



# Alpha Kappa Psi DEI Report Deck

# Table of Contents

Contributions by authors . . . . .	3
Executive Summary . . . . .	4
Alpha Kappa Psi (AKPsi) Overview . . . . .	5
Recruitment . . . . .	6-13
Active Members . . . . .	14-21
Leadership and Exec Nomination . . . . .	22-27
Overall Action Plan . . . . .	28
Conclusion . . . . .	29
Works Cited . . . . .	30-33

# Contribution by authors

The Alpha Kappa Psi (AKPsi) DEI report deck was researched and written by all group members.

[Student 1] contributed slides 11, 15, 22, 23, 25 and 26. [Student 2] developed slides 7, 9, 10, 20, 27 and 28. [Student 3] attributed slides 13, 16, 17, 19, and 24. [Student 4] authored slides 5, 6, 12, 14, 18 and 21.

The remainder of the slides were created by all authors, collaboratively. Slides with gold backgrounds are audits of the organization, and slides with blue backgrounds are action plans.

All authors are currently students at the University of Iowa and are active members of the Tippie College of Business.

# Executive Summary

Advancing and implementing sustainable Diversity, Equity, and Inclusion practices is part of Alpha Kappa Psi's Chapter IX vision of "being recognized as a premier developer of *principled* business leaders". However, the stated goals of the chapter to promote DEI are not reflective of their performance over the past few years.

**Active Brother Engagement:** based on assessments with active brothers, the chapter holds few engaging DEI activities for its members, resulting in a lack of interest and a "check-the-box" mindset. As the chapter fails to promote the right participation, it also creates an alumni network that is not prepared for leading a diverse workforce

**Recruitment:** the fraternity has not developed any DEI guidelines for the recruitment of PNMs (Potential New Members), so the chapter fails to recognize the value in DEI on its recruitment practices. This lack of planning hurts the executive team's ability to align with Tippie's Goals and promote DEI in the next pledge classes.

**Executive Team/Leadership:** there are also no DEI guidelines or support systems for active brothers interested in leadership positions, resulting in elections that do not advance candidates with diverse perspectives.

**Social Media Stance:** by tracking and analyzing historical public web activity of the chapter, social media pages like Facebook, Instagram and Tiktok show a defensive stance to DEI. Thus, the chapter admits that DEI enables students to address issues of discrimination and inequality, but their social media posts display minimal activity and enthusiasm toward embracing it.

## Action Plan:

1. Implement DEI recruitment and leadership election guidelines where candidates are required to highlight how their unique experiences have enabled them to be prepared for that position. This guideline gears active brothers to recruit and advance students who contribute to creating a diverse community;
2. Reshape the format of active brother DEI activities, by rewarding brothers to be proactive and go above and beyond to research and solve DEI problems in their community;
3. Install a pipeline program that supports diverse PNMs that come from underprivileged backgrounds. Once they become active brothers, the objective is to make them feel included with mentorship programs, which facilitates their transition and creates an inclusive environment they feel they can belong;
4. Reach out proactively to students from all backgrounds in the college to ensure that the pool of PNM's is diverse and aware of all the benefits that the chapter can provide.

These practices provide a holistic constructive reform of AKPsi Chapter IX's guidelines, so that the implementation is sustainable and positively impacts the diverse Tippie student body. Once adopted, the Plan promotes self-regulation, as the performance metrics developed are a reliable benchmark to the next academic semester

## The fraternity has potential to contribute to Tippie's DEI action plan with its outstanding professional advancement and academic excellence

The broad objective is to create broad experiences for all members, which ranges from professional development workshops to service opportunities. These experiences foster an environment where members create more many meaningful connections than they would otherwise. The fraternity adds value to its members as long as it selects people that are willing connect and have the drive to go above and beyond, both academically and professionally.

For the academic year of 2020/2021, the chapter was the Tippie Student Award winner for two categories:

- **Professional/Service Organization of the Year** – displays commitment for service participation from all members
- **Outstanding Professional Development** – highlights the high-achievement culture and emphasis on nurturing younger member to excel beyond academics

These awards underscore the chapter's ability to advance professionalism and academic excellence across the college. This commitment presents a great opportunity for the fraternity to support Tippie's DEI Action Plan, which seeks to "recruit, retain, and advance people who contribute to creating a diverse community."

AKPsi positions itself as an advocate for promoting and pushing DEI practices in the fraternity, especially for the past few years. During the BLM protest in the spring of 2020, AKPsi made the following statement:

*"We encourage members to be advocates of change, coming together to promote and support diversity, equity, and inclusion and working to end acts of racism and hate"*

However, based on an internal audit conducted in partnership with some active brothers, most active brothers display a defensive response to embrace DEI issues. The few DEI activities the chapter offers are focused mostly on providing information and requiring members to attend, leading to a low level of engagement. This pattern combined with a reactive social media activity on DEI displayed over the past couple of years does not reflect what they are marketing themselves as, but rather an organization that does the minimum to meet expectations.

# Recruitment guidelines fail to recognize the value in a diverse pool of PNMs, resulting in academic underperformance due to a less diverse pledge class

Acknowledging that some PNMs come to college with diverse backgrounds and experiences is a stepstone for the Chapter to be proactive in leveling the field, supporting underprivileged PNMs, and being more equitable in the recruitment process.

For the past century, the single most impactful variable in predicting an individual career success is not personality or IQ, but whether that individual grew up in a wealthy household or not (Dr. Lewis M. Terman).

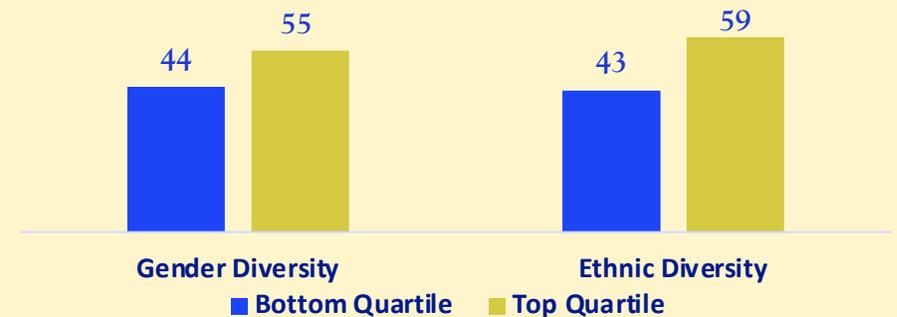
In the Tippie College of Business, many incoming students are coming from privileged high school experiences, where they know high school alumni that became active members, earned credits from A.P. classes, and were in an environment conducive for learning and success. Many other students with diverse ethnic backgrounds could be just as willing to succeed and excel in college, but the lack of cultural and institutional support in their upbringing create learning gaps that limit their ability to succeed in higher education and beyond (Malcolm Gladwell). Many active brothers also know their peers since high school, which benefits and creates a virtuous cycle for those with similar backgrounds.

**Aftermath:** The rushing process for the chapter is mostly based on professional experience, academic merit, and personality fit. These criteria are highly correlated to a privileged upbringing and explain the lack of diversity in the pledge class and why the chapter is not yet on its performance potential.

## Failing to recognize the value of diversity also hurts the chapter's ability to achieve goals beyond DEI

The McKinsey 2020 report shows that diverse executive teams have a greater chances to outperform financially. Similarly, by ignoring diversity efforts in the recruitment process, the chapter not only limits its ability to advance DEI on its student body, but also hurts its potential to to outperform academically and professionally. By prioritizing diversity on its recruitment efforts, the chapter also increases the likelihood to outperform beyond DEI itself.

