

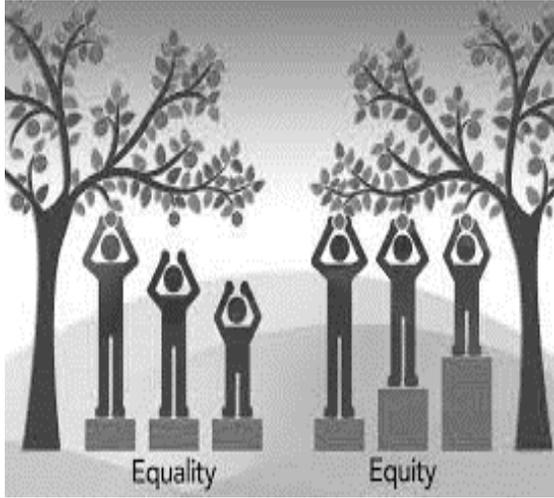


VUMC  
Office of Diversity  
& Inclusion



## DIVERSITY

Difference. Experience. Race.  
Ethnicity. Neurodiversity.  
Gender. Perspective. Talent.  
Skills. Abilities. Culture.  
Thinking Styles

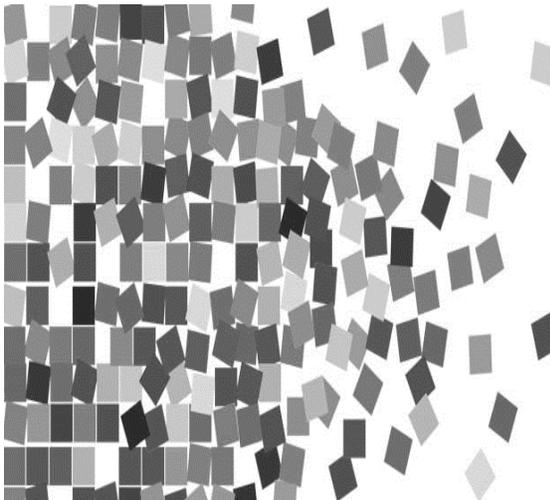


## EQUITY

Access. Compensation.  
Opportunity. Accommodation.  
Dismantling. Reforming.  
Ownership. Rights. Respect.  
Leveling. Distribution of Power.  
Correcting.

## INCLUSION

Embodiment. Love ethic.  
Decision-making. Belonging.  
Understanding. Protection.  
Kinship. Mentoring. Awareness.



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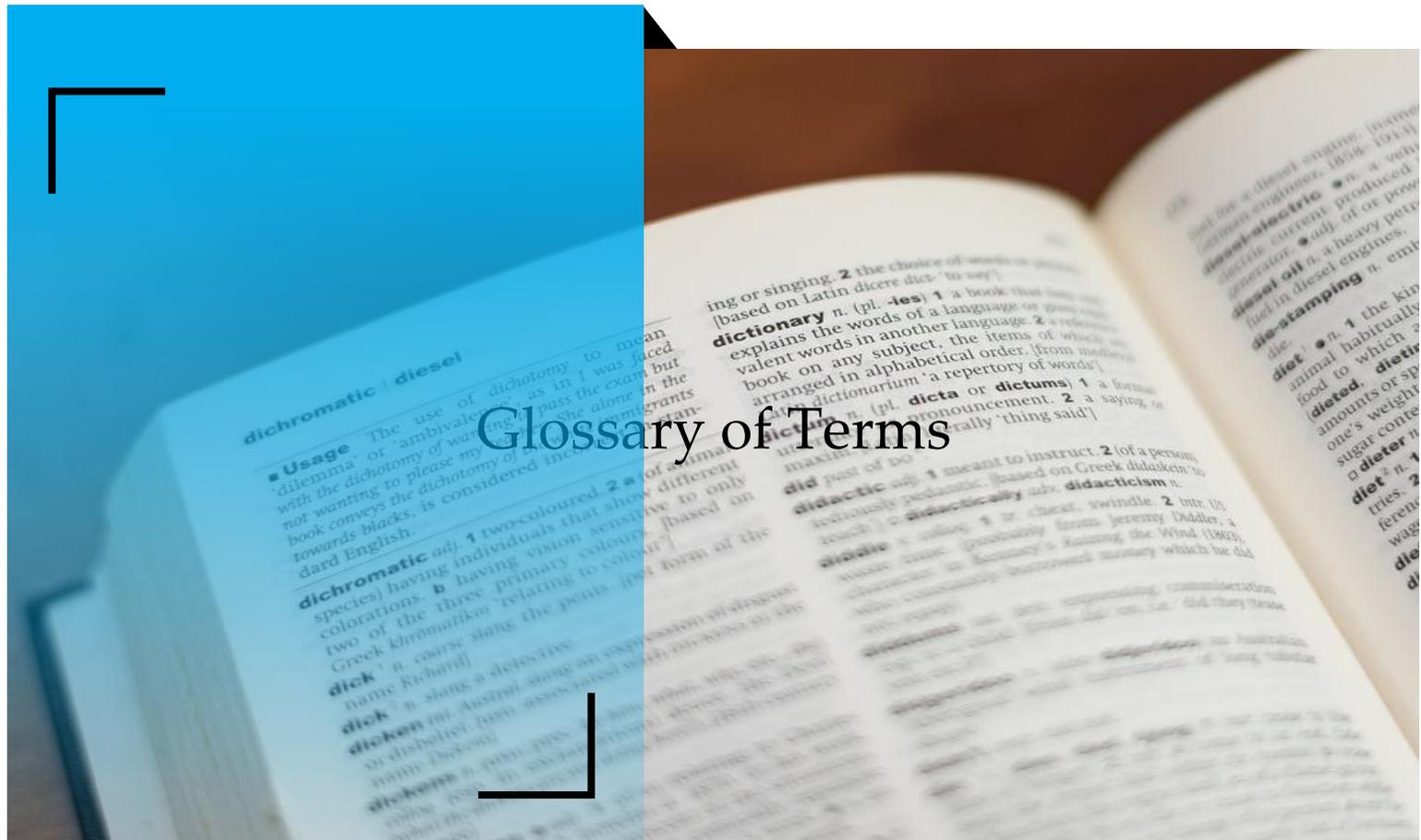


