



The Chief Diversity Officer: Strategy Structure, and Change Management

By Damon A. Williams, Katrina C. Wade-Golden

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This volume addresses the role of chief diversity officers as coordinating and integrating diversity leaders in higher education and other sectors.

Having established in a companion volume the parameters for an effective diversity strategy, the authors address such questions as: What is a chief diversity officer? How might we create dynamic chief diversity officer infrastructures? What models of CDO structure exist in the academy? What misperceptions often confound the work of officers and the institutions they work within? What key competencies are necessary to lead as a CDO? How does the CDO role compare across higher education, non-profit, and corporate sectors? And how might the role serve as an important contributor to a collaborative vision for change and transformation in the academy?

This book begins by delineating the evolution of the chief diversity officer role in the academy. Drawing on extensive qualitative and quantitative research on CDOs conducted for the purposes of this volume, it describes how the scope and responsibilities are variously defined at the organizations where the position has been created, and offers insights into the complexities and challenges of the role.

On the basis of this data and the literature on organizational design and change management, the authors define the requisite skills, knowledge and background to be effective, review the alternative organizational and governance structures under which CDOs operate, and in so doing present the Chief Diversity Officer Development Framework as a basis for recruiting candidates, for structuring the position to succeed, and for providing prospective and incumbent CDOs with a realistic sense of the scope of the role.

This title is also available in a set with its companion volume, *Strategic Diversity Leadership*.

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