

## ADDRESSING BIAS & TOKENISM IN THE RECRUITMENT EXPERIENCE

### FACILITATION GUIDE

**TIME:** 60 mins

*Larger chapters may find it helpful to extend the session to 70-75 minutes to provide more opportunities for sharing out from the discussion exercises.*

#### OBJECTIVES:

As a result of this session, participants will:

- Recognize the connection between social identities and tokenization.
- Identify behaviors and recruitment practices that could be problematic.
- Recognize how bias and tokenism can occur for the recruiter and the potential new member.
- Learn best practices to build a more inclusive recruitment and membership experience.

#### PURPOSE OF SESSION:

Delta Gamma is focused on taking action to address belonging, equity, inclusion, and diversity in a comprehensive way, as articulated in the [inclusion statement](#). Change happens one meaningful step at a time. Delta Gamma wants to provide a more inclusive recruitment experience for current and future members of all identities.

The fabric of higher education is changing as student enrollment increases for Black, Indigenous, and People the Global Majority (BIPGM), Queer, and those holding additional marginalized identities. Whether religion, ability, race, ethnicity, sexual identity, gender identity, socio-economic class, or other dimension of diversity, chapter's leaders and members need to be positioned to act with integrity across all aspects of membership growth, development, and experience.

#### SETUP:

- Choose a space where the group can be comfortably co-located and face the facilitator - or - be sure to use Zoom as the platform that you are having everyone log into so you can use the breakout room feature.

- If offering in-person, use a room without fixed furniture and with an open space in front. This helps create more flexibility for discussions and will allow participants to move throughout the space. It is best to reserve a room where groups of 2-3 or small groups can interact comfortably throughout the session. Confirm you can amplify sound. If you are using a large space (bigger than the size of an office), we strongly recommend you use a microphone, as this is the most inclusive option for unknown hearing disabilities.
- If using Zoom, then be sure that you are enabling the “live-transcript” option, if you are able. This is the most inclusive option in case of unknown hearing disabilities. Also inform chapter members beforehand that they should be joining the virtual session individually, rather than multiple members using the same computer.

## **FACILITATOR PREPARATION:**

- Review this facilitator guide and practice delivering the content.
- In the scheduling process, review the timing and format of the session to determine how much time your chapter needs for discussion.
- Determine how to best navigate reflection and discussion based on your chapter and chapter size. Options for discussion can include:
  - Pair and Share: Members can pair up with a member next to them or with someone new to discuss the questions.
  - Small Groups (2-4): Members can come together in small groups to discuss questions.
  - Facilitated Discussion Groups (5-10): For groups of this size, consider having a designated peer lead to help guide the discussion and share out to the larger group. If using this option, you will want to provide ample time for everyone to share and engage.
  - For this session, we recommend pairs or small groups no greater than 4, if possible. If you need to have larger groups, consider having the larger group for the final action item discussion.
  - For virtual sessions, utilize the breakout room feature.
- Review Delta Gamma’s resources on belonging, equity, inclusion, and diversity along with those available on your campus.
- Reflect on your [social identities](#), recruitment experience(s), sense of belonging, and why you joined Delta Gamma and your chapter.
- If facilitating virtually, practice presenting on the platform in advance to ensure sound and visuals are working. Consider using breakout rooms for discussions and having another member tasked with tech support.

## **What happens if you receive pushback during the session?**

You may experience push back during the session. As you will hear in the video, everyone is in a different place in their belonging, equity, inclusion, and diversity journey. You should meet with your executive board, advisor(s), or co-facilitator(s) about what to do if these types of questions/behaviors pop up.

While this is not an exhaustive list, here are some helpful ways for you to navigate push back or resistance:

- First, take a deep breath. Every facilitator has experienced this and with patience and understanding, you can navigate through. If you have done your prep work for this session, this is par for the course.
- *What happens if someone says:*
  - **“Isn’t it best to pair PNMs with members they can relate to? How is that Tokenism?”** *While it may be with good intentions that we pair PNMs with chapter members they can relate to, we should aim to go beyond singular identities. Just because they might share the same race, that doesn’t mean they have the same experiences.*
  - **“Are you saying we’re all racist?”** *No, but it takes more than just “not being racist” or not saying mean, problematic things. Our actions, intention and impact all matter as we strive to create more equitable experiences.*
  - **“If neuroscience says we all have bias, then it's not like we're doing it on purpose. What's the point?”** *While it's not our fault, it is our problem. We must actively work against our brains to create new narratives that are not based on stereotypes.*
  - **“Are you really saying that because I’m right-handed, I have privilege?”** *Yes, and it's not that simple. Being right-handed is one example of privilege that many of us can relate to. Many of us never think about how classroom desks are positioned, how we write in spiral notebooks, or even if a baseball glove will fit, but that's something left-handed folks think about. This is meant to be an example to help you understand the impact of privilege, with dominant identity of being right-handed, shows up. It helps connect the dots when we discuss how our society caters to dominant versus marginalized identities.*
- *What happens if a member(s) is disengaged:*
  - *Remember that engagement can look different for everyone. The disengaged participant also might be experiencing discomfort for various reasons. Maybe they are struggling with their identities, bias, or have experienced harm themselves. Approach these situations with a growth mindset and seeking to understand. Acknowledge that this work is challenging and remind the large group about your commitment as the “Do Good” Fraternity, caring for one another, and creating a better recruitment experience can help them re-engage.*