### Diversity across executive teams increases likelihood of financial outperformance (%)



# A lack of communication efforts reflects the minimal candidates and PNMs from multiple backgrounds

## **Minimal communication efforts negatively impacts the diversity**

Although AKPsi does have diverse members, many of these members had to conduct research themselves on professional business organizations, rather than recruiters seeking out potential members for the organization. This idea is reflected in the lack of diversity within pledge classes and as a whole organization. According to an executive member who is a person of color, when they initially joined the organization, they felt overwhelmed by the lack of diversity and "not a lot of people [looking] like [them]". They struggled with making connections and the lack of familiarity within the organization. Despite a lack of diversity, they do still feel included and welcomed by everyone in the organization regardless of ethnic background, but they recognize the need for diversity improvements. Even then, it took for the Black Lives Matter movement to occur for the organization to take a deeper look into their diversity efforts.

## **Opportunity to replicate businesses' recruiting process**

Recruiters is a tool utilized in many businesses such as EY where their "recruiters [share] resources and [host] live workshops", which gets their name out there and attracts students (EY, 2021). Implementing a parallel version of recruiters geared towards bringing in potential members may increase diversity within the organization. By integrating a similar process to businesses, AKPsi gives students a preview of recruiting in the work world. Providing the opportunity for people to connect and learn more about AKPsi is a key action which can be taken to illustrate positive change in broadening diversity within the organization.

# AKPsi's interview process is standardized, not accommodating all candidates

AKPsi has a very standardized application process. All interviewees are asked the same questions and are scored on the same standard. Standardization does not consider differences in circumstance such as:

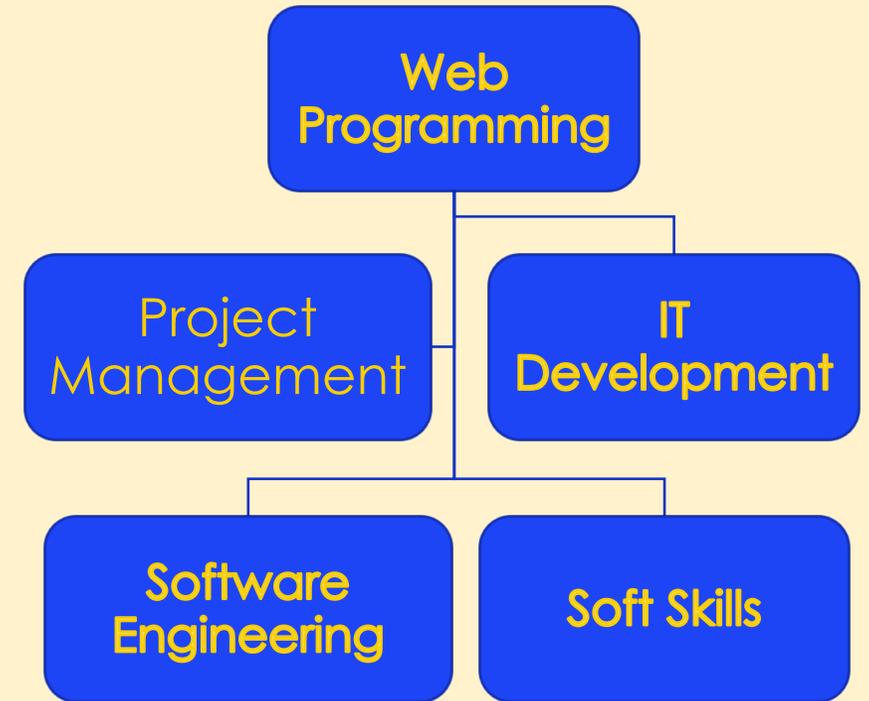
- Socio-economic status
- Racial identity
- Social/gender identity

Installing recruitment guidelines that value when members highlight their diversity allows candidates to stand out.

Ways to include these guidelines are adding DEI related interview questions. Giving candidates the opportunity to elaborate on their experiences contributes to an equitable process. Business Insider states, asking candidates what DEI is, and why they find it important allows for a better understanding of candidates' ideas and values regarding DEI (Business Insider 2021). Assessing candidate's values makes it easier to select those likely to contribute to an inclusive culture.

Students that have more professional experience will likely interview better, however they may not write as well or have a different skill that another person might have.

AKPsi may not get to work with certain people that have different skills in business such as analytics, writing, or quantitative skills because they weigh soft skills so highly.



(Pope-Chappell 2017)

# Implement recruiting team who reaches out to students to broaden potential member pool

## Relieve organization of a time sensitive task

Recruiting takes up valuable time, so building a team of a few AKPsi members who solely recruit prospects for the organization frees up time for other members to accomplish remaining tasks which further develop the group. A recruiting team is a key element in relieving the time obligation involved (Recruiteze, 2021). The team may participate in the student involvement fair and create information table set-ups in Tippie to build awareness of the professional business fraternity and expand their connections with students. Devoting time to recruiting before the recruitment process begins gives students the chance to receive background knowledge on goals, culture and benefits of joining.

## Constant visibility and building meaningful connections

For students who may not always have the time to attend informative events, visibility is essential for building a network with possible members. Networking is an imperative part in strengthening an organization's visibility (MBO Partners, 2021). Implementing pop-up information locations provides visibility and opportunities to exchange emails, receive pamphlets and contact cards, thereby keeping steady communication between AKPsi and potential new members. Building and solidifying a network with a diverse group of people before the recruitment process leads to a student pool with a plethora of unique backgrounds.



# Creating an interview process with DEI-aligned values provides more diverse backgrounds and unique perspectives

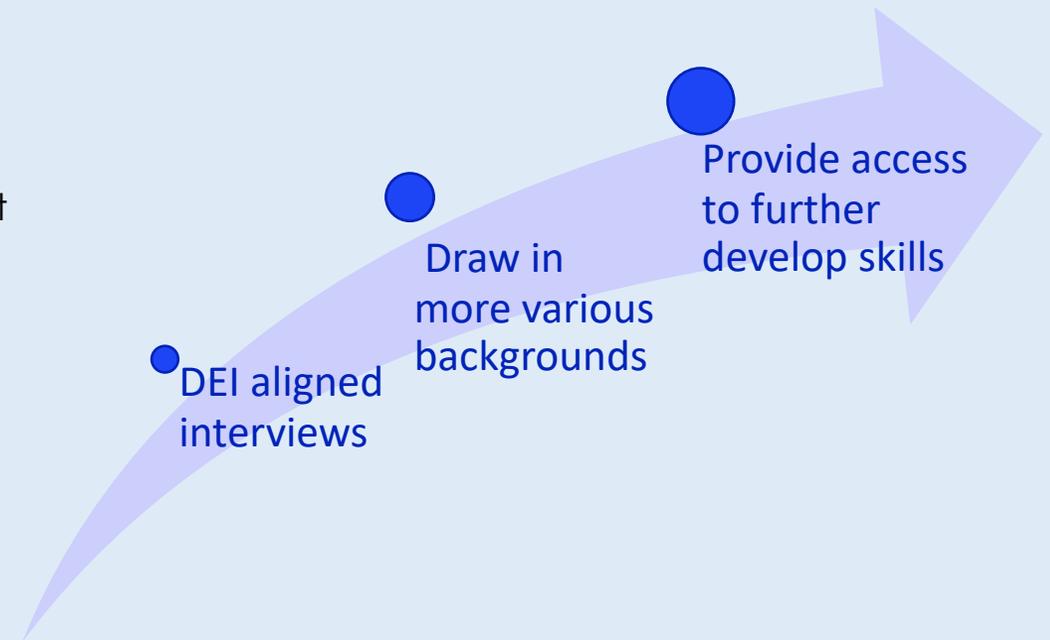
## Reshape interview process to incorporate DEI

AKPsi's current interview process reveals a favorable lean towards professionalism and sociability. Adjusting the process to include DEI and recognize which skills people had access to improve on makes decisions more inclusive to background information. Interviewees who understand the candidate's situation growing up, specifically their social economic status, may also acknowledge the lack of opportunities they've had to develop skills including:

- professional
- communication
- networking

These factors are important to not only recognize, but to also integrate into candidate decisions. Broadening candidate possibilities to those who do not get to grow up with the same opportunities as others improves the organization's inclusion efforts.

