2020
Diversity and Inclusion Working Group Report

Society of
SAME
American Military Engineers

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Introduction

As a Society, our mission is to build leaders and lead collaboration among government and industry to develop multidisciplined solutions to national security infrastructure challenges. Over the course of a century, SAME has created opportunities for leadership development, networking, and technical collaboration across the A/E/C profession.

All over the world, an increasing awareness of the business case for diversity and inclusion (D&I) is on the rise. Research consistently cites D&I as a source of competitive advantage and a key enabler of growth.

The term Diversity may vary slightly depending on the organization, but generally it is the representation of all our varied identities and differences (race, ethnicity, gender, disability, sexual orientation, religion, etc. Equity seeks to ensure fair treatment, equality of opportunity and commensurate compensation, as well as fair access to information and resources for all. Inclusion involves people of different identities feeling and/or being valued and welcomed within a given setting by actively inviting their contribution and participation.

The mission of the 2020 Diversity and Inclusion Working Group (DIWG) is to spearhead a review and analysis of the society's current stature relative to gender and ethnic diversity and inclusion and to provide recommended actions to the SAME Board of Direction for consideration of further actions to enhance and promote a more inclusive environment that will provide leadership and networking opportunities for all.

The DIWG recently completed a survey of the SAME membership, of which approximately 1,000+ members actively participated. While the Society does not track membership demographic data, one might expect that the numbers would resemble those that responded to the survey - 73% of the respondents identified as male, and 78% of all respondents identified as white.

There did not seem to be a strong feeling that the Society and its members were non-inclusive in their actions, but a sense of apathy around the lack of diversity across the membership and in leadership roles was much more apparent.

As we look to the future of the Society, this lack of diversity can hinder innovation and the Society's ability to form connections with its members, sustaining firms, stakeholders and the public organizations it serves.

Promoting diversity and inclusion as key values and focused initiatives within the Society has the ability to:

- **Attract more individual and sustaining members**

- **Improve member satisfaction and increase industry-government engagement**

- **Promote innovative and collaborative solutions to our nation's challenges, and**

- **Demonstrate SAME's commitment to advancing the future of the AEC industry.**

The Value of Diversity and Inclusion
(and the Problems with Ignoring It)

Many responses from the SAME survey noted that Society accurately reflects the demographics of the engineering industry at large. But is it the goal of SAME to simply be a microcosm of the AEC industry, or an industry leader who is committed to advancing the profession and promoting its value and contributions to our military and public?

In order to achieve the Society's Vision to "Serve our nation as the foremost integrator for leadership development and technical collaboration within the A/E/C profession," it will be important for the Society to embrace, openly discuss and track diversity and inclusion initiatives that will carry SAME forward into its second century.

Leadership

One of SAME's Goals for the 2025 Strategic Plan is to "Develop Leaders for the Profession, [leading] efforts to enhance leadership development and cultivate the talent necessary to address the nation's grand challenges; ensure the enduring stewardship of the A/E/C profession."

Building leaders requires investing in leadership development in order to retain top talent—and failure to recognize, promote and mentor those with different backgrounds or experiences results in losing them to organizations that value diverse leadership more highly.

Just like the private companies and public agencies that participate in the Society, SAME is in a war for talent, and a diverse and inclusive organization is central to the Society's ability to attract, develop, and retain the talent it needs to stay relevant and position SAME to achieve its 2025 Strategic Outcome – to "Set the industry standard for active membership that creates lasting impact at the local and national levels."

Membership and Industry-Government Engagement

Organizations that promote diversity and inclusion are more attractive than those that do not, creating an environment that is more attractive to high performers and reduces conflict between groups, improving collaboration and loyalty.

SAME comprises a broad mix of individual members, sustaining members (both large and small businesses) and civilian and military agencies. In order to ensure the growth and relevancy of the Society, we must keep pace with the attitudes and initiatives of all stakeholders.

Sustaining member companies are key to the society's health. Many successful companies regard D&I as a source of competitive advantage, part of their corporate social responsibility, or even regulatory compliance. For many, it's essential to their growth strategy.

A key group of stakeholders are small businesses, many formed on the backs of diversity. The government has shown that it values diversity through its support of small businesses of many disadvantaged subcategories, including women, minorities, veterans, and geographically disadvantaged and historically underutilized business zones.

Our Department of Defense has an Office for Diversity, Equity, and Inclusion (ODEI) that develops and executes diversity managing programs for active duty, reserve, and DOD civilian employees. They have focused on creating a demographically diverse leadership that reflects the public it serves and the forces it leads, as well as a broader approach to diversity that includes the range of backgrounds, skill sets, and personal attributes that are necessary to enhancing military performance.

Considering the efforts to acknowledge D&I across SAME's stakeholders, the absence of any mention of D&I in SAME's 2025 Strategic Plan as a means to strengthen Industry-Government Engagement is a notable omission.

STEM and the Future of the Profession

Another goal of the 2025 Strategic Plan is to "Enrich the STEM pipeline for the nation. Lead efforts to inspire, encourage, and enable youth to pursue STEM careers; help develop the technical capacity that our nation needs to remain globally competitive." SAME prides itself on being a leader among peer societies and in the industry. With that pride comes the responsibility to set the example. While discussing diversity in our current ranks, the question should be, what are we doing to influence and encourage the diverse growth of future membership?

The current numbers of the A/E/C industry are what they are, but the biggest focus has been put on bridging the generational gap between boomers and millennials and attracting more people to the engineering profession. The same focus could be expended on recruiting from a more gender and racially diverse pool to influence the future - the next A/E/C generation.

> *STEM is more than just encouraging the kids to focus on Math and Science. It's talking to kids from the lower-income schools and providing them the resources to learn, someone to mentor them and help them pave their path to opportunities that wouldn't have been available before.*
>
> *-SAME 2020 Diversity & Inclusion Survey Respondent*

Innovation and Technical Collaboration

A diverse organization will outperform and outthink a homogenous organization.