## LAND ACKNOWLEDGEMENT INFORMATION FOR REFERENCE

At the beginning of the session, the SRS presenters will discuss Land Acknowledgments. To best prepare for this part of the presentation, look up your campus location on <https://native-land.ca> to learn which indigenous people resided there. Additionally, we encourage you to research whether your campus currently has a Land Acknowledgment and/or resources to support Indigenous students and community members.

## MATERIALS NEEDED

### *In person, physically located together delivery:*

- Projector and screen
- Speakers
- SRS Video
- Flipchart
- Note taking materials (pen, paper, laptop, tablet, etc.)

### *Synchronous, virtual delivery*

- Laptop
  - SRS Video
  - Note taking materials
  - Google® doc, Padlet®, or Jamboard®.
- Please leverage the use of the chat feature as an engagement tool for the group. You will see notes in the activities to provide for virtual alternatives

## SHARED LANGUAGE FOR REFERENCE

**Bias:** A bias is a preference for or prejudice against a person or group of people.

**Tokenism:** Tokenism (or tokenization) is the act of prioritizing diversity only symbolically, often by including only a small number of people from marginalized groups as a way to appear diverse without actually striving for it.

**Prejudice:** A judgment or belief that is formed on insufficient grounds before facts are known or in disregard of facts that contradict it. Prejudices are learned and can be unlearned.

**Stereotype:** A widely held but fixed and oversimplified image or idea of a particular group of people, or culture

## INTRODUCTION | 2 MINUTES

*Before playing the video, the facilitator should welcome participants, introduce themselves, and thank everyone for their time and attendance. The facilitator should share about themselves. This can include name, pronouns, role(s) in the chapter, experience facilitating or educating themselves on BEID topics, and why they are excited about leading this session.*

### Share:

- Our conversation today will be centered around addressing bias and tokenism in the recruitment experience. We will discuss how bias and tokenism show up, and the harmful impacts each has on the PNM and recruiter experience.
- There may be times today where our conversation will be uncomfortable or challenging. I invite us to lean into the conversation. This means listening intently, acknowledging the information shared, opening your perspectives to other's lived experiences, and digging deep by practicing vulnerability. As members of Delta Gamma, we are connected and have made a commitment to care for one another. This conversation will help us grow in that connection and inspire positive change through our lives and our fraternity experience.
- As we engage in today's conversation, I invite you to reflect on our chapter's commitment to belonging, equity, inclusion, and diversity. Let's also keep in mind our Anchor Point: creating equitable, inclusive experiences for current and future members. Social Responsibility Speaks is a partner with Delta Gamma for BEID efforts and this is part of the work the Fraternity is doing to move the overall organization forward.

*Ensure closed captions are enabled on the video or in Zoom. Play video until the first pause slide.*

## LAND ACKNOWLEDGEMENT | 2 MINUTES

*Share your campus land acknowledgement with the chapter and invite them to use the link or phone number on the paused screen to look up indigenous land of their hometown.*

*Play video until the next pause slide.*

### FACILITATOR TIP

You can determine how to structure the 'Reflect & Share' sections based on the recommendations in the facilitator preparation section. Remember to use breakout rooms if you are facilitating virtually.

After a discussion is complete, invite chapter members to share out to the larger group as time allows.

## Pause Video

# REFLECT AND SHARE | 5 - 8 MINUTES

## Share

- Alright everyone let's spend the next few minutes answering the following questions:
  - What are your identities you think about the most?
  - What are your identities you think about the least?
  - When have you experienced, or witnessed harm or isolation as a result of one or more of your identities?