According to an executive board member in AKPsi, the organization recognizes the lack of opportunities potential members with a low social economic status, but this status is not taken into consideration during the interview process because the organization just wants candidates who are already professionally prepared. This method has been taking away from the DEI values which AKPsi claims to practice. Instead, if the organization implements the incorporation of candidate backgrounds, more doors open to align candidate statistics with DEI values, resulting in unique perspectives from a diverse group of people.



# Utilizing social media to publicize DEI initiatives encourages a diverse recruitment pool

By posting DEI events, AKPsi contributes to spreading awareness and promoting their engagement to DEI initiatives for current members and potential new members.

Publicizing DEI initiatives encourages students from diverse backgrounds to join organizations. According to research, “students increasingly seek interaction with students from different backgrounds and life experiences,” and “many students desire greater diversity within student groups.” (MGA, 2021). Utilizing social media to share the organizations DEI efforts shows potential members that the organization values diversity. (inclusion)

According to Veronica Cariveau, a minority student at the University of Iowa, she did not engage in the AKPsi recruitment process because she felt the organization lacked diversity and commitment to DEI. Cariveau also stated that she had looked at the AKPsi Instagram account before entering the recruitment process.

As students are increasingly desiring diversity in their organizations, AKPsi would benefit from posting their DEI efforts on social media. Diverse University of Iowa students like Cariveau seek out unique DEI experiences in organizations, and providing these experiences draws a more diverse pool of candidates.



# DEI initiatives pre-recruitment reduce the differences between the PNM's pool and the pledge class, supporting underprivileged PNMs

Developing and marketing pre-recruitment professional workshops focused for diverse PNMs support DEI practices by ensuring that all candidates are more leveled. For the past few years, active brothers have been aware that **“many PNMs that are coming from underprivileged backgrounds lack the tools and knowledge to advance in the application”** (President of AKPsi, Cole Martin).

The most effective steps that students can take to maximize their chances of getting hired are to update their resume, network, and sharpen soft skills (career expert Vicki Salemi). The criteria for recruitment in AKPsi display several similarities to a job application, launching professional workshops addressing those steps support underprivileged PNMs and facilitate the chapter to select a more diverse pledge class by providing the following:

**Resume workshops** – how students present their background and experiences in a professional manner

**Mock Interviews** – how to be prepared for fit and professional interviews

**Networking Tips** – how to create meaningful connections in the recruitment events like “Meet the Frats”

**Elevator Pitch Advice** – how candidates highlight their background and unique experiences

**Familiarize attendees with Tippiie resources** – BizEdge , Frank Center, BSAO other professional business fraternities and student organizations, etc.

Establishing a plain level field where all candidates know what it takes to stand out facilitate the selection of candidates that are interested and hardworking rather than PNMs that have connections or similar backgrounds. Understanding and proactively creating guidelines where all students may have a fair chance enables the Chapter to embrace DEI on its organizational practices.



# Creating a more holistic recruitment approach solves the disconnect between the rush and pledge class

## Reasons for inequity in the recruitment process

AKPsi's recruitment process is not equitable because of such a strong emphasis on soft skills. Considering soft skills is an important component of recruitment, however not every candidate has the same interview preparation. The difference in interview preparation could be from a lack of resources in their high school or hometown, different socio-economic backgrounds and privileges, or social oppression: different experiences as a result of race, gender, and sexual identity.

## Suggestions to improve equity

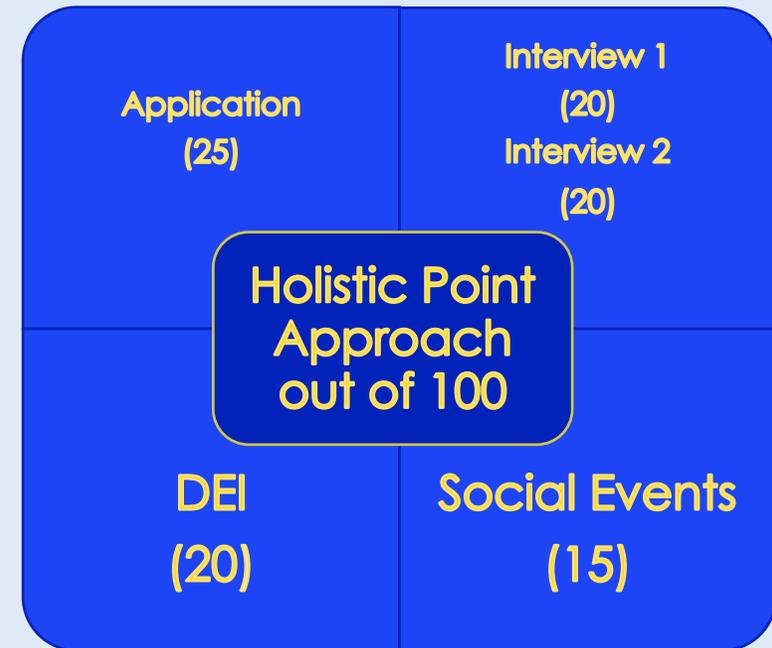
One way to make the recruitment process more equitable would be to reorganize their point allotment. Candidates are selected based on a sum of their points from their application, interview, and attendance at social events. AKPsi allots more than half of the points to the interviews. A candidate that doesn't have the same interview skills as someone else would have the option to weight their essay and application higher than their interview.

## Why the shift to a holistic approach matters

Achieving a good balance in candidates will be beneficial for their DEI initiatives. Changeboard explains that hiring people of different experiences and skill sets is beneficial for productivity. Variety of skills and experiences in a team makes it easier to achieve high productivity since so many people have many ways to think about problems, offering a multi-dimensional workplace (Changeboard 2021). Using a holistic approach allows the recruitment team to play to their candidate's strengths which results in a diverse-thinking group.

## The relevance of the holistic approach

Adding a section for DEI will be beneficial for AKPsi when considering applicants. If a candidate can help diversify AKPsi, considering that in the voting process is useful to increase DEI initiatives. Many university application processes are shifting to a holistic approach. Berkeley Law values a holistic application approach to add a diversity of backgrounds to their class adding to a dynamic learning environment (Berkeley Law 2012). If this were implemented, AKPsi would see an increase in equity in their recruitment process, thus seeing a more diverse and dynamic pledge class every semester.



# DEI initiatives provided to the active brothers promote passive participation rather than active engagement and action

Active brothers are incentivized and/or required to engage in DEI initiatives via a “Diversity Points System”, where brothers earn points to maintain good standing with the Chapter. The executive board of the chapter provides several DEI events and activities for members to earn points, but if a member does not finish the semester with the minimum number of points required, they end up on probation.

This point system, however, fails to promote engagement and meaningful change, as these activities have Passive Participation features – refer to the table on the right.

The executive team determined that most points are earned throughout the semester with the following activities:

- Attending Meetings where guest speakers are presenting about DEI
- Reading articles or watching documentaries about DEI, and completing a small reflection about it

These activities and the way points are earned mostly match the Passive Participation column, leading to a “check-the-box” mindset and a lack of interest of the attendees. Ideally, activities and points earned based on Active Engagement, which rewards self-initiatives and improves learning and motivation. (Benware and Deci, 1984)

Changing these DEI practices allows the fraternity to move away from this defensive mindset when dealing with the subject.