Published research from academia, corporations, and other organizations supports that diverse and inclusive groups make better quality decisions, often faster, and in a more fact-based manner, with less cognitive bias or groupthink. Further studies show a positive correlation between better decision making and business performance.

Similarly, research supports that diverse and inclusive teams tend to be more creative and innovative than homogenous groups. Diverse teams bring different experiences, perspectives, and approaches to bear on solving complex, non-routine problems.

Appreciating differences provides us a broader perspective, encourages creative thinking, and enables us to develop ideas and solutions that we might not arrive at if we're not working with a diverse group.

Paths Forward

The DIWG has identified several Paths Forward to incorporate diversity and inclusion as key values and focused initiatives within the Society. These Paths Forward are described below. Implementation of the Paths Forward could best be achieved by completing these three key actions:

1. Continue the DIWG to serve as a leader and collaborator for diversity & inclusion efforts within the Society

2. Develop SAME's Diversity & Inclusion Action Plan—through collaboration across the Society and for presentation at the May BoD meeting

3. Partner with other organizations to increase and diversify membership

Commit and cascade. Our Board of Direction and the Society's leadership must articulate a compelling vision, embedded with real accountability for delivery, and cascade down through our posts. In our survey, only 20% of respondents agreed that SAME leaders encourage candid, open dialogue on gender diversity and racial diversity issues. **Empower DIWG to advance D&I goals with SAME.**

Create publicly announced diversity goals for leadership roles and membership diversification. Measure how diverse the Society really is, rather than just putting out a mission statement about the importance of diversity. We should talk the talk and walk the walk by tracking data and setting specific metrics to help evaluate the success of diversity initiatives. **Continue to collect diversity data annually and work with SAME leadership to speak to D&I goals.**

Link D&I to membership growth strategy. Develop a pipeline of diverse talent through outreach into more diverse communities and organizations, as well as create diversity goals for membership recruitment. **Work with Membership COI to incorporate diversity goals for 2021 growth strategy.**

> *"Keep recruiting at the entry level. Do more actual outreach.*
>
> *- SAME 2020 Diversity & Inclusion Survey Respondent"*

Craft an initiative portfolio. Initiatives in pursuit of the D&I goals should be targeted based on growth priorities, and investments made to both hard- and soft-wire the programs and culture of inclusion required to capture the intended benefits.
Inventory current and new initiatives related to D&I; monitor feedback and results; and maintain flexibility to evolve with the evolution of SAME's diversity goals. Present Progress Report for Spring BOD meeting.

Mentoring and Training. Incorporate diversity and inclusion topics and unconscious bias training into mentoring initiatives; LDP, Fellows and Young Professionals programs; Post Leaders and SAME Board of Direction training; etc. that explore ideas like how to promote inclusion on your team, how to advance in the organization as a woman or person of color, strategies for mitigating unconscious bias, and how to be an ally to an under-represented or marginalized group. Identify mentors and proteges across different genders and/or ethnicities.
Develop training to help leaders in having an open dialogue on diversity, inclusion, and equity. Work with Young Leaders to identify mentoring pairings that would foster leadership development for members of diverse backgrounds.

> " *Recruitment should include pairing of diverse members with seasoned SAME leaders. Mentorship is essential to developing SAME's future leaders.* "
> *- SAME 2020 Diversity & Inclusion Survey Respondent*

Partner with other organizations that represent diverse populations and evaluate peer industry groups for similar initiatives. Not just to spur conversation and ideas, but rather to develop and implement activities and programs that foster and increase D&I throughout the Society.
Reach out to other Partner Organizations.

The changing face of America demands that we change. As the demographic make-up of the country's population continues to evolve, it is imperative that SAME focus its efforts on emerging talent to ensure future success.

2020 Diversity & Inclusion Survey

Analysis for Review

In September 2020, we conducted the society's first Diversity and Inclusion Survey. The SAME Board of Direction approved a review and analysis of the society's current stature relative to gender and ethnic diversity and inclusion using this survey. The DIWG then analyzed the survey responses from more than 1000 SAME members. The analysis of the responses are provided on the following pages.

Who Participated in the Survey

Highlights of Breakouts	
Group Breakout	Percentage
White Male	59%
White Female	19%
Male, all races	73%
Female, all races	25%
White, all genders	78%
Minority, all genders	25%
Has a Disability	12%

Key Themes for "Not White" on Race/Ethnicity

Key Themes on the Additional Comments

- Conversations on this topic are not happening or being publicized enough
- Communications aren't getting where they need to go
- Big lack of diversity overall, but could be contributed to the work and locations
- A small group feel diversity shouldn't be talked about in the workplace

Response to Agree/Disagree Questions on Race

28% believe race has played a role in their career

Only **36%** believe SAME promotes racial diversity within its membership

Only **32%** agree SAME promotes racial diversity within its leadership

32% see racial diversity is well represented at leadership levels

Only **24%** agree SAME leaders communicate the importance of racial diversity

Only **23%** agree SAME leaders encourage open dialogue around racial diversity issues

Key Themes for Non-Males on Gender Related Questions

Additional comments on gender and SAME

Non-Males overall themes

- They have not seen SAME address gender issues
- pay equality issues
- Not promoted enough
- Discussions are not happening

Asian Non-Males themes

- All said they have never heard any gender diversity dialogue

Black Non-Males themes

- They have been impacted by their gender
- They do see changes coming but have seen older males not on board

Hispanic/LatinX themes

- Gender has not played a role
- good job of promoting

Do not want to disclose on race/ or Other Race selected themes

- They think everything is fine and to stop asking about diversity
- Females have to work harder and men are more prevalent

White Non-Males themes

- The conversations are not happening
- SAME does not discriminate, however it is apparent that men dominate the roles and it could be factors from the industry
- SAME is inclusive
- Gender does not seem to play a role about 50/50 from the responses

Response to Agree/Disagree Questions

25% agree gender has played a role in their career advancement

47% agree SAME promotes gender diversity within its membership

44% agree SAME promotes gender diversity within its leadership

47% agree women are well represented at leadership levels within SAME

Only **20%** agree SAME leaders encourage candid, open dialogue on gender diversity issues