# Introduction: DEI Toolkit

## (BASIC)

The contents found within this toolkit are just that, tools, purposed for helping us build, dismantle, or fix as it pertains to Diversity, Equity, and Inclusion issues and solutions. The purpose of the DEI Toolkit (Basic) is to provide tools, resources, and support aids as a starting point to cultivating inclusive environments of diverse individuals striving in their commitment to learning and understanding each other better.

The toolkit helps to move us from crisis to possibility by equipping us with language, awareness, skill building tips, and more. Through this resource, we will strengthen our knowledge as we navigate the journey towards embodying DEI and anti-racist practices within the Vanderbilt Health community.



- **Ableism:** Discrimination against persons with mental and/or physical disabilities and/or social structures that favor able-bodied individuals.
- **Accommodation:** A change in the environment or in the way things are customarily done that enables an individual with a disability to have equal opportunity, access and participation.
- **Accountability:** In the context of racial equity work, accountability refers to the ways in which individuals and communities hold themselves to their goals and actions, and acknowledge the values and groups to which they are responsible.
- **Ageism:** Discrimination against individuals because of their age; often based on stereotypes (e.g. senior citizens are not able to perform tasks such as driving, or that all young people are irresponsible).
- **Ally:** Someone who supports a group other than one's own (in terms of multiple identities such as race, gender, age, ethnicity, sexual orientation, religion, etc.). An ally acknowledges oppression and actively commits to reducing their own complicity, investing in strengthening their own knowledge and awareness of oppression.
- **Anti-Black:** The Council for Democratizing Education defines anti-Blackness as being a two-part formation that both voids Blackness of value, while systematically marginalizing Black people and their issues.

- **Anti-Racism:** Anti-Racism is defined as the work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach, and set up in opposition to individual racist behaviors and impacts.
- **Anti-Racist:** An anti-racist is someone who is supporting an antiracist policy through their actions or expressing antiracist ideas. This includes the expression of ideas that racial groups are equals and do not need developing, and supporting policies that reduce racial inequity.
- **Assimilationist:** One who is expressing the racist idea that a racial group is culturally or behaviorally inferior and is supporting cultural or behavioral enrichment programs to develop that racial group.
- **Bias:** A form of prejudice that results from our need to quickly classify individuals into categories.
- **Bigot:** A person who is obstinately devoted to their own opinions and prejudices and is intolerant towards other diverse social groups.
- **BIPoC:** An acronym used to refer to black, Indigenous and people of color. It is based on the recognition of collective experiences of systemic racism. As with any other identity term, it is up to individuals to use this term as an identifier.
- **Caucus:** A caucus is an intentionally created space for those who share an identity to convene for learning, support, and connections.
- **Cisgender:** A term for people whose gender identity, expression or behavior aligns with those typically associated with their assigned sex at birth.
- **Classism:** Biased attitudes and beliefs that result in, and help to justify, unfair treatment of individuals or groups because of their socioeconomic grouping. “Classism” can also be expressed as public policies and institutional practices that prevent people from breaking out of poverty rather than ensuring equal economic, social, and educational opportunity.
- **Code Switching:** Code-switching involves adjusting one’s style of speech, appearance, behavior, and expression in ways that will optimize the comfort of others in exchange for fair treatment, quality service, and employment opportunities. “code-switching,” which has long been a strategy for black people, and other marginalized races, to successfully navigate interracial interactions and has large implications for their well-being, economic advancement, and even physical survival.
- **Collusion:** When people act to perpetuate oppression or prevent others from working to eliminate oppression. Example: Able-bodied people who object to strategies for making buildings accessible because of the expense.