Passive Participation	Active Engagement
Learning is detached from reality	Connects learning to real world applications
Accepts information	Explores, questions and reflects information
Close-minded; intolerant for new ideas	Open-minded; listens new ideas and perspectives
Avoids responsibility for learning	Embraces and finds purpose in learning
Watching; Hovering	Sharing; Reacting

**Takeaway:** Chapter XI must make substantial changes to these Initiatives, as they have the potential to provide more than just information and knowledge about DEI to its members. Implementing activities that develop analytical/problem-solving skills and learn to change behaviors makes active brothers better prepared and more engaged to tackle DEI issues in university and in their careers.

## AKPsi's Instagram engages in performative activism, lacking concern for less publicized racial tragedies

**On May 25, 2020**, George Floyd was killed by police officers in Minneapolis, MN. (History.com, 2020). The event sparked national outrage and support for the Black Lives Matter movement, especially through social media. The official University of Iowa Alpha Kappa Psi Instagram was one of many accounts to post after this event. Their posts in the following weeks were their sole two posts regarding DEI.

**On May 30, 2020**, AKPsi posted a statement to Instagram reading, "We encourage members to be advocates of change, coming together to promote and support diversity, equity, and inclusion and working to end acts of racism and hate." This is in response to the killing of George Floyd, though it was not directly stated.

**On June 2, 2020**, AKPsi posted their second DEI post, which was a black square. This was in response to a highly controversial movement on social media, Blackout Tuesday. (CNN, 2020). This post also did not directly address the incident but showed solidarity with the Black Lives Matter movement. These posts highlight performative activism, as the organization only posted for highly publicized events and has consciously avoided advertising their DEI efforts. These posts also do not clearly address the event or their action plan.

These posts by AKPsi engage in performative activism, which is posting, "on account of self-interest: to uphold or improve their reputation... rather than wholeheartedly helping the cause." (Fu, 2021). The murder of George Floyd was the only occurrence of inequality AKPsi has posted about on their Instagram account. Several other racial injustices have shaken the United States, such as the killings of Breonna Taylor and Michael Brown (Black and Liu, 2021), but AKPsi has not commented on these tragedies. The organizations lack of coverage regarding other racial disparities highlights the performative nature of their activism. The absence of continuous discussion regarding racial issues depicts an uncompassionate culture within the organization.

# Currently AKPsi does not present mentorship programs that facilitate inclusion

AKPsi's mentorship programs don't allow for networking beyond their secluded pledge family.

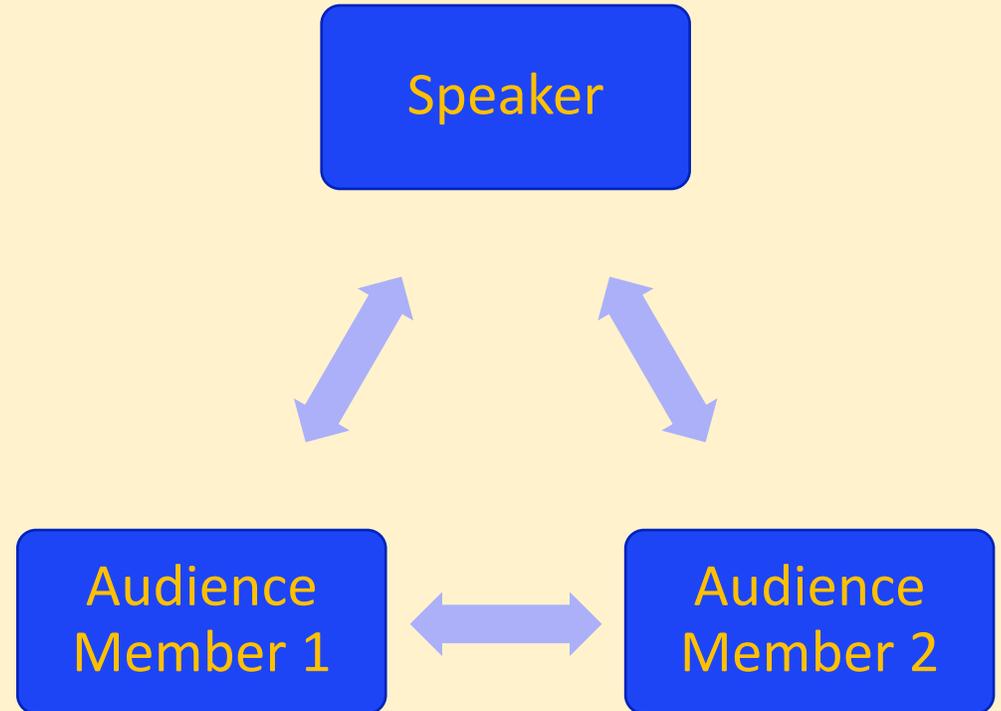
One pledge is paired up with two older members who are the parents. The parents are usually of the same background and major as the pledge child.

Pledge families promote an environment where inclusion is ignored. New members are not taught to branch out to new people with new experiences, but rather remain with the same people that they have already shared the same experiences with.

Charlie Weissman from the University of Michigan chapter explained their chapter's "round-table talks". They are discussions where members of different backgrounds can elaborate and share their experiences. Roundtable talks promote a more inclusive culture in their chapter where multiple perspectives are shared.

Roundtable talks serve as a broad mentorship opportunity for members to hear of a variety of experiences. Round Table talks grow a vast networking experience for the entire fraternity.

## Roundtable Talks



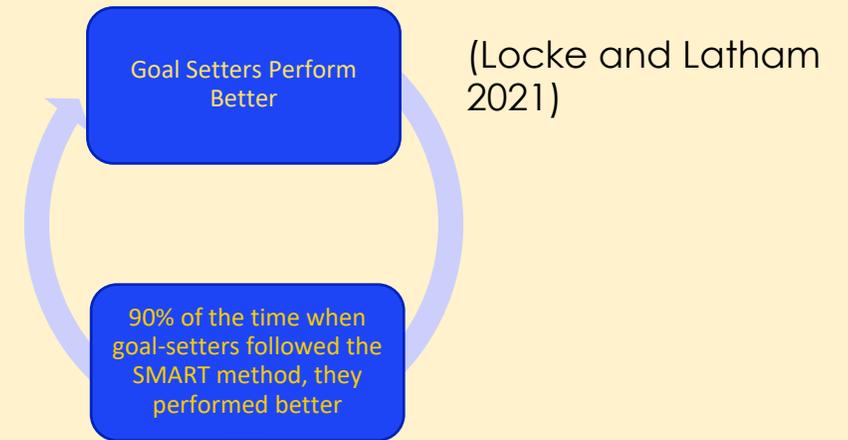
# AKPsi has no quantifiable data regarding DEI

DEI initiatives become more accomplished once they are measurable because progress is trackable.

Despite achieving qualifiable initiatives regarding DEI, AKPsi has no measurable goals. Measurable goals make DEI initiatives more attainable and efficient. Goal setters perform better. 90% of the time higher accomplishment resulted from setting and following SMART goals according to Edwin Locke and Gary Lanthem. Knowledgeability of where improvement is possible speeds up DEI initiatives.

Guy Renquist, president of Tippie Senate is currently developing a tool to quantify DEI in student organizations. The technology compares student organization data with census data and illustrates areas of potential growth, thus initiating prospective goals. The tool is set to be usable at the end of the fall semester, 2021. Organizations will have their first aggregation of DEI data at the end of the semester.

Quantifiability is the best way to ensure efficiency in initiatives. According to Lucemi consulting, having measurable goals pinpoints progress, leading to greater confidence (Lucemi 2020). If one were to run a marathon, knowing how far they have left to run would be more motivational than running aimlessly without a clear closure. Currently, according to an executive board member, goals for DEI have been implemented, however there's no way to tell if these goals have been reached. Minimal data is leading to a lack of progress and growth.