Key Themes from "Male" on Gender Related Questions

Key themes from additional responses

- This is a male dominated industry, therefore this is also male dominated
- this is a waste of time and doesn't help
- all people should be treated fairly and equally
- emphasis should be on ability and not the person's makeup
- claims of reverse discrimination for being "white males"
- not actively promoted
- diversity isn't something we need to focus on
- looking at our leadership shows the lack of diversity
- not diverse but is inclusive

Key Themes taken from "Male" on the Open Comments on Gender and SAME

28% agree gender has played a role in their career advancement

67% agree SAME promotes gender diversity within its membership; *20% higher than females*

65% agree SAME promotes gender diversity within its leadership; *20% higher than females*

65% agree women are well represented at leadership levels within SAME; *20% higher than females*

Only **40%** agree SAME leaders encourage candid, open dialogue on gender diversity issues; *20% more than females*

45% agree SAME leaders communicate the importance of gender diversity.

Highlights from other responses based on gender and race
(other questions)

I have regular interactions with higher level leaders because of my SAME membership

- **51%** agree, **31%** do not agree or disagree, **17%** Disagree
- Females, Males and White aligned; however *minorities disagreed at a higher % than agreed*

What initiatives should we focus on based on the categories given (broken out by race/ethnicity)

- Overall, the highest agreed upon metrics focus was *Partnering with other organizations that represent diverse populations*; Black, Asian, Hispanics, Pacific Islanders and White align
- Asians & Native Americans however, *Diversity measurements for SAME employees, leadership and membership*

I have regular interactions with higher level leaders because of my SAME membership

- Yes **73%**, No **8%**
- Females, Males, Whites and most minorities aligned except Native Americans were much lower

What initiatives should we focus on based on the categories given (broken out by gender)

- Overall, the highest agreed upon metrics focus was *"Partnering with other organizations that represent diverse populations"*
- However, Females voted highly on *Diversity measurements for SAME employees, leadership and membership; Publicly announced goals for diversity improvement within SAME*

Which of the following initiatives or metrics would you like to see implemented at SAME?
(Breakdown by race/ethnicity)

Which of the following initiatives or metrics would you like to see implemented at SAME?	2+ races	Asian	Black or African American	Hispanic or Latinx	I do not wish to disclose	Native American or Alaska Native	Native Hawaiian or Pacific Islander	Other	White	Total
Diversity measurements for SAME employees, leadership and members	26.47%	54.29%	56.82%	47.27%	13.33%	71.43%	20.00%	18.18%	30.04%	32.45%
Publicly announced goals for diversity improvements within SAME	26.47%	45.71%	54.55%	40.00%	13.33%	57.14%	40.00%	18.18%	31.91%	33.14%
Parterning with other organizations that represent diverse populations	47.06%	45.71%	72.73%	65.45%	23.33%	57.14%	40.00%	18.18%	52.07%	52.06%
Create diversity goals for membership recruitment	20.59%	31.43%	54.55%	25.45%	6.67%	42.86%	0.00%	18.18%	22.78%	24.02%
None of the above	38.24%	22.86%	2.27%	14.55%	63.33%	0.00%	40.00%	81.82%	27.16%	27.16%

Which of the following initiatives or metrics would you like to see implemented at SAME?
(Breakdown by gender)

| Which of the following initiatives or metrics would you like to see implemented at SAME?	Female	Male	Non-binary	Prefer not to say	Prefer to self describe	Total
Diversity measurements for SAME employees, leadership and members	44.40%	28.84%	100.00%	6.25%	0.00%	32.45%
Publicly announced goals for diversity improvements within SAME	46.72%	29.11%	100.00%	0.00%	0.00%	33.14%
Parterning with other organizations that represent diverse populations	67.18%	47.57%	100.00%	18.75%	0.00%	52.06%
Create diversity goals for membership recruitment	32.05%	21.56%	100.00%	6.25%	0.00%	24.02%
None of the above	10.81%	31.94%	0.00%	62.50%	100.00%	27.16%

Observations from Survey Responses

- Promote Diversity, Equity and Inclusion more prominently – many commented on not knowing much about SAME efforts
- Encourage members to have an open dialogue on diversity – while there were negative comments on SAME "falling into the 'politicalness' of diversity issues", many saw this as a good step forward and were looking for more from SAME on this
- Non-Minority and Male participants had much higher % (by almost 20% in every category of gender related agreement questions and more agreement on race questions) that SAME was doing great in all the categories. There seems to be a disconnect with female/minorities perception of agreement on the promotion and balance in SAME - why is there a gap/can we educate this staff more?
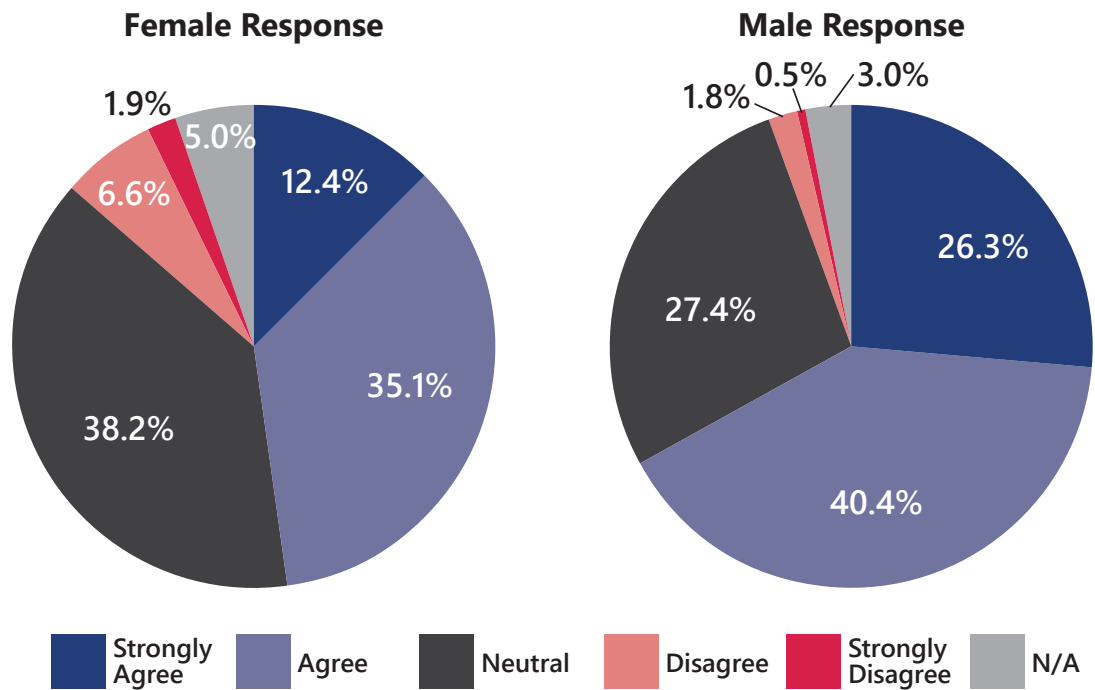
Candid Responses - Ideas from Participants