- **Colonization:** Colonization can be defined as some form of invasion, dispossession, and subjugation of a people. The invasion need not be military; it can begin—or continue—as geographical intrusion in the form of agricultural, urban, or industrial encroachments. The result of such incursion is the dispossession of vast amounts of lands from the original inhabitants. This is often legalized after the fact. The long-term result of such massive dispossession is institutionalized inequality. The colonizer/colonized relationship is by nature an unequal one that benefits the colonizer at the expense of the colonized.
- **Color Blind:** The belief that everyone should be treated “equally” without respect to societal, economic, historical, racial or other difference. No differences are seen or acknowledged; everyone is the same.
- **Cultural Appropriation:** The non-consensual/misappropriate use of cultural elements for commodification or profit purposes – including symbols, art, language, customs, etc. – often without understanding acknowledgment or respect for its value in the context of its original culture.
- **Cultural Misappropriation:** cultural misappropriation occurs when a cultural fixture of a marginalized culture/community is copied, mimicked, or recreated by the dominant culture against the will of the original community and, above all else, commodified.
- **Culture:** A social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviors and styles of communication.
- **Decolonize:** The active and intentional process of unlearning values, beliefs and conceptions that have caused physical, emotional or mental harm to people through colonization. It requires a recognition of systems of oppression.
- **Diaspora:** “the voluntary or forcible movement of peoples from their homelands into new regions ...” There is “a common element in all forms of diaspora; these are people who live outside their natal (or imagined natal) territories and recognize that their traditional homelands are reflected deeply in the languages they speak, religions they adopt, and the cultures they produce.”
- **Disability:** Physical or mental impairment that affects a person’s ability to carry out normal day-to-day activities.
- **Discrimination:** The unequal treatment of members of various groups, based on conscious or unconscious prejudice, which favors one group over others on differences of race, gender, economic class, sexual orientation, physical ability, religion, language, age, national identity, religion and other categories.

- **Diversity:** Socially, it refers to the wide range of identities. It broadly includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status, physical appearance, etc. It also involves different ideas, perspectives and values.
- **Double consciousness:** Describes the feeling that you have more than one social identity, which makes it difficult to develop a sense of self. Theorist W.E.B. Du Bois described the sense of “two-ness” that marked African American life and culture at the turn of the 20th century. For Du Bois, the defining characterization of Black life was the paradoxical condition of being both included and simultaneously excluded from the American polity.
- **Equity:** The fair treatment, access, opportunity and advancement for all people, while at the same time striving to identify and eliminate barriers that prevent the full participation of some groups.
- **Employee Resource Groups (ERGs):** Groups created to foster a sense of belonging and community for employees who share common interests, culture, and/or goals. They serve to provide support, professional development and networking opportunities, education, as well as tools for career development and advancement.
- **Ethnicity:** A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history, and ancestral geographical base. Examples of different ethnic groups are: Cape Verdean, Haitian, African American (Black); Chinese, Korean, Vietnamese (Asian); Cherokee, Mohawk, Navaho (Native American); Cuban, Mexican, Puerto Rican (Latino); Polish, Irish, and Swedish (White).
- **Gaslighting:** First popularized in the 1944 movie Gas Light, it means a deliberate attempt to undermine a victim’s sense of reality or sanity. In a work context, it usually means behaviors that undermine the success, self-confidence, self-esteem or wellbeing of the target. For people in underrepresented or less powerful groups, it is more likely to occur, with more severe and harmful cumulative effects. Tactics can include withholding (critical information, meeting invitations, silent treatment), isolation (exclusion, causing conflict with coworkers), and discrediting (consistently shooting down the target’s ideas, ignoring or taking credit for them).
- **Gender Identity:** Distinct from the term “sexual orientation,” refers to a person’s internal sense of being male, female or something else. Since gender identity is internal, one’s gender identity is not necessarily visible to others.
- **Gender Non-conforming:** An individual whose gender expression is different from societal expectations related to gender.