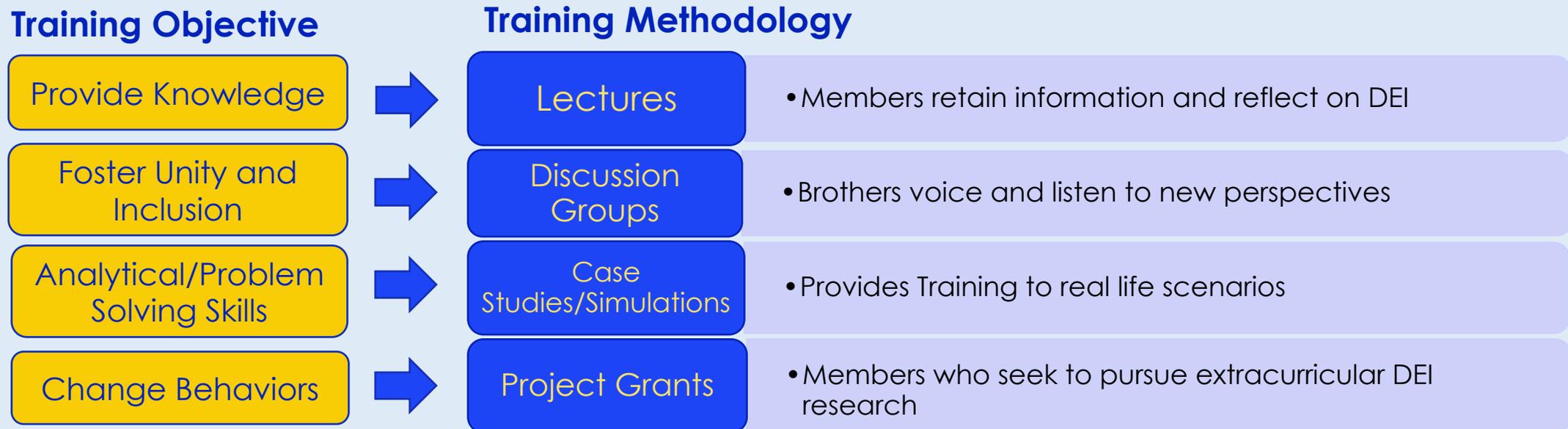


<b>Specific</b>	Types of DEI Initiatives
<b>Measurable</b>	Quantifiable, improvement is shown
<b>Attainable</b>	Improvement is achieved
<b>Relevant</b>	Targeted to advancement of DEI Initiatives
<b>Timely</b>	Improvement is shown in a short time-span

# Offering broad DEI initiatives advances awareness, learning, and preparation for post-graduation workplaces

DEI initiatives provided by the chapter are limited to guest speaker sessions and one-paragraph reflections. As discussed before, they promote Passive Participation and fail to propel engagement or properly prepare active brothers for the workforce.

The Job Characteristics model shows how skill variety, task significance, and autonomy are ways to increase motivation and performance of an organization (Oldham and Hackman, 1975). Similarly, providing a larger variety of activities, showing how the activity is relevant, and rewarding self-initiatives promote higher motivation and performance. Defining the training objective is a stepstone for selecting the appropriate training methodology, so that active brothers benefit from the activities in a variety of ways:



These training objectives and methodologies educate alumni classes to be aware and better equipped to join a diverse workplace in a much broader and holistic way than before, as the activities hit multiple learning objectives that are translated to workplace needs.

## Creating a mentorship program based on diverse experiences encourages an inclusive culture

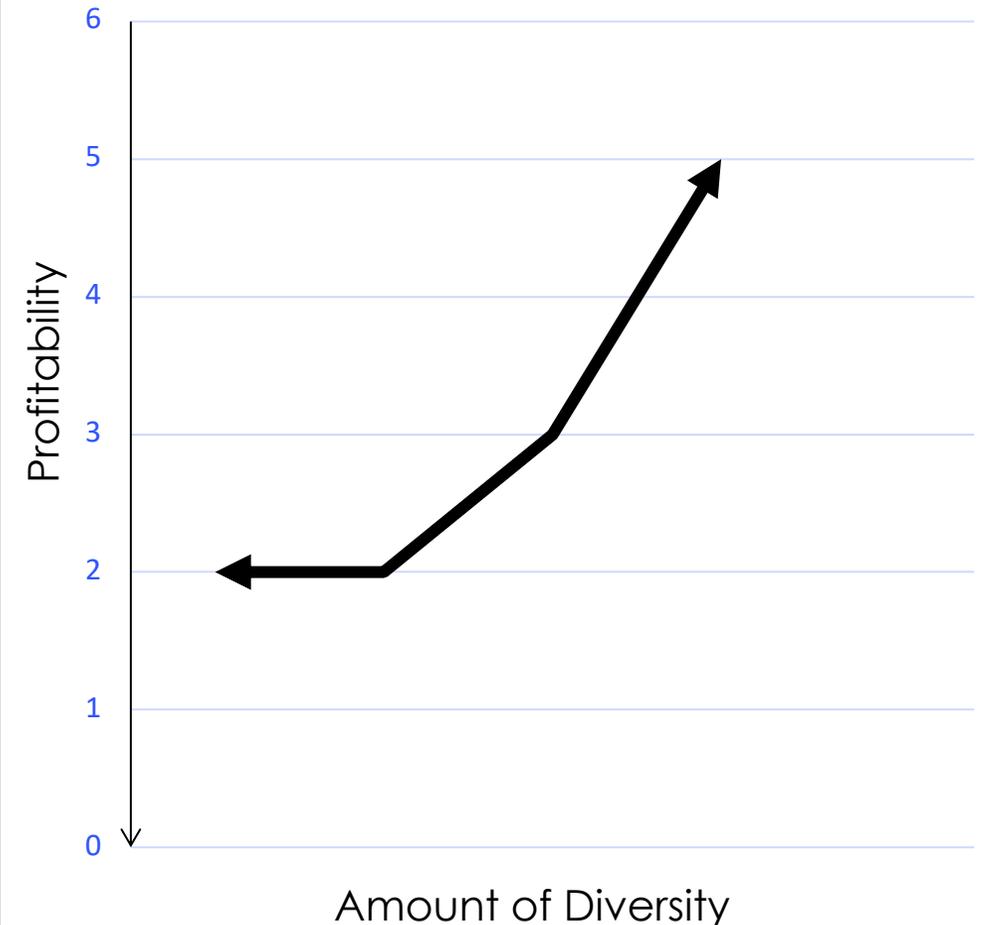
Working with people that have different experiences than yourself encourages growth and changes perspectives.

Part of the university environment is encouraging a dynamic culture where people meet others that have different experiences than they have. Mentorship programs offer a method for members to get to know each other outside of professional environments. Taking advantage of the mentorship program allows for members to learn from pledges and vice versa.

AKPsi has a good opportunity to initiate dynamic relationships by pairing up pledges with brothers that have different experiences than they do. There are many ways to make sure that people with different backgrounds are being paired together such as forms asking for information like, race, ethnicity, socio-economic status, and major.

Enhancing a diverse mentorship program is beneficial for AKPsi. According to McKinsey Research, companies in the top 25% for diversity and culture were more likely to earn profitability, (Built-In 2021). Diverse work environments increase innovation. Embracing diversity helps members become accustomed to a diverse and inclusive space leading to competitive candidates when applying to companies.

