice President of Human
Resources & Charitable Giving
Eastern Bank



Nancy Huntington Stager, the Executive Vice President of Human Resources & Charitable Giving and the Chief Diversity & Inclusion Officer at Eastern Bank, is encouraging everyone to think about diversity and inclusion in a broader ways.

“Diversity is more than just race and gender,” says Stager. “Diversity includes diversity of thought, background, life experience, educational level, sexual orientation, and gender identity. Everyone comes from a different vantage point. The best company decisions come when there are a variety of perspectives available, valued, and included in the decision making.”

Stager explained that a focus on diversity needs to include a focus on inclusion, in terms of building out workforces. She used the imagery

of fruit and a fruit salad to further convey how she sees diversity and inclusion.

“Having diversity is like having individual fruit. Inclusion is like having the fruit salad,” she says. “Get all those fruit pieces to work together to create something new, a tasty blend beyond the separate, distinct, whole fruit.”

For Stager, diversity and inclusion are two sides of the same coin—inclusion without diversity is no better than diversity without inclusion. It’s about ensuring that employees feel valued, included and that their opinions matter. It is because of our differences that we can make the best decisions.

At Eastern Bank, diversity and inclusion also extend beyond the workplace. Eastern Bank innovates across multiple dimensions from the board level, through innovative products, services provided, and community advocacy. They’ve also expanded supplier diversity and Eastern Bank and beyond through a new foundation—the Foundation for Business Equity.

Stager urges diversity and inclusion leaders to look beyond the numbers: “It’s not just a numbers game—don’t think of this as just workforce development or even supplier diversity. The face of Boston, Massachusetts, and New England has changed and will continue to evolve, our companies not only need to keep up, we need to lead.”

“America has believed that in differentiation, not in uniformity, lies the path of progress. It acted on this belief; it has advanced human happiness, and it has prospered.”

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No one was as surprised as Susan Gordon was when she answered her phone one day to be told it was the Pentagon calling to see if she'd be interested in coming in for an interview regarding the Chief Diversity Officer position.

Susan GORDON

Chief Diversity Officer and Highly Qualified Expert (HQE)
United States Army

"I was shocked," Gordon said, "but the job just sounded so interesting. The Army had taken their diversity initiatives to a certain level and [they] were looking for assistance from a diversity and inclusion subject matter expert to help them move to into diversity best practices. She passed all of their demanding requirements with flying colors and is now the Chief Diversity Officer and Highly Qualified Expert (HQE) for the United States Army. In her role, Gordon has worldwide responsibility for diversity and inclusion for the Total Army, military, and civilian, including Active, Reserve, and the Army National Guard (approximately 1.2 million people).

"It can feel surreal at times," she

admitted, "going to meetings at the White House or just going to work in the Pentagon still seems amazing to me at times. It is an honor and a pleasure to serve my country working for the United States Army."

While the level of her professional achievements can feel a bit overwhelming—Gordon knows that the challenges of effective diversity and inclusion practices are continuous.

"At its core, it's a collaborative process," she explained. "It's about executing a strategic plan that becomes second nature to every aspect of a business, from linking diversity and inclusion to the overall strategic plan, to training and development and retaining

employees, to everything in between."

Gordon's background in the corporate world, previous to joining the Army, gave her plenty of valuable experience in implementing effective diversity and inclusion policies. In fact, she has more than twenty years of diversity, inclusion, leadership development, and human resources leadership experience at several Fortune 500 companies including Director of Global Diversity and Inclusion for Microsoft, Senior Vice President of HR for TD Bank, Vice President of the Corporate Law Office, Vice President of Human Resources and Director of Talent Management for Bank of America, and Assistant Vice President of Corporate Diversity Staffing for the TJX Companies, Inc.

When it comes to judging the success of her diversity and inclusion strategies, practices, and programs, Gordon only has to look at her numerous diversity, inclusion, and leadership awards and honors. She has amassed several awards in recognition of her outstanding performance in the field of diversity and inclusion.

As for giving advice to the next generation of Diversity Officers, Gordon has three simple words of wisdom to share: Pull, don't push. "You always want to lead organizations in the right direction by understanding the business—linking diversity and inclusion strategies to the bottom line, supporting senior leaders and demonstrating value and results."

Embracing diversity and inclusion together.

Conference Keynote Speaker:

Trina Parks, MHA, FACHE

Senior Vice President, Corporate Chief Diversity
and Inclusion Officer, RWJBarnabas Health

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Sustainable Impact through Diversity & Inclusion:

Effective Strategies for Chief Diversity Officers

By Shilpa Pherwani,
Principal at IBIS Consulting Group

One question that comes up most for Chief Diversity Officers (CDOs) is, “How can we have a sustainable impact on the organization’s bottom line?” Diversity leaders often struggle with this challenge, and over the years, I’ve uncovered some answers.

CDOs wear many different hats. In order to be an effective consultant, coach, influencer, and change agent, they must “go slow, in order to go fast.” One of our IBIS Consulting clients, from a large Fortune 100 manufacturing organization, mentioned that he was pulled in from operations to fill the D&I leadership role. He spent the first six months building relationships with key stakeholders in the organization. Before developing any strategies, he took the time to actively listen to the business challenges faced by several unit leaders. That act of seeking to understand the business needs bolstered his ability to develop an impactful strategy. It helps when CDOs not only understand the business but speak the business language.

I encourage leaders in the diversity and inclusion space to develop a strategy or roadmap on how D&I efforts will help each business unit leader, and ultimately the bottom line. This plan will need to be routinely updated to align with the changing needs of your workforce as well as your workplace and marketplace. It should address both individual and systemic efforts in order to be effective and sustainable.

It’s crucial to address built-in biases both in systemic organizational structure, as well as in written policies. The strategy should include every aspect of an employee’s life cycle: recruitment and hiring, on boarding, career development, performance feedback, succession planning, training, etc. Organizations such as Sodexo, PwC, and Kaiser Permanente—known for their diversity efforts—have CDOs that use a multi-pronged, widely communicated approach. Most importantly, every aspect of their plan builds in key performance indicators (KPIs), metrics, and measurements to gauge effectiveness and progress of D&I efforts.

Including a CDO as a member of the executive leadership team makes D&I an integral part of business and business practices, as well as a commitment to building a comprehensive approach to D&I embedded into all aspects of the business. To carry out a sustainable and holistic approach, the organization’s leadership must ensure that the CDO has a direct connection with senior leadership and most importantly, the power to make a change. With the strategic efforts of CDOs, companies are able to attract and retain top talent, improve employee engagement, reach more innovative solutions, connect with an increasingly diverse market base, and see the impact on their bottom line.



Eastern Bank is proud to celebrate the good work of
COLOR MAGAZINE
and applauds their initiative to create this
first-of-its-kind summit of CDOs to further diversity
and inclusion in companies across our region

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