- **Harassment:** The use of comments or actions that can be perceived as offensive, embarrassing, humiliating, demeaning and unwelcome.
- **Homophobia:** A fear of individuals who are not heterosexual. Homophobia often results in people distancing themselves from and/or psychologically/physically harming people who are gay, lesbian, bisexual, or transgendered. The literal meaning of the word is “fear of same.”
- **Implicit Bias:** Negative associations expressed automatically that people unknowingly hold and that affect our understanding, actions and decisions; also known as unconscious or hidden bias.
- **Inclusion:** The act of creating an environment in which any individual or group will be welcomed, respected, supported and valued as a fully participating member. An inclusive and welcoming climate embraces and respects differences.
- **Inclusive Language:** Words or phrases that include both women and men if applicable. Inclusive language does not assume or connote the absence of women. Ex: Use of word “police officers” instead of “policemen” or “humankind” instead of “mankind.”
- **Inclusive practices:** A process of identifying, understanding and breaking down barriers to participation and belonging. It is an approach to teaching that recognizes the diversity of students, enabling all students to access course content, fully participate in learning activities and demonstrate their knowledge and strengths at assessment.
- **Indigeneity:** Indigenous populations are composed of the existing descendants of the peoples who inhabited the present territory of a country wholly or partially at the time when persons of a different culture or ethnic origin arrived there from other parts of the world, overcame them and, by conquest, settlement, or other means, reduced them to a non-dominant or colonial condition; who today live more in conformity with their particular social, economic, and cultural customs and traditions than with the institutions of the country of which they now form part, under a State structure which incorporates mainly national, social, and cultural characteristics of other segments of the population which are predominant.
- **Institutional Racism:** Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes and opportunities for different groups based on racial discrimination.
- **Internalized dominance:** Occurs among white people when they believe and/or act on assumptions, consciously or unconsciously, that white people are superior to, more capable, intelligent, or entitled than people of color. It occurs when members of the dominant white group take their group’s socially advantaged status as normal and deserved, rather than recognizing how it has been conferred through racialized systems of inequality. Ex. A white person who insists that anyone who works hard can get ahead,

without acknowledging the barriers of racism, is consciously or unconsciously expressing internalized dominance.

- **Internalized racism:** Internalized racism is the situation that occurs in a racist system when a racial group oppressed by racism supports the supremacy and dominance of the dominating group by maintaining or participating in the set of attitudes, behaviors, social structures, and ideologies that undergird the dominating group's power.
- **Intersectionality:** A social construct that recognizes the fluid diversity of identities that a person can hold such as gender, race, class, religion, professional status, marital status, socioeconomic status, etc.
- **"Isms"** : A way of describing any attitude, action or institutional structure that oppresses a person or group because of their target group. For example, race (racism), gender (sexism), economic status (classism), older age (ageism), religion (e.g., anti-Semitism), sexual orientation (heterosexism), language/immigrant status (xenophobia), etc.
- **LGBTQIA:** An inclusive term for those who identify as lesbian, gay, bisexual, transgender, queer, intersex, and asexual.
- **Liberation:** The creation of relationships, societies, communities, organizations, and collective spaces characterized by equity, fairness, and the implementation of systems for the allocation of goods, services, benefits, and rewards that support the full participation of each human and the promotion of their full humanness.
- **Marginalization:** A social process by which individuals or groups are (intentionally or unintentionally) distanced from access to power and resources and constructed as insignificant, peripheral, or less valuable/privileged to a community or "mainstream" society.
- **Microaggression:** The verbal, nonverbal and environmental slights, snubs, insults or actions, whether intentional or unintentional, which communicate hostile, derogatory or negative messages to target persons based solely upon discriminatory belief systems.
- **Multicultural Competency:** A process of embracing diversity and learning about people from other cultural backgrounds. The key element to becoming more culturally competent is respect for the ways that others live in and organize the world and an openness to learn from them.
- **Neurodiversity:** When neurological differences are recognized and respected as are any other kind of human differences or variations. These differences can include Dyspraxia, Dyslexia, Attention Deficit Hyperactivity Disorder, Dyscalculia, Autistic Spectrum, and Tourette Syndrome.