- I don't really see active recruiting other than military or through members bringing employees. There isn't a concerted effort to target diversity. Maybe focus on helping promote mentoring eligible 8(a) and WOSB more. Focus on helping diverse members connect with larger mentors or diversity person in larger firms.
- Give small businesses an opportunity. Strengthen SAME's goals towards helping small businesses who are mostly started by minority and/or woman owners.
- I believe the Society is doing better than most. However, we pride ourselves on being a leader among our peer societies and in the industry. With that pride comes the responsibility to set the example. I see a few female leaders within the Society, but I see very little diversity in race. While discussing diversity in our current ranks, the question should be, what are we doing to influence and encourage the diverse growth of future membership. STEM is more than just encouraging the kids to focus on Math and Science. It's talking to kids from the lower-income schools and providing them the resources to learn, someone to mentor them and help them pave their path to opportunities that wouldn't have been available before. How many SAME members kids have been recipients of Post Scholarships? The comment of "We didn't get any applicants for the scholarship" is just an excuse. That tells me the post isn't doing anything to engage with a community outside of their network. It takes getting out of your comfort zone to make changes and to have an impact when it comes to diversity. Overall, the current numbers of the A/E/C industry are what they are. New female or minority professionals aren't just going to pop up out of nowhere. What can be done is a focus on influencing the future, the next A/E/C generation. I appreciate that you included questions regarding profession in the survey as that is also a metric of diversity within the Society that should be considered. Non-technical and non-military are more likely to feel left out or overlooked. I have very conflicting views of this. Yes, these individuals are often overlooked, but they don't always understand they have to work extra hard to gain the knowledge necessary to participate in the conversations regarding the challenges the A/E/C industry faces. It is still the Society of American Military Engineers. As a "marketer," I am well aware of my shortcoming professionally when it comes to leadership opportunities. So I have sought out ways to educate myself in hopes to possibly gain enough knowledge and respect that I can overcome those shortcomings. Not everyone realizes this or would want to accept that without "credentials" it is going to take a lot of extra work on their part. The Society President interacts with the Service Chiefs, which means someone coming from a non-military non-technical background is going to have to work significantly more challenging to gain respect and accomplish the goals of the Society.
- Just keep recruiting at the entry level. Believe me you will get diversity in that crowd.
- Recruitment should include pairing of diverse members with seasoned SAME leaders. Mentorship is essential to developing SAME's future leaders.
- Do more actual outreach

Male vs Female Response on Gender Questions

My gender has played a role in my career advancement
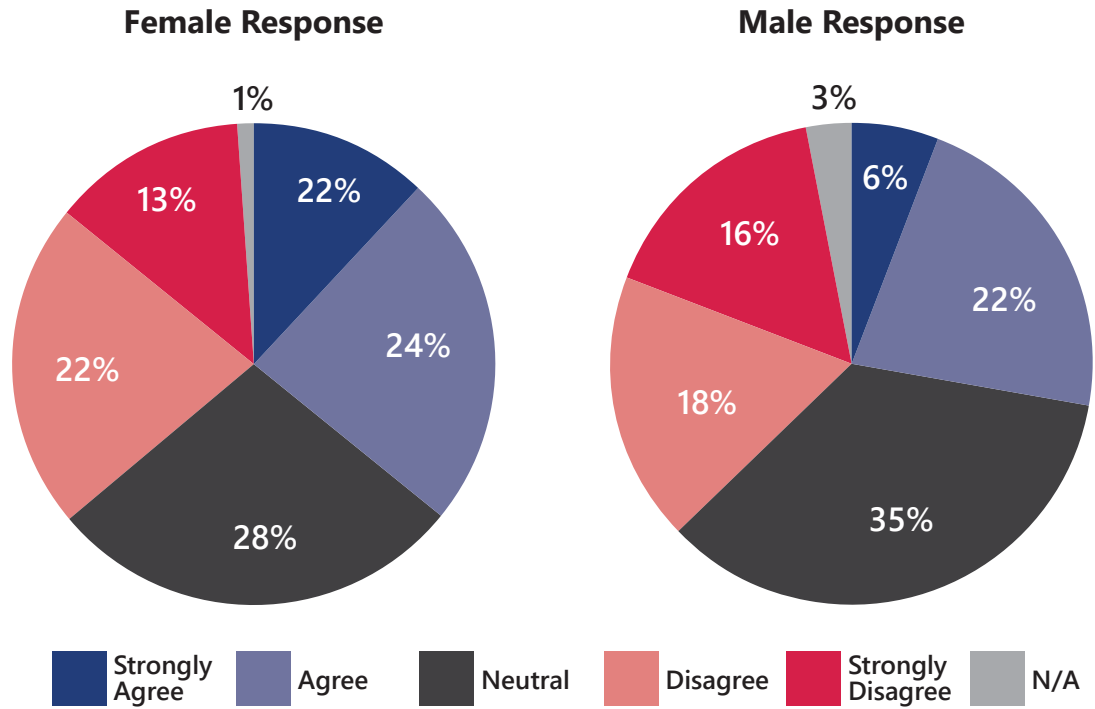
Female Response