### More Diverse Companies Experience Higher Profitability



# Implementation of DEI tracking with a data analytics team provides opportunity for quantifiable data

## Gather relevant data to track DEI progress

A data analytics team can extract internal and external data from past and current years within the organization and other, similar organizations to create a future game plan with improvements. Tracking quantifiable data lets the data analytics team see which methods work and which methods do not. According to Terence Mills, a digital technology specialist and Forbes council member, data analysis plays an imperative role in developing solutions through new strategies to solve any identified risks (Mills, 2019). Having a team of skilled experts exercising attention to detail leads to specific solutions with evidence backed by data. Data the analytics team must look out for include:

- DEI statistics in Tippie and chapters at other Universities compared to DEI within Iowa's organization
- Strategies utilized in other organizations showing quantifiable improvement in DEI values
- Time it takes to implement these strategies and see improvement
- Which strategies have been successful for improving DEI values and which strategies have not
- The quantifiable strength of these strategies

Tracking these distinct aspects of internal and external data leads to a plethora of resources which may not have been accessed before. Taking the time to sharpen these methods results in measurable progress tracking, benefiting the whole organization. DEI must be assessed first to determine next steps to be taken.



# The Chapter facilitates the implementation of the college's 4 DEI goals if it starts to follow the Tippie DEI Action Plan

Tippie's DEI Action Plan seeks to guide student organizations and professional business fraternities on how to advance their DEI efforts. AKPsi shows much potential on this front, as it built a reputation for its high-achieving and inclusive members. Examples of AKPsi DEI practices that serve the [Tippie DEI Action Plan](#) are shown below:

- Goal #1** → Creating a platform for brothers to speak out on issues promotes equity across the executive team and all active brothers. (Forbes, 2020)  
Activities for members to share their unique experiences and strengths promotes inclusion and a sense of unity for the brothers.
- Goal #2** → Developing a more equitable recruitment and executive election process for PNMs, and active brothers; Hosting pre-recruitment workshops - promoting a plain field for underprivileged PNMs.  
For both rushing and executive elections candidates are required to highlight their unique strengths and experiences, rather than highlighting past titles and achievements.
- Goal #3** → Adding DEI training for the pledge class curriculum.  
Promoting events that celebrate diverse cultures and backgrounds (Carnival, Día de los Muertos, etc.).  
Developing service activities that may contribute to DEI awareness and advancement.
- Goal #4** → Creating specific and measurable DEI metrics – provides a benchmark to the Fraternity's progress on a semester-over-semester basis.  
Metrics encompass the diversity of each pledge class in comparison with the PNM pool of candidates, College assessments, and feedback surveys to the active brothers are also effective ways to enhance accountability of the chapter in advancing DEI.

The Tippie Action Plan serves student organizations and business fraternities better when it is more specific with their goals and aspiration. If the college starts providing tools and guidelines to how organizations supports the college's DEI initiatives, that facilitates AKPsi's Action Plan development.

## Leadership nomination promotes popularity, rather than diversity

Nomination for AKPsi leadership positions and the executive board is primarily based on popularity within the organization. According to the VP of Internal Operations, any member can run for these positions, but the people elected are those who are the most well known within the organization. He stated that nomination and selection is not based on other characteristics such as merit or experience.

Members who strive to gain leadership positions must spend time socializing within the organization in order to be a competitive candidate. Those who do not know other members prior to joining are at a disadvantage, as they are not as well known socially.

Corporate America has begun implementing practices to include more diversity in their boards. Every Nasdaq company is required to, "have, or explain why it does not have, at least two members of its board of directors who are Diverse." (Supra, 2021). This requirement promotes diversity on elected committees and ensures inclusion of under-represented groups. According to a member of AKPsi, the organization does not have such regulations to guarantee diverse candidates are fairly represented. Including diversity requirements guarantees diverse member's experience an equitable election process. Incorporating a diversity requirement for executive board elections verifies that members are equitably represented, rather than selected based on popularity.

Diversity requirements

Equitable  
representation

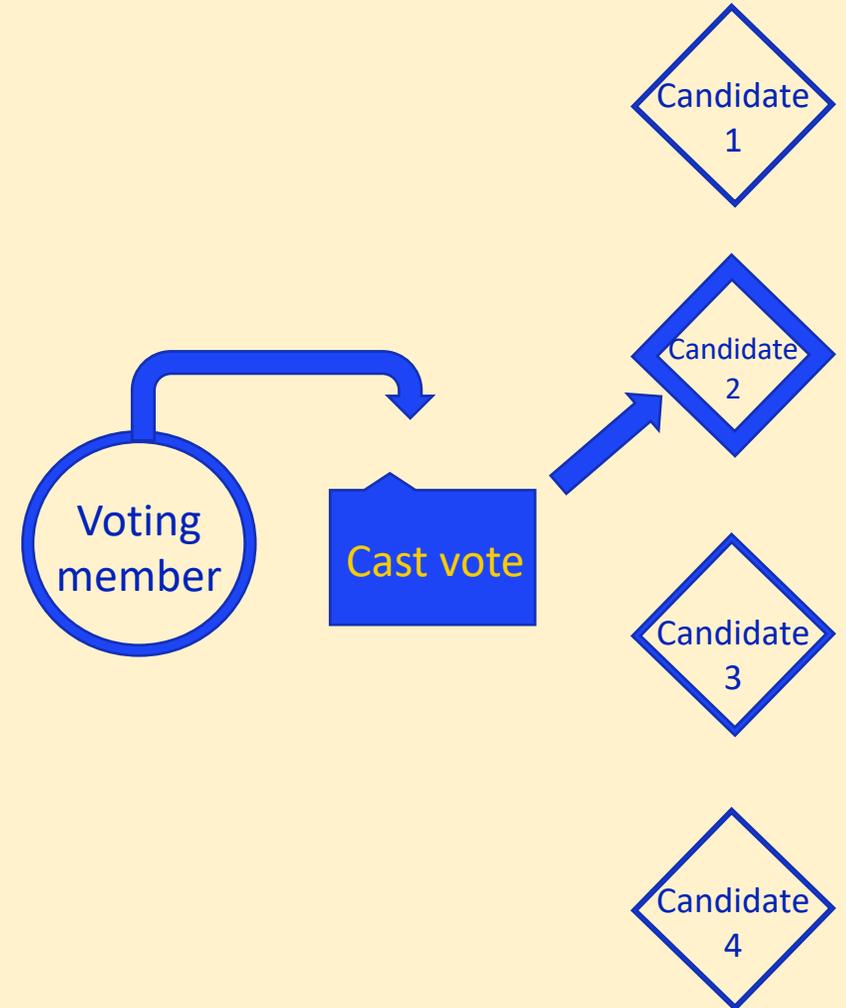
Popularity

## AKPsi uses the one vote system in elections, which is not ideal for elections with more than two candidates

The current voting for the AKPsi executive board follows a one vote system, according to a member of the organization. Through this process, each member submits only one vote for the member they choose to hold the executive position. This process is repeated for each position that is electing a new representative.

The one vote system does not account for a tie between candidates. The system holds numerous downsides, such as being more prone to ties, not being ideal for elections with more than two candidates, and the elected candidate can be chosen by just one member in the event of a tie. (Flinders University Student Association). AKPsi's executive board elections typically have more than two candidates running for each position, according to a member of the organization.

In the case of a tie between candidates, the organization runs a re-vote between the tied candidates, according to an AKPsi member. The re-vote process includes all voting members recasting a vote for one of the candidates involved in the tie. Incorporating a ranked choice voting system eliminates the need for a revote.