- **Non-Binary:** Describes a gender identity that is neither female nor male and/or gender identities that are outside of or beyond two traditional concepts of male or female.
- **Oppression:** The systemic and pervasive nature of social inequality woven throughout social institutions as well as embedded within individual consciousness. Oppression fuses institutional and systemic discrimination, personal bias, bigotry and social prejudice in a complex web of relationships and structures.
- **Outing:** Exposing someone's sexual orientation as being lesbian, gay, bisexual or transgender to others, without their permission; in essence "outing" them (not to be confused with "coming out"). Outing someone can have serious employment/economic/safety/religious repercussions in some situations.
- **Patriarchy:** Actions and beliefs that prioritizes masculinity. Patriarchy is practiced systemically in the ways and methods through which power is distributed in society (jobs and positions of power given to men in government, policy, criminal justice, etc.) while also influencing how we interact with one another interpersonally (gender expectations, sexual dynamics, space-taking, etc.).
- **People of Color:** A collective term for men and women of Asian, African, Latinx and Native American backgrounds, as opposed to the collective "White".
- **Power:** That which allows some greater access and control over resources. Wealth, whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which power operates. More, power can be defined as: (A) The ability to name or define. (B) The ability to decide. (C) The ability to set the rule, standard, or policy. (D) The ability to change the rule, standard, or policy to serve your needs, wants, or desires. (E) The ability to influence decision makers to make choices in favor of your cause, issue, or concern. Each of these definitions can manifest on personal, social, institutional, or structural levels. Power may also be understood as the ability to influence others and impose one's beliefs. All power is relational, and the different relationships either reinforce or disrupt one another. Power can be used malignantly and intentionally, but need not be, and individuals within a culture may benefit from power of which they are unaware.
- **Preferred Gender Pronoun (PGP):** the pronouns that people ask others to use in reference to themselves. Gendered pronouns include she and he, her and him, hers and his, and herself and himself. PGPs may also be plural genderneutral pronouns such as they, them, their(s). Or, they may be ze (rather than she or he) or hir (rather than her(s) and him/his). Some people state their pronoun preferences as a form of allyship.
- **Prejudice:** A preconceived judgement or preference, especially one that interferes with impartial judgment and can be rooted in stereotypes, that denies the right of individual members of certain groups to be recognized.

- **Privilege:** Exclusive access or access to material and immaterial resources based on the membership to a dominant social group.
- **Queer:** An umbrella term that can refer to anyone who transgresses society's view of gender or sexuality. The definitional indeterminacy of the word Queer, its elasticity, is one of its characteristics: "A zone of possibilities."
- **Race:** A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly race), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time
- **Racial Equity:** The condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When we use the term, we are thinking about racial equity as one part of racial justice, and thus we also include work to address root causes of inequities, not just their manifestation. This includes elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or that fail to eliminate them.
- **Racial Healing:** To restore to health or soundness; to repair or set right; to restore to spiritual wholeness.
- **Racial Justice:** The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice—or racial equity—goes beyond "anti-racism." It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.
- **Racial Reconciliation:** Reconciliation involves three ideas. First, it recognizes that racism in America is both systemic and institutionalized, with far-reaching effects on both political engagement and economic opportunities for minorities. Second, reconciliation is engendered by empowering local communities through relationship-building and truth-telling. Lastly, justice is the essential component of the conciliatory process—justice that is best termed as restorative rather than retributive, while still maintaining its vital punitive character.
- **Racism:** Racism involves one group having the power to carry out systematic discrimination through the institutional policies and practices of the society and by shaping the cultural beliefs and values that support those racist policies and practices. It is race prejudice + social and institutional power; a system of advantage based on race; a system of oppression based on race; a white supremacy system.
- **Racist:** One who is supporting a racist policy through their actions or interaction or expressing a racist idea.

- **Religious Oppression:** Refers to the systematic subordination of minority religions by the dominant Christian majority. This subordination is a product of the historical tradition of Christian hegemony and the unequal power relationships of minority religious groups with the Christian majority.
- **Reparations:** Reparations initiatives seek to address the harms caused by these violations. They can take the form of compensating for the losses suffered, which helps overcome some of the consequences of abuse. They can also be future oriented—providing rehabilitation and a better life to victims—and help to change the underlying causes of abuse. Reparations publicly affirm that victims are rights-holders entitled to redress.
- **Restorative Justice:** Restorative Justice is a theory of justice that emphasizes repairing the harm caused by crime and conflict. It places decisions in the hands of those who have been most affected by a wrongdoing, and gives equal concern to the victim, the offender, and the surrounding community. Restorative responses are meant to repair harm, heal broken relationships, and address the underlying reasons for the offense.
- **Safe Space:** Refers to an environment in which everyone feels comfortable expressing themselves and participating fully, without fear of attack, ridicule or denial of experience.
- **Settler Colonialism:** Settler colonialism refers to colonization in which colonizing powers create permanent or long-term settlement on land owned and/or occupied by other peoples, often by force. This contrasts with colonialism where colonizer’s focus only on extracting resources back to their countries of origin, for example. Settler Colonialism typically includes oppressive governance, dismantling of indigenous cultural forms, and enforcement of codes of superiority (such as white supremacy). Examples include white European occupations of land in what is now the United States, Spain’s settlements throughout Latin America, and the Apartheid government established by White Europeans in South Africa.
- **Sexism:** The cultural, institutional, and individual set of beliefs and practices that privilege men, subordinate women, and denigrate values and practices associated with women.
- **Sexual Orientation:** An individual’s enduring physical, romantic and/or emotional attraction to another person. Gender identity and sexual orientation are not the same. Transgender people may be straight, lesbian, gay or bisexual.
- **Social Justice:** Social justice constitutes a form of activism, based on principles of equity and inclusion that encompasses a vision of society in which the distribution of resources is equitable and all members are physically and psychologically safe and secure. Social justice involves social actors who have a sense of their own agency as well as a sense of social responsibility toward and with others.