1%
22%
24%
28%
22%
13%

Male Response

3%
6%
22%
35%
18%
16%

■ Strongly Agree	■ Agree	■ Neutral	■ Disagree	■ Strongly Disagree	■ N/A

SAME promotes gender diversity within its membership

Female Response

1.9%
5.0%
6.6%
12.4%
35.1%
38.2%

Male Response

1.8%
0.5%
3.0%
26.3%
40.4%
27.4%

■ Strongly Agree	■ Agree	■ Neutral	■ Disagree	■ Strongly Disagree	■ N/A

SAME promotes gender diversity within its leadership

Female Response

- 1.9%
- 11.2%
- 39.4%
- 10.0%
- 1.9%
- 4.2%

Male Response

- 26.2%
- 38.3%
- 27.9%
- 2.3%
- 0.6%
- 3.6%

| ■ Strongly Agree | ■ Agree | ■ Neutral | ■ Disagree | ■ Strongly Disagree | ■ N/A |

Women are well represented at leadership levels within SAME

Female Response

- 11.6%
- 35.9%
- 32.0%
- 14.3%
- 1.5%
- 4.2%

Male Response

- 25.1%
- 40.5%
- 23.3%
- 5.9%
- 1.1%
- 3.2%
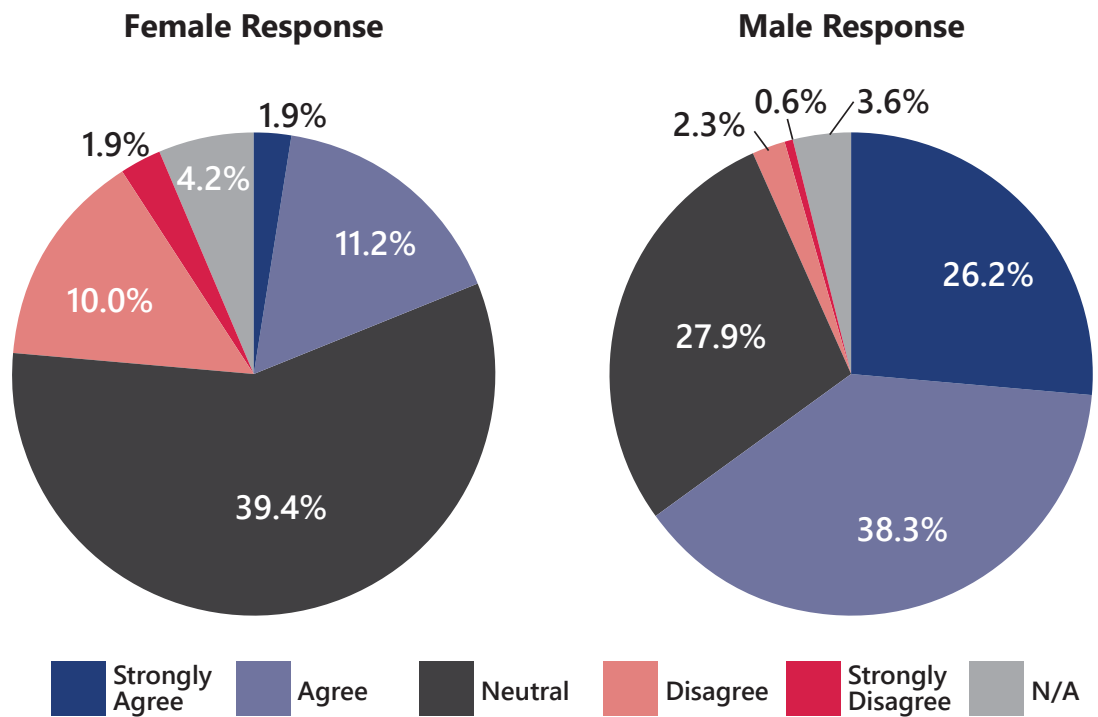
| ■ Strongly Agree | ■ Agree | ■ Neutral | ■ Disagree | ■ Strongly Disagree | ■ N/A |
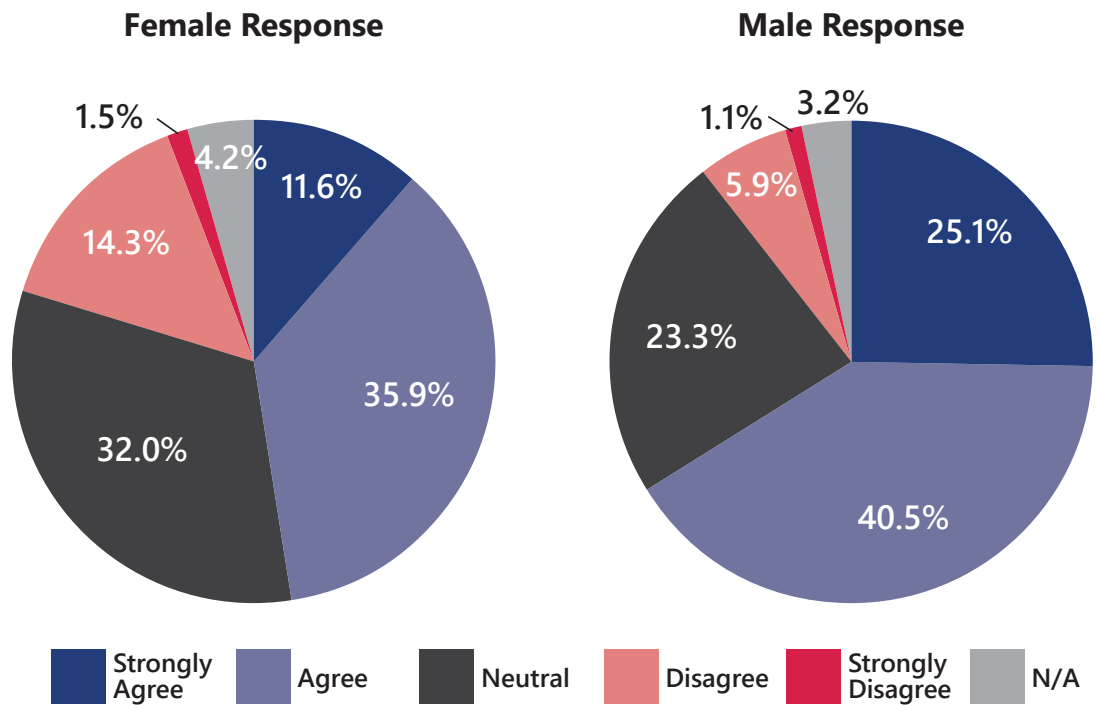
SAME leaders communicate the importance of gender diversity.

