

# Inclusive Directions: The Role of the Chief Diversity Officer in Community College Leadership Rowman & Littlefield, 2017 139 pages Clyde Wilson Pickett, Michele Smith, James Felton, III 2017 9781475833829

Chief diversity officers have responsibility for guiding efforts to conceptualize, define, assess, nurture, and cultivate diversity as an institutional and educational resource. Like diversity, the role of the chief diversity officer spans the boundaries of the institution as officers and their units collaborate with areas like admissions, human resources, faculty development, marketing and communication, academic deans, and institutional advancement in an effort to enhance diversity up, down, and across the institution. They also build relationships with community colleges and historically minority Elements of inclusive leadership are echoed in transformational, servant, and authentic leadership, for example, and these concepts are carried forward. However, we have amplified and built on these known attributes to define a powerful new capability uniquely adapted to a diverse environment. Understanding and being adept at inclusive leadership will help leaders thrive in their increasingly diverse environment. So what motivates a leader to expend these resources in the pursuit of diversity? Clearly, an understanding of the commercial imperative is critical, as discussed in the previous section. It is hard to argue with the diversity argument in a business context, says Jennifer Reid, head of retail, business, and treasury payments operations at Bank of Montreal. The book, "Inclusive Directions: The Role of the Chief Diversity Officer in Community College Leadership," co-authored by Dr. Clyde W. Pickett, James A. Felton III and Michele E. Smith, details the slow, but growing administrative shift of the CDO role at these institutions. "Community colleges have long been places for diversity in terms of representation of students who enjoy open access to higher education," the authors say. "However, having a central role, central office or central individual to provide guidance for this diverse population has been slow to develop. Do Colleges Need a Chief Diversity Officer? When strategically and purposely positioned, funded and supported, such senior administrators can play a vital role in higher education institutions today, writes Eugene T. Parker III. By The discourse about the importance, roles and responsibilities of a chief diversity officer on campuses is not without criticism. Scholars have focused on perceptions by many people that the appointment of a CDO is primarily a reactionary and symbolic nod to addressing diversity issues. Relational leadership is essential to the role and value of the chief diversity officer.