- **Solidarity:** Unity or agreement based on shared interests and objectives; long-term mutual support within and between groups.
- **Stereotype:** A form of generalization rooted in blanket beliefs and false assumptions, a product of processes of categorization that can result in a prejudiced attitude, critical judgment and intentional or unintentional discrimination. Stereotypes are typically negative, based on little information and does not recognize individualism and personal agency.
- **Structural inequality:** Systemic disadvantage(s) of one social group compared to other groups, rooted and perpetuated through discriminatory practices (conscious or unconscious) that are reinforced through institutions, ideologies, representations, policies/laws and practices. When this kind of inequality is related to racial/ethnic discrimination, it is referred to as systemic or structural racism.
- **Structural racism:** The normalization and legitimization of an array of dynamics – historical, cultural, institutional, and interpersonal – that routinely advantage Whites while producing cumulative and chronic adverse outcomes for people of color. Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics, and entire social fabric. Structural racism is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.
- **System of Oppression:** Conscious and unconscious, non-random and organized harassment, discrimination, exploitation, discrimination, prejudice and other forms of unequal treatment that impact different groups. Sometimes is used to refer to systemic racism.
- **Systemic racism:** This is an interlocking and reciprocal relationship between the individual, institutional and structural levels which function as a system of racism. These various levels of racism operate together in a lockstep model and function together as a whole system. These levels are: Individual (within interactions between people); Institutional (within institutions and systems of power), and Structural or societal (among institutions and across society)
- **Tokenism:** Performative presence without meaningful participation. For example, a superficial invitation for the participation of members of a certain socially oppressed group, who are expected to speak for the whole group without giving this person a real opportunity to speak for her/himself.
- **Transgender:** A term for people whose gender identity is different from their assigned sex at birth.

- **Transition:** The social, psychological or medical process of transitioning from one gender to another. Gender transition is an individualized process and does not involve the same steps for everyone. Transition may include telling one's social support network; legally changing one's name or sex; therapeutic treatment with hormones; and possibly, though in not all instances, surgery.
- **White Privilege:** Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.
- **White Supremacy:** A power system structured and maintained by persons who classify themselves as White, whether consciously or subconsciously determined; and who feel superior to those of other racial/ethnic identities.
- **White Supremacy Culture:** An artificial, historically constructed culture which expresses, justifies, and binds together the United States white supremacy system. It is the glue that binds together white-controlled institutions into systems and white-controlled systems into the global white supremacy system.
- **Whiteness:** The term white, referring to people, was created by Virginia slave owners and colonial rules in the 17th century. It replaced terms like Christian and Englishman to distinguish European colonists from Africans and indigenous peoples. European colonial powers established whiteness as a legal concept after Bacon's Rebellion in 1676, during which indentured servants of European and African descent had united against the colonial elite. The legal distinction of white separated the servant class on the basis of skin color and continental origin. The creation of 'whiteness' meant giving privileges to some, while denying them to others with the justification of biological and social inferiority. Whiteness itself refers to the specific dimensions of racism that serve to elevate white people over people of color. This definition counters the dominant representation of racism in mainstream education as isolated in discrete behaviors that some individuals may or may not demonstrate, and goes beyond naming specific privileges (McIntosh, 1988).
- **Xenophobia:** Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that immigrants are inferior to the dominant group of people. Xenophobia is reflected in interpersonal, institutional, and systemic levels oppression and is a function of White supremacy.

# Understanding Diversity, Equity, and Inclusion

## From the Office of Diversity & Inclusion

Diversity, Equity, and Inclusion (DEI) is a framework for growth and learning. Embracing diversity is about respect and honoring the beauty, wonder, nuance, and uniqueness in one another. Equity is acknowledging that we all do not start from the same place, or with the same resources. There is no question that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is necessary to provide equal opportunities to all groups. When we embrace diversity and engage equitable practices what emerges is an inclusive culture which fosters pride in who we are both as individuals and a collective.