Female Response
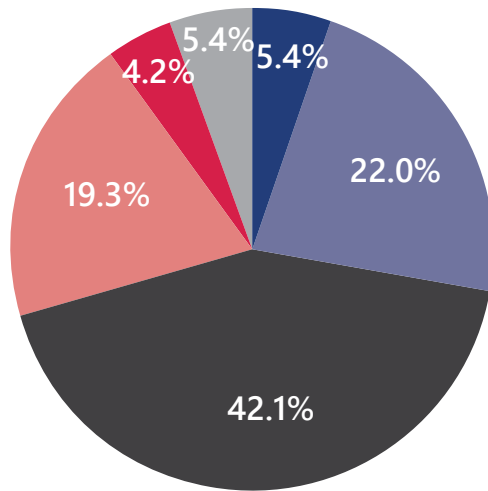
Male Response
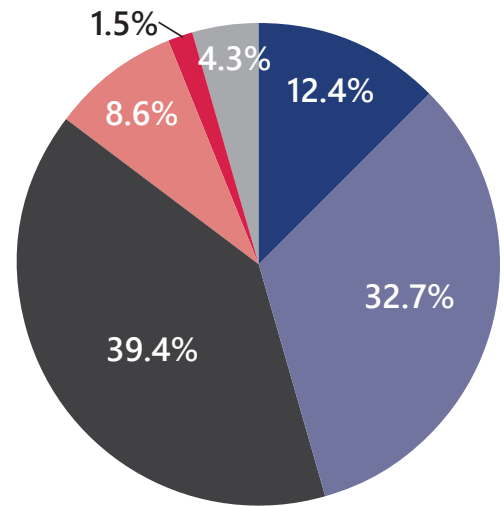
Female Response pie chart:
- 5.4% Strongly Agree
- 22.0% Agree
- 42.1% Neutral
- 19.3% Disagree
- 4.2% Strongly Disagree
- 5.4% N/A

Male Response pie chart:
- 12.4% Strongly Agree
- 32.7% Agree
- 39.4% Neutral
- 8.6% Disagree
- 1.5% Strongly Disagree
- 4.3% N/A

Strongly Agree | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** | **N/A**

SAME leaders encourage candid, open dialogue on gender diversity issues.

Female Response

Male Response

Female Response pie chart:
- 5.0% Strongly Agree
- 15.8% Agree
- 46.7% Neutral
- 20.1% Disagree
- 5.4% Strongly Disagree
- 5.4% N/A

Male Response pie chart:
- 12.8% Strongly Agree
- 26.6% Agree
- 45.6% Neutral
- 6.7% Disagree
- 2.0% Strongly Disagree
- 5.1% N/A
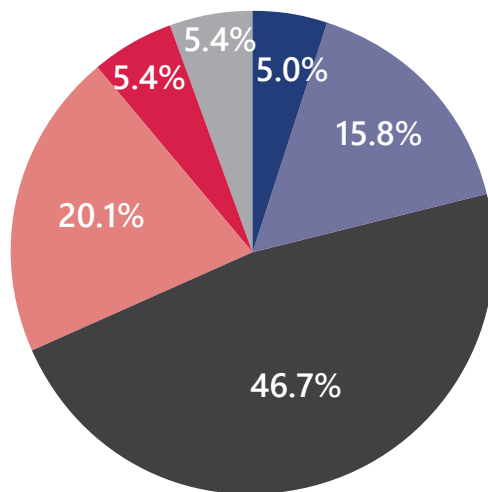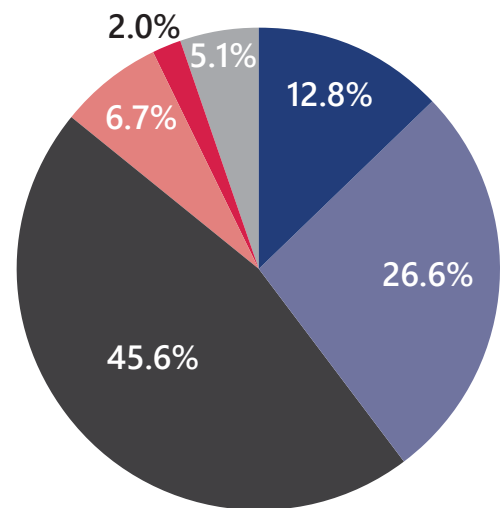
Strongly Agree | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** | **N/A**