## FACILITATOR TIP

Examples of social identities include: Race, Ethnicity, Gender Identity, Religion, Sexual Identity, Socioeconomic Status, Physical and Developmental Disability, National Origin, Age

*After the reflections have been shared in large or small groups, share the following statement. Then, resume the video.*

## Share

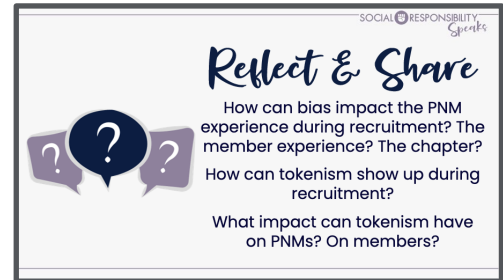
- Thanks everyone for sharing in the discussion. As we move into the next section, we will dig deeper into our identities. Throughout this next section continue to reflect on the identities Cristina asked you to list and the conversations you just had.

## Pause Video

# REFLECT AND SHARE | 5 - 8 MINUTES

### Share

- Our next set of questions are:
  - How can bias impact the PNM experience during recruitment? The member experience? The Chapter?
  - How can tokenism show up during recruitment?
  - What impact can tokenism have on PNMs? On members?



## FACILITATOR TIP

You may find that members are struggling with finding examples. Here are some helpful examples of how tokenism can show up during recruitment if you need to get the conversation started:

- Having a Black, Indigenous, or Person of the Global Majority (BIPGM) identifying chapter member carry the weight of speaking about your chapter's BEID efforts.
- Using members with marginalized identities (physical disability, religion, sexual identity) in marketing because of their identity, but they aren't around during primary recruitment.

*After the reflections have been shared in large or small groups share the following statement and then resume the video:*

### Share

- Thank you everyone for adding to the conversation about tokenism and recruitment. Let's tune back in as Asia and Cristina lead us through this next section.

## FACILITATOR TIP

Have a flip chart prepared and write down responses for the last 'Reflect & Share' exercise as they are shared. You can also ask a volunteer to help take notes if needed.

If virtual, use a shared document like Google® docs, Padlet®, or Jamboard®. You can also invite participants to type their responses into the chat and give voice to them as you are able. Consider sharing these items out with the chapter after the session.

## Pause Video

# REFLECT AND SHARE | 5 - 10 MINUTES

## Share

- For this last reflect and share, consider the examples Asia and Cristina just shared. What are some actions we can implement?
  - What actions will you take as a recruiter to prevent bias and tokenism?
  - What actions will you and your chapter take beyond recruitment?



## FACILITATOR TIP

You may find that members are struggling with finding examples. Here are some follow up questions you can ask to help them connect the dots:

### Individual Actions:

1. Naming what my biases are and acknowledging they exist.
2. Explore and educate myself through podcasts, articles, books, etc.

### Chapter Actions:

1. Revisiting responsibilities of chapter leadership roles and ensuring BEID is woven into each officer and member expectations.
2. Creating a reflection guide for recruitment (pre, during and post).

*After the reflections have been shared in large or small groups share the following statement and then resume video:*

## Share:

- Thank you everyone for adding to the conversation and committing to some real action for this work. We're going to spend the last section with some final thoughts from Asia.



## CALL TO ACTION & WRAP-UP | 2 MINUTES

### Share:

- Before we wrap, can I get a few volunteers to share a takeaway from today's session?
  - *If facilitating virtually ask volunteers to unmute themselves and encourage others to share using the chat function*
- As we continue to learn and unlearn, SRS has provided us with resources about belonging, equity, inclusion, and diversity and how to prevent bias and tokenism that I will email out to everyone.
- Thank you for your time, energy, and attention today. Let's continue this conversation beyond today and through our actions. Together, we can make a difference in our chapter.



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## Chapter Resource

### DISCUSSION QUESTIONS

- Reflect and Share #1
  - What are your identities you think about the most?
  - What are your identities you think about the least?
  - When have you experienced, or witnessed harm or isolation as a result of one or more of your identities?
- Reflect and Share #2
  - How can bias impact the PNM experience during recruitment? The member experience? The Chapter?
  - How can tokenism show up during recruitment?
  - What impact can tokenism have on PNMs? On members?
- Reflect and Share #3
  - What actions will you take as a recruiter to prevent bias and tokenism?
  - What actions will you and your chapter take beyond recruitment?

### WHERE CAN I LEARN MORE?

#### Websites

- Harvard University Implicit Association Test: <https://implicit.harvard.edu/>
- 1619 Project by The New York Times Magazine available [here](#).
- Look Different Bias Cleanse: <http://www.lookdifferent.org/what-can-i-do/bias-cleanse>
- Mahzarin Banaji's website, Outsmarting Human Minds, available [here](#).