The work of Diversity, Equity, and Inclusion invites each of us into deep reflective practice regarding our own social, economic, and psychological formation. This is true regarding the history and impact of organizations as well. At Vanderbilt Health, we seek to not only be a force for innovation in the world but also a catalyst for transformational change in our own.

Diversity, Equity, and Inclusion is both hard work and heart work. It is personal and communal; an undoubtable imperative to our longevity and relevance as a leader in the healthcare industry. Becoming an organization which embodies DEI will require all of us to take part in the work but the benefits will pass to generations to come.

# Barriers to Diversity, Equity, and Inclusion

**Hostility to truth** Truth-telling and naming oppression is a liberative practice that aids in all endeavors seeking to celebrate the diverse, establish equity, and create inclusive environments. Aggression, retaliation, or suppression of another's truth are all strategies of oppression.

**Uncommitted leaders** The top sets the tone! Leadership's ability to stay consistent with engagement, intentionality, and holding themselves accountable to the goals stated communicates to the rest of the community the value placed on working through these important issues.

**Unwillingness to learn or listen to others** A refusal to be taught anything that contradicts or challenges your current understandings of others and the world from marginalized people is a practice of supremacy and privilege. Allowing yourself to become a student to and of others equalizes the relational dynamic and builds trust.

**Resistance to change** When "what was" supercedes what can be, history will become our future. Acknowledging the need for change, taking intellectual and emotional ownership of it, understanding our interconnectedness to the vision, and taking part of the change process develops personal commitment to the outcome.

**Lack of accountability** Mistakes will be made but when an organization refuses to hold itself and its members accountable to actions which hinder and harm our progress, it diminishes the integrity of the process. A "pass the buck" mentality persists, and over time, intolerable behavior becomes normative. Ultimately, the organization will lose its way and become unable to properly assess its ability to do what is right for itself and its members.

**Performative solidarity** When members from a nonmarginalized group publicly express anger for an injustice to appear good, without acknowledging personal responsibility or the systemic issues which creates the context for the injustice of which they are benefactors, they cause great harm to those targeted by said injustice.

**Budgetary restrictions** Budgets are ethical documents which should ideally reflect an organization's priorities and intentions toward keeping its promises regarding all DEI initiatives. Expectations with no resources diminish the work.

**Ignorance** What we do not know can hurt us. Learning new things unprompted is a way to get proactive. Trainings, webinars, and other development opportunities are a few ways we combat ignorance.

**Power and control** Equity cannot be possible unless we recognize and challenge power imbalances within our professional structures. Shifting away from a command and control model to an empowerment approach is key.

# Taking Action

Check out ways to champion DEI here at VUMC:

- Familiarize yourself with issues related to DEI
- Join an Employee Resource Group (ERG)
- Attend DEI focused events
- Commit to learning
- Challenge your on presumptions about others and your stances on certain issues
- Share your story
- Leverage your privilege
- Create awareness
- Apply the lens of diversity, equity, and inclusion to your work
- Promote and celebrate one another



# Surveys and Assessments

## VUMC DEI Climate Survey

COMING September 2022!

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## Inclusive Leader Assessment

The Inclusive Leader Self-Assessment is an online tool which was created to help with your personal leadership development.

<https://inclusiveleadersgroup.com/inclusive-leadership-self-assessment/>

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## Race Matters Organizational Self-Assessment

Unintended racial prejudices are deeply rooted in all U.S. institutions. Use this questionnaire to find out if they are part of your organization. The questions use a racial lens to size up staffing and operational aspects. The assessment then offers additional tools and next steps based on how the organization scores. This tool is part of a Race Matters toolkit. For more information visit the Race Matters Institute website.

<https://assets.aecf.org/m/resourcedoc/aecf-RACEMATTERSorgselfassessment-2006.pdf>

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## Harvard Implicit Association Test

The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude about which you did not know. For example, you may believe that women and men should be equally associated with science, but your automatic associations could show that you (like many others) associate men with science more than you associate women with science.

<https://implicit.harvard.edu/implicit/takeatest.html>

# Library

1. Deep Diversity: Overcoming Us vs. Them by Shakil Choudhury
2. Messages: The Communications Skills Book by Matthew McKay
3. The New Jim Crow by Michelle Alexander
4. Caste by Isabel Wilkerson
5. Disability Visibility by Alice Wong
6. How to Be an Antiracist by Ibram X. Kendi
7. White Tears/Brown Scars by Ruby Hamad
8. This Chair Rocks: A Manifesto Against Ageism by Ashton Applewhite
9. The Art of Gathering: How We Meet and Why It Matters by Priya Parker
10. On Intersectionality: Essential Writings by Kimberlé Crenshaw
11. On Being Included: Racism and Diversity in Institutional Life by Sara Ahmed
12. Gender: Your Guide. Adams Media by Lee Airton
13. Dare To Lead: Brave Work. Tough Conversations by Brené Brown
14. Quiet: The Power of Introverts in a World that Can't Stop Talking by Susan Cain
15. Demystifying Disability: What to Know, What to Say, and How to be an Ally by Emily Ladau
16. Better Allies: Everyday Actions to Create Inclusive, Engaging Workplaces by Karen Catlin
17. Dog Whistle Politics: How Coded Racial Appeals Have Reinvented Racism and Wrecked the Middle Class by Ian Haney-López.