White vs Non-White Responses on Race/Ethnicity Questions

My race/ethnicity has played a role in my career advancement.
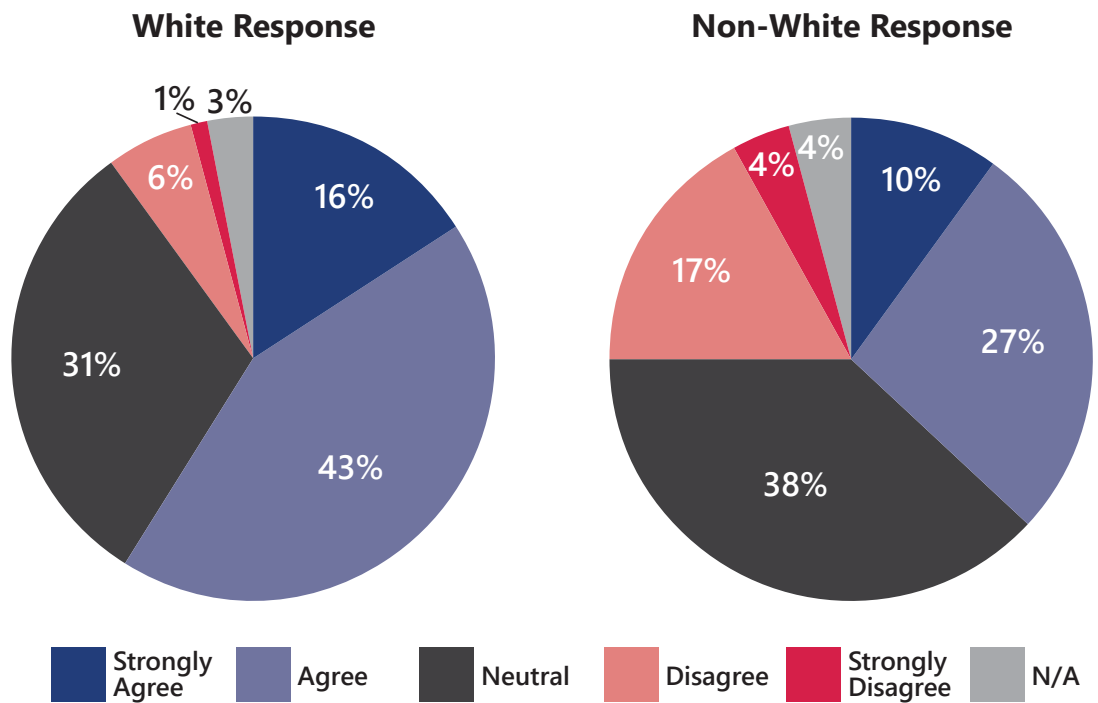
White Response

6% Strongly Agree
23% Agree
33% Neutral
20% Disagree
15% Strongly Disagree
3% N/A

Non-White Response

6% Strongly Agree
24% Agree
28% Neutral
23% Disagree
17% Strongly Disagree
7% N/A

| ■ Strongly Agree | ■ Agree | ■ Neutral | ■ Disagree | ■ Strongly Disagree | ■ N/A |

SAME promotes racial/ethnic diversity within its membership.

White Response

16% Strongly Agree
43% Agree
31% Neutral
6% Disagree
1% Strongly Disagree
3% N/A

Non-White Response

10% Strongly Agree
27% Agree
38% Neutral
17% Disagree
4% Strongly Disagree
4% N/A

| ■ Strongly Agree | ■ Agree | ■ Neutral | ■ Disagree | ■ Strongly Disagree | ■ N/A |

SAME promotes racial/ethnic diversity within its leadership.

White Response

1%
8%
4%
15%
35%
37%

Non-White Response

5%
4%
10%
18%
22%
41%

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | N/A |

Diverse racial or ethnic groups are well represented at leadership levels within SAME.

White Response

1%
8%
4%
15%
35%
37%

Non-White Response

3%
7%
9%
25%
22%
34%

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | N/A |
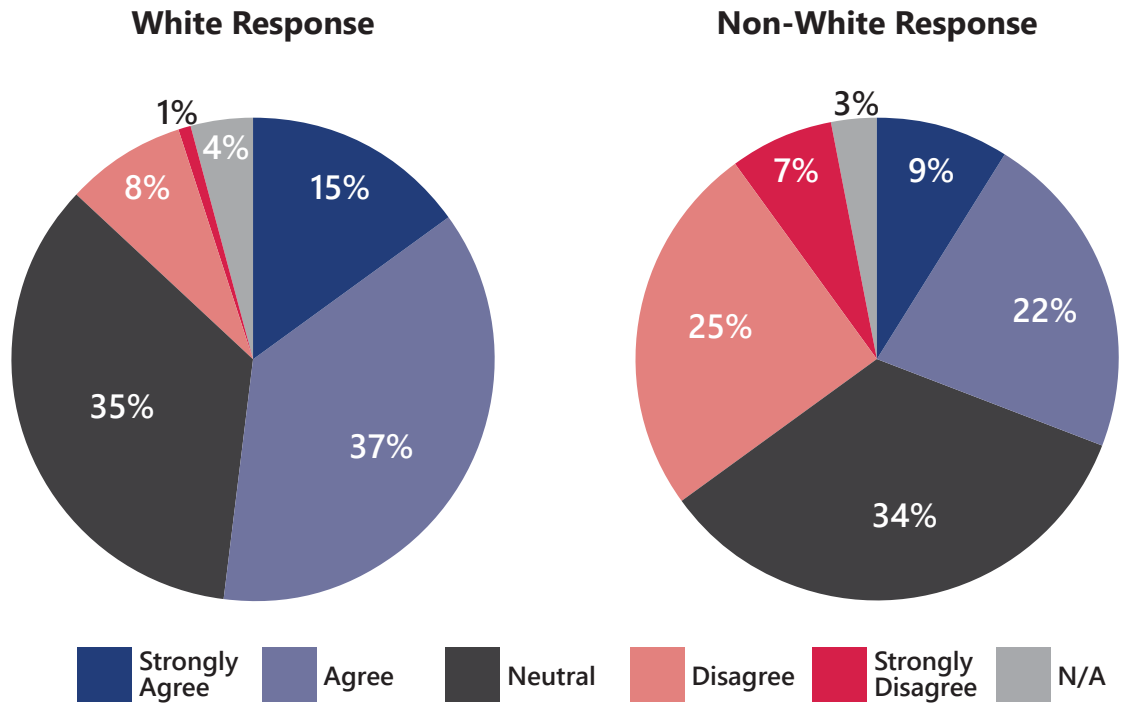
SAME leaders communicate the importance of racial/ethnic diversity.