#### Videos

- [Tokenism](#) by Noelle Prete
- [Implicit Bias: Peanut Butter, Jelly and Racism](#) - a PBS Series
- [Empathy vs Sympathy TED Talk](#) by Dr. Brené Brown
- [How to overcome our biases? Walk boldly towards them. TED Talk](#) by Vernā Myers

#### Articles

- Tokenism and 5 ways to Avoid it in Your DEI Efforts available [here](#)
- How does Implicit Bias Influence Behavior by Kendra Cherry available [here](#).
- Why our Brains See the World as "Us" versus "Them" by Neuroscience News available [here](#).
- How to Work with the Bias in Your Brain by Jill Suttie available [here](#).
- 15 Reasons Our Actions are Incongruent with our Diversity, Equity, & Inclusion "Values" by Christina Parle available [here](#).
- Six Signature Traits of Inclusive Leadership: Thriving in a Diverse New World by Deloitte University available [here](#).

- The Moment of Microaggression: The Experience of Acts of Oppression, Dehumanization, and Exploitation by Michael Dover available [here](#).
- What Privilege Really Means (And Doesn't Mean) – To Clear Up Your Doubts Once and For All by Maisha Z. Johnson available [here](#).
- What Is Tokenism, and Why Does It Matter in the Workplace? by Kara Sherrer available [here](#).
- Active Ways to Help Make Fraternity/Sorority Life More Inclusive by A. Hillard available [here](#).
- Ten Counterproductive Behaviors of Well-Intentioned People by Cody Charles available [here](#).

### Books

- Blindspot: Hidden Biases of Good People by Anthony Greenwald and Mahzarin Banaji
- Confessions from Your Token Black Colleague: True Stories & Candid Conversations about Equity & Inclusion in the Workplace by Talissa Lavarry
- Biased: Uncovering the Hidden Prejudice that Shapes What We See, Think, and Do by Jennifer L. Eberhardt
- The Person You Mean to Be: How Good People Fight Bias by Dolly Chugh
- Beyond Tokenism: Embrace a Sense of Belonging and Stand Out as an Inclusive Leader by Cecilia Ntombizodwa Mzvondiwa, Richard Aaron
- Uncomfortable Conversations with a Black Man by Emmanuel Acho
- Whistling Vivaldi: How Stereotypes Affect Us and What We Can Do by Claude Steele
- Diversity Beyond Lip Service: A Coaching Guide for Challenging Bias by La'Wana Harris
- Thinking, Fast and Slow by Daniel Kahneman
- 35 Dumb Things Well-Intended People Say: Surprising Things We Say That Widen the Diversity Gap by Maura Cullen
- So, You Want to Talk about Race by Ijeoma Oluo
- White Fragility: Why It's So Hard for White People to Talk about Racism by Robin DiAngelo

### Podcasts

- NPR Interview with David Livingstone Smith author of *'Less Than Human': The Psychology Of Cruelty*, available [here](#).
- Podcast/Video Series: Uncomfortable Conversations with a Black Man with Emmanuel Acho available [here](#).
- NPR Code Switch! available [here](#).
- The New York Times, Nice White Parents available [here](#).
- The Mind Of The Village: Understanding Our Implicit Biases available [here](#).
- 'An Extraordinary Moment': Angela Davis Says Protests Recognize Long Overdue Anti-Racist Work available [here](#).
- With Friends Like These, hosted by Ana Marie Cox, who is a self-professed "well-meaning white woman" who explores all sorts of topics, not the least of which is white privilege and racism
- With Friends Like Episode: Stage Four Metastatic Racism available [here](#)
- All My Relations, with Matika Wilbur and Adrienne Keene; Episode: "Can Our Ancestors Hear Us?"
- Still Processing, with Wesley Morris and Jenna Wortham (New York Times); Episode: "Apology"; "M.J."
- The Sporkful with Dan Pashman; Episode: "When White People Say Plantation"
- Dear White Women Podcast, with Sara and Misasha; Episode: Interview with Crystal Echohawk; "Hate in America Part 1" and "Hate in America Part 2"; "Domestic Terrorism, Then and Now," a three-part series
- Yo, Is This Racist? by Andrew Ti and Tawny Newsome

### Films and TV series

- Dear White People (Justin Simien) — Netflix
- Just Mercy (Destin Daniel Cretton) — Max
- Coded Bias — Netflix
- When They See Us (Ava DuVernay) — Netflix
- Gentefied (Marvin Lemus and Linda Yvette Chávez) — Netflix
- Grey's Anatomy: Season 14, Episode 10 "Personal Jesus" (Shonda Rhimes) — Hulu