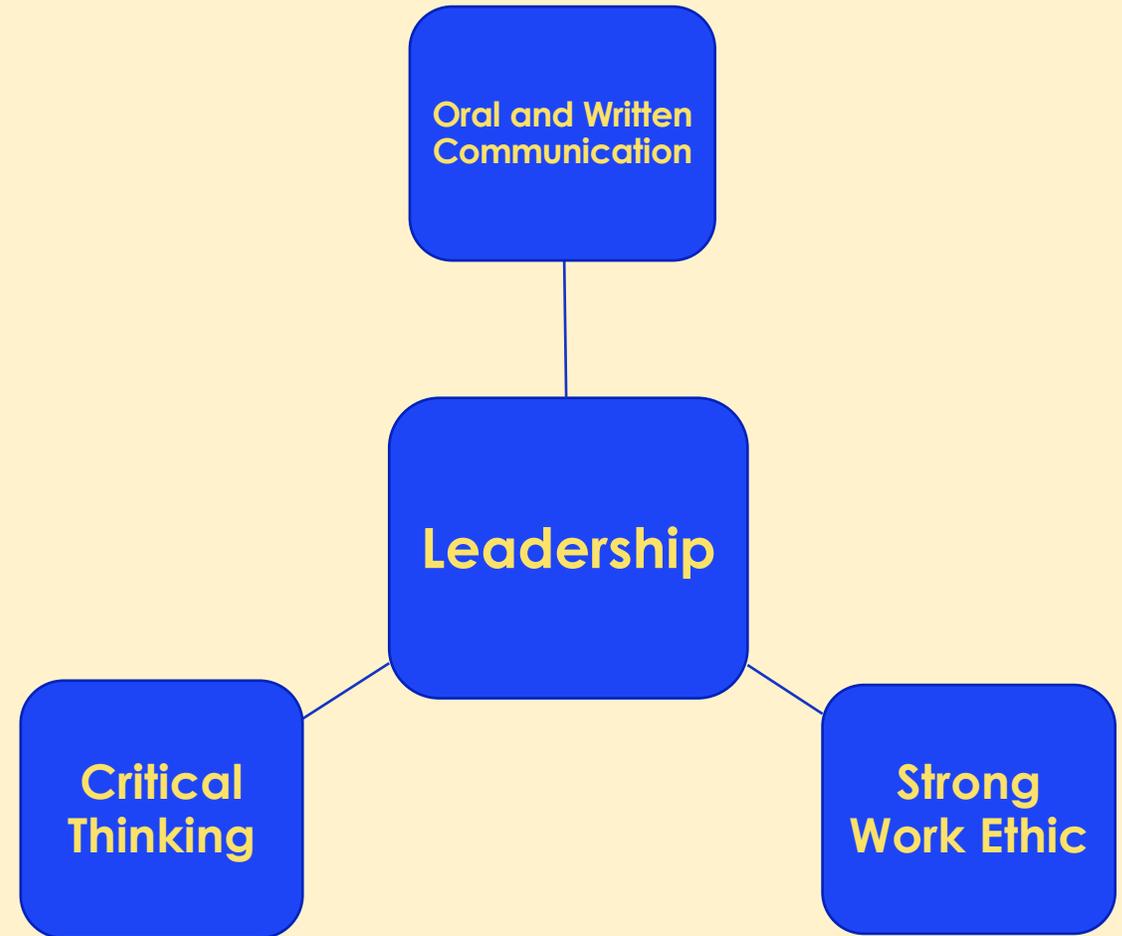
## AKPsi doesn't give their members enough opportunities to lead

Most of the AKPsi executive positions are year-long positions compared with DSP which has multiple semester long positions and only two year long positions giving members of DSP a more optimal chance to lead.

Being a university student organization, having alumni that have leadership experience reflects well on AKPsi. Student organizations serve a purpose to prepare their members for the real world in whatever capacity they specialize in. AKPsi has an opportunity to prepare their members in business leadership skills.

Leadership skills are directly correlated to being successful in the work environment. According to the European Business Review, leadership skills increase productivity, and efficiency on the job. Leadership skills also contribute to good organizational problem-solving skills as well (European Business Review 2021). The skills one learns as a leader are useful in the professional world.

Many other necessary skills are acquired from leading. According to the Marissa Campbell, a journalist for "The Nth Degree", most hiring managers are looking for oral and written communication, critical thinking, and strong work ethic skills which all can be derived from leadership (Campbell 2021). Leadership works in conjunction with all skills and is tangible experience in multiple facets of business



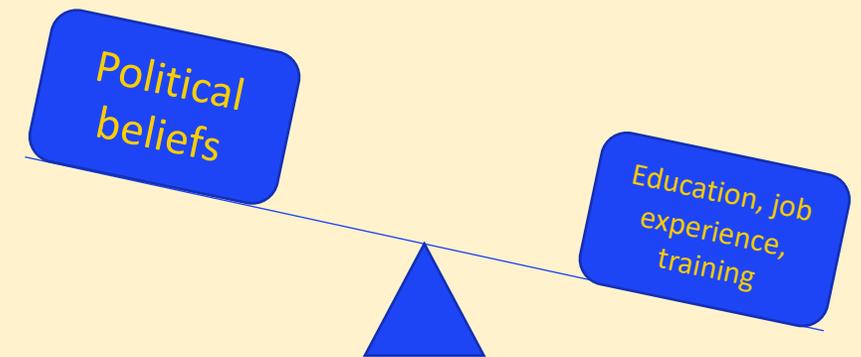
## DEI efforts are not publicized, as the organization incorrectly believes political beliefs disadvantage members to employers

Two of AKPsi's two-hundred and forty Instagram posts are related to DEI. Both posts were made within one week of each other, and shortly after the murder of George Floyd. According to an Executive Board member, this is a conscious act by the organization as they attempt to stay politically neutral. They believe corporations would not offer their members the same opportunities if the organization expressed political beliefs. The member mentioned that they believe professional corporations may not agree with their DEI efforts, so they do not publicize them.

The Executive Board member emphasized that they have DEI related events and requirements as an organization, but they do not post it on their Instagram account. They post other events on the official Instagram account such as an outing to an apple orchard, tailgates and pledge family reveals. They also have posted about fundraisers but did not name the organization they were raising money for.

Research shows that although recruiters may initially gravitate towards applicants that have similar beliefs to them, "presenting decision-makers with 'individuating information' like education, job experience and training overrides this bias." (Miller, 2021). Being affiliated with an organization that presents political beliefs will not affect members ability to get a job. According to University of Iowa professor Chad Van Iddekinge, "one of the hallmarks of legal hiring practices is that they should focus on behaviors within the work context." (Iddekinge, 2021). Posting DEI material does not affect members chances of being hired.

Individuating factors outweigh political affiliation to employers



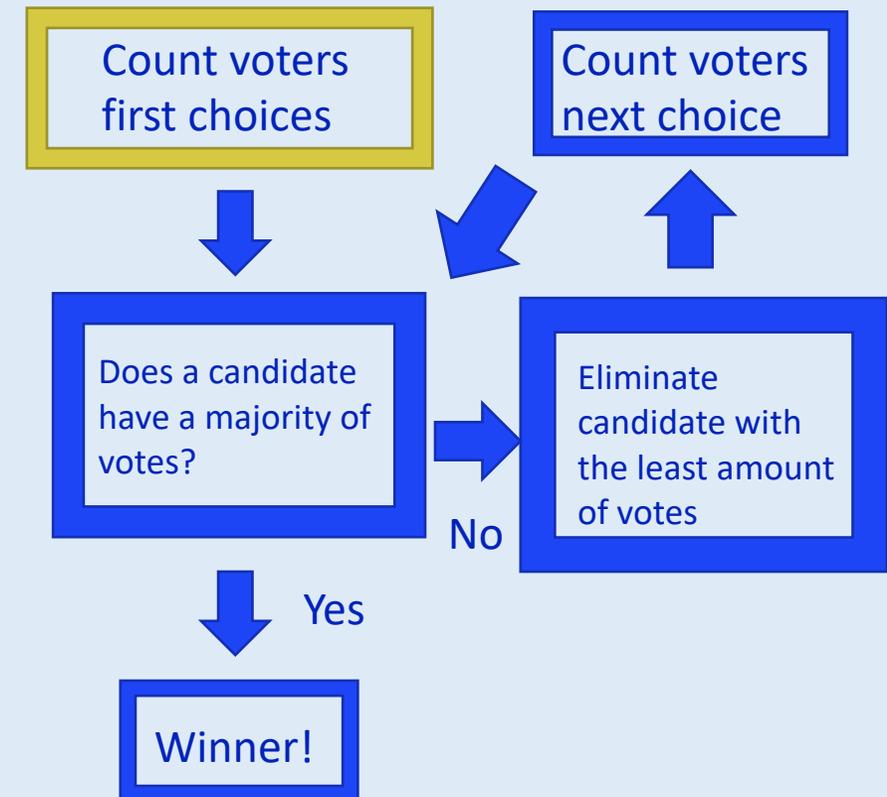
# Ranked choice voting and additional election structure ensure equitable election processes