# Resources

## VIDEOS

Empathy vs Sympathy

<https://www.youtube.com/watch?v=1Ewgu369Jw>

Overcoming Bias

<https://www.youtube.com/watch?v=uYyvbginZkQ>

Unlikely Ally

[https://www.ted.com/talks/dwinita\\_mosby\\_tyler\\_want\\_a\\_more\\_just\\_world\\_be\\_an\\_unlikely\\_ally](https://www.ted.com/talks/dwinita_mosby_tyler_want_a_more_just_world_be_an_unlikely_ally)

Intersectionality

[https://www.ted.com/talks/kimberle\\_crenshaw\\_the\\_urgency\\_of\\_intersectionality](https://www.ted.com/talks/kimberle_crenshaw_the_urgency_of_intersectionality)

3 Ways to Speak English

[https://www.ted.com/talks/jamila\\_lyiscott\\_3\\_ways\\_to\\_speak\\_english?referrer=playlist-bridging\\_cultural\\_differences&autoplay=true](https://www.ted.com/talks/jamila_lyiscott_3_ways_to_speak_english?referrer=playlist-bridging_cultural_differences&autoplay=true)

“A Seat at the Table”

[https://www.ted.com/talks/lilly\\_singh\\_a\\_seat\\_at\\_the\\_table\\_isn\\_t\\_the\\_solution\\_for\\_gender\\_equity](https://www.ted.com/talks/lilly_singh_a_seat_at_the_table_isn_t_the_solution_for_gender_equity)

Disability Rights

[https://www.ted.com/talks/judith\\_heumann\\_our\\_fight\\_for\\_disability\\_rights\\_and\\_why\\_we\\_re\\_not\\_done\\_yet](https://www.ted.com/talks/judith_heumann_our_fight_for_disability_rights_and_why_we_re_not_done_yet)

## ARTICLES

Becoming an Anti-Racist Multicultural Organization

[https://ncwwi.org/files/Cultural\\_Responsiveness\\_Disproportionality/Continuum\\_AntiRacist.pdf](https://ncwwi.org/files/Cultural_Responsiveness_Disproportionality/Continuum_AntiRacist.pdf)

5 Powerful Ways to Take REAL Action on DEI (Diversity, Equity & Inclusion) from Center for Creative Leadership

<https://www.ccl.org/articles/leading-effectively-articles/5-powerful-ways-to-take-real-action-on-dei-diversity-equity-inclusion/>

4 Important (and Sometimes Difficult) Steps Leaders Must Take to Create a More Diverse and Inclusive Team by Samantha McLaren

<https://www.linkedin.com/business/talent/blog/talent-strategy/steps-leaders-must-take-to-create-diverse-inclusive-teams>

# Bibliography

The terms contained in this glossary have been sources or reproduced from the following resources:

1. <https://www.racialequitytools.org/glossary>
2. University of Washington, College of the Environment
3. Anti-Violence Project. [Glossary](#). University of Victoria.
4. Colors of Resistance. [Definitions for the Revolution](#).
5. Cram, R. H. (2002). *Teaching for diversity and social justice: A sourcebook*.
6. Equity and Inclusion. [Glossary](#). UC Davis.
7. Potapchuk, M., Leiderman, S., et al. (2009). [Glossary](#). Center for Assessment and Policy Development.
8. Center for Diversity & Inclusion. [Glossary of Bias Terms](#). Washington University in St. Louis.
9. Ontario Human Rights Commission. [Glossary of human rights terms](#).
10. <https://www.smcgov.org/lgbtq/lgbtq-glossary#L> (SOURCE: Leong Yew, “The Culture of Diasporas in the Postcolonial Web” (quoting Ashcroft et al., Key Concepts in Post-Colonial Studies, and Cohen, Global Diasporas: An Introduction).) – Diaspora definition
11. <https://hbr.org/2019/11/the-costs-of-codeswitching> code-switching definition
12. <https://www.marymountcalifornia.edu/diversity-equity-and-inclusion/dei-glossary/><sup>1</sup>