White Response

Non-White Response

White Response pie chart:
- Strongly Agree: 11%
- Agree: 28%
- Neutral: 43%
- Disagree: 12%
- Strongly Disagree: 2%
- N/A: 4%

Non-White Response pie chart:
- Strongly Agree: 9%
- Agree: 15%
- Neutral: 40%
- Disagree: 21%
- Strongly Disagree: 10%
- N/A: 5%

Legend: Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | N/A
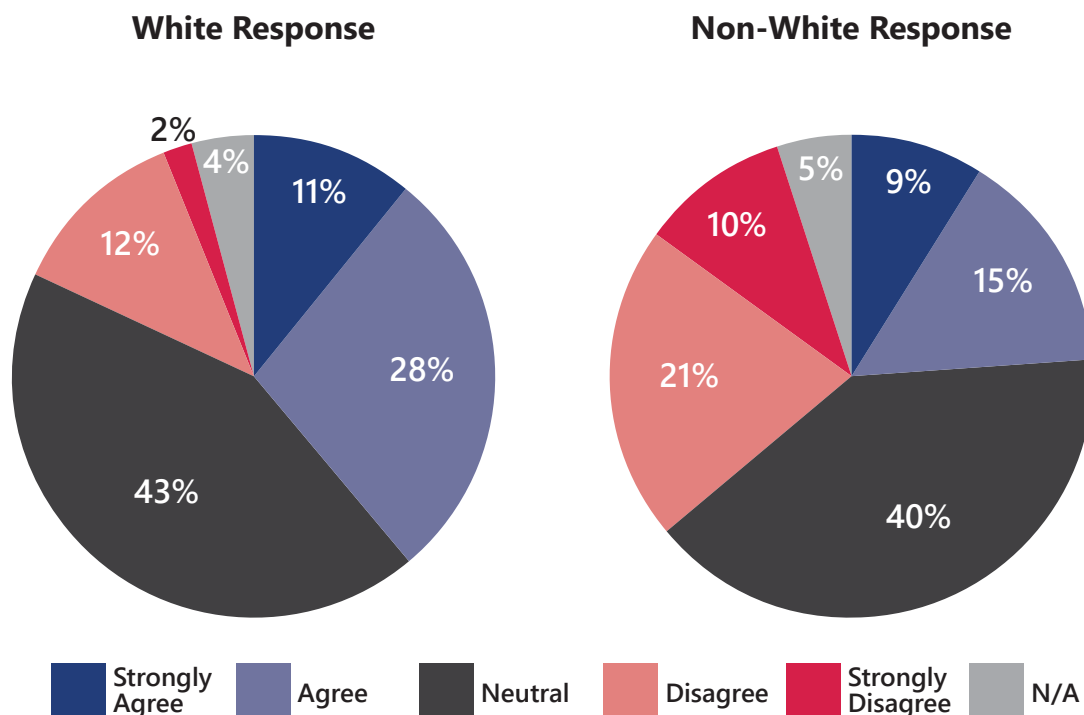
SAME leaders encourage candid, open dialogue on racial/ethnic diversity issues.

White Response

Non-White Response

White Response pie chart:
- Strongly Agree: 11%
- Agree: 26%
- Neutral: 46%
- Disagree: 10%
- Strongly Disagree: 3%
- N/A: 4%

Non-White Response pie chart:
- Strongly Agree: 9%
- Agree: 16%
- Neutral: 43%
- Disagree: 16%
- Strongly Disagree: 10%
- N/A: 6%

Legend: Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | N/A

Glossary

Diversity Representation of all our varied identities and differences including but not limited to race, color, ethnicity, nationality, religion, socioeconomic status, veteran status, education, marital status, language, age, gender, gender expression, gender identity, sexual orientation, mental or physical ability, genetic information and learning styles. A diverse group, community, or organization is one in which a variety of social and cultural characteristics exist.

Equity Working toward fair outcomes for people or groups by treating them in ways that address their unique advantages or barriers. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

Inclusion The act of creating involvement, environments, and empowerment in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate with equal access to opportunities and resources embrace differences and offers respect in words and actions for all people.

Race A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance, ancestral heritage, cultural affiliation, cultural history, and ethnic classification.

Culture A way of life of a group of people--the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next.

Disability A physical, mental, or cognitive impairment or condition that requires special accommodations to ensure programmatic and physical access.

Ethnicity A social construct which divides people into smaller social groups based on characteristics such as values, behavioral patterns, language, political and economic interests, history, and ancestral geographical base.

Equality Evenly distributed access to resources and opportunity necessary for a safe and healthy life; uniform distribution of access that may or may not result in equitable outcomes.

Gender The socially constructed ideas about behavior, actions, and roles a particular sex performs.

Sexual Orientation The direction of one's sexual attraction toward the same gender, opposite gender, or other genders. It is on a continuum and not necessarily a set of absolute categories.

Bias Prejudice; an inclination or preference, especially one that interferes with impartial judgment.

Cognitive Bias   A systematic error in thinking that occurs when people are processing and interpreting information in the world around them and affects the decisions and judgments that they make.

Groupthink   A psychological phenomenon that occurs within a group of people in which the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome

DEI   An acronym that stands for diversity, equity, and inclusion.

D&I   An acronym that diversity and inclusion and is often a catch-all for diversity initiatives.

Ally   A person of one social identity group who stands up in support of members of another group.

Identities   Who we are as individuals, including our personal characteristics, history, personality, name, and other characteristics that make us unique and different from other individuals.

Unconscious Bias (Implicit Bias)   Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

Marginalized   Excluded, ignored, or relegated to the outer edge of a group/society/community.

Persons of Color   A collective term for men and women of Asian, African, Latin and Native American backgrounds; as opposed to the collective "White" for those of European ancestry.

Underrepresented (group)   a subset of a population that holds a smaller percentage within a significant subgroup than the subset holds in the general population.

Hard Wire   Establishing any number of activities and initiatives to generate compliance.

Soft Wire   Intentionally creating a culture that generates commitment.

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