AKPsi currently utilizes a one-vote system, which is not the best choice for elections with more than 2 candidates. The ranked choice voting system, however, “makes democracy fairer and more functional.” (Fair Vote, 2021). As opposed to the one vote system, ranking candidates allows for second choice votes to count. The ranked system ensures, “If your vote cannot help your top choice win, your vote counts for your next choice.” (Fair Vote, 2021). Ranked voting ensures each vote cast counts, and each member has a fair chance to engage in the voting process.

Holding fair and equitable elections also includes allowing all candidates to share their ideas and plans for the organization. Structure of the election process is vital to achieving DEI goals. According to the University of South Carolina, fair and equitable student elections should include:

- An election facilitator
- An Interest Meeting about open positions
- A collection system for candidate statements

According to an AKPsi member, executive board elections do not currently include a facilitator, an interest meeting, or a collection of candidate statements before the election. Structuring executive board elections to include ranked choice voting, as well as the supplemental processes mentioned creates a more equitable election.



# Strong leaders bring impactful ideas and well-rounded experience, promoting purposeful change

## Advocate for leaders who strive for change

Currently, AKPsi has an election process for leadership positions based mainly off popularity rather than what candidates can provide in positive and purposeful changes. However, building an election process which highlights the drive for effective development in AKPsi by someone who has the experience and education to do so is key in growing the organization. According to Jack Zenger and Joseph Folkman from Harvard Business Review, an impactful leader achieves results by motivating team members to exhibit elevated performance and effort (Zenger and Folkman, 2017). By placing somebody in a leadership position who can demonstrate a drive for positive results, an organization can truly improve DEI initiatives.

Another critical part of a leadership candidate is having practice in a plethora of situations. These situations include (Llopis, 2014):

- Working on classified projects
  - Understanding what it takes to handle confidential information
  - Practicing discipline
- Pioneering
  - Overcoming failure
  - Pushing boundaries with new ideas
- Leading a team of achieving individuals
  - Creating effective strategies to keep team steps ahead in projects
  - Recognizing specific talents in people to heighten outcomes



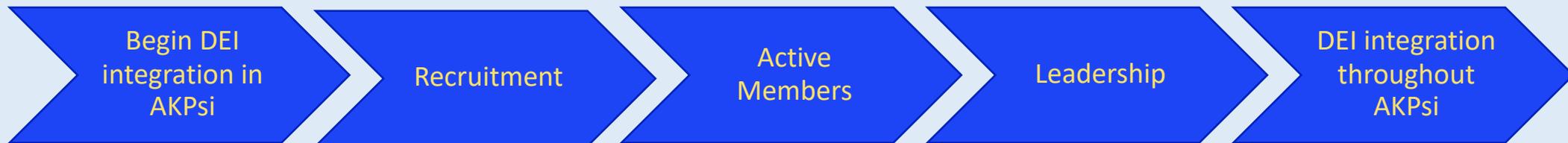
Placing people into leadership positions with these capabilities helps develop the organization in a multitude of positive ways, starting with improving DEI values.

# Integrating DEI throughout all the different transitional steps of a professional business fraternity further develops DEI elements

## Integrating DEI through the pipeline process

Professional business fraternities involve a specific, step-by-step process, starting with recruitment, to becoming an active member, and then possibly receiving a leadership position. To improve the DEI aspects, there are crucial actions to take in each step. Regarding recruitment, key elements include implementing a recruiting team and reshaping the interview process to be balanced with DEI values. Once becoming active members, attending, participating and truly learning from DEI events such as seminars and discussion groups is crucial to DEI improvement. Finally, if one takes on a leadership position, they have a responsibility to make purposeful changes which continue to develop DEI.

Following this pipeline system provides the organization with a clear and focused perspective on the beneficial methods which improve DEI elements. Each step may be affected by the one before it, resulting in the reason for beginning DEI integration at the start of the process. Involving DEI into each step is crucial for complete success of DEI implementation in the professional business fraternity. Building an environment which embraces DEI illustrates the willingness to adopt new and purposeful changes which benefit all people.



# Conclusion

Constructing an effective and sustainable plan that advances DEI goals has proven to be a challenge for both Faculty/Staff and students across many Universities in the US. These difficulties are mitigated if Student Organizations and Professional Business Fraternities like AKPsi embrace DEI values and effectively cooperate with the University to realize their goals.

As the largest business fraternity on campus with country-wide recognition, AKPsi is positioned to both benefit and contribute more than other organizations to the DEI initiatives promoted across the University of Iowa. As these new guidelines are implemented and properly marketed across the Tippie College, AKPsi expands its brand as a leading business fraternity that also embraces DEI issues on its mission. With the adoption of the Action Plan, the chapter provides several positive externalities to the Tippie student body, corporate recruiters, and other student organizations pursuing the same vision for their members.

**Recruitment** – attracts a more diverse pool of talent, enabling AKPsi to recruit and build a more diverse pledge class and active brother body. From an internal perspective, AKPsi benefits by having a more diverse and inclusive active brother body which tends to outperform academically and professionally (McKinsey, 2020).

**Equity** – supports the Chapter's vision of being principled business leaders. Currently, social inequities and economic privileges are large-scale issues that jeopardize equality of opportunity across races, genders, and ethnicities. The Action Plan displays that the chapter understands and is doing its part to addressing systemic problems by supporting underprivileged students throughout their college careers and advancing DEI awareness and training for all active brothers.

**Professional Development** – potential employers and active corporate recruiters start perceiving AKPsi not only as a source of hardworking and talented business leaders, but also a source of diverse and knowledgeable students prepared to handle current workplace dynamics. AKPsi benefits by expanding its brand and assisting employers in their DEI recruitment goals.

**Benchmark** – Once the Action Plan is implemented, Chapter XI has the potential to serve as a role model to non-DEI student organizations and professional fraternities interested in integrating DEI in their vision. The substantial improvement and the self-regulating nature of the Action Plan will build the notion that any organization has the potential to address social issues and outperform academically or professionally when an effective and sustainable DEI Action Plan is adopted and implemented.

## Works Cited

Alpha Kappa Psi National DEI website: <https://akpsi.org/dei-where-we-are-going/>

Benware and Deci, 1984. *Quality of Learning With an Active Versus Passive Motivational Set*. Retrieved on November 19 2021 from <https://journals.sagepub.com/doi/pdf/10.3102/00028312021004755>

Black, T., & Liu, A. (2021, June 17). *A year after George Floyd's murder, corporate promises haven't made Minneapolis more equal*. Brookings. Retrieved November 19, 2021, from <https://www.brookings.edu/blog/the-avenue/2021/06/17/a-year-after-george-floyds-murder-corporate-promises-havent-made-minneapolis-more-equal/>.

Campbell, M. (n.d.). *Top 5 skills employers look for*. Top 5 Skills Employers Look For | Nth Degree. Retrieved November 19, 2021, from <https://newmanu.edu/top-5-skills-employers-look-for>.

Crawford, Eean. *Matching Training Objective with Training Methodology* Retrieved from Introduction to Management Lecture and Book, University of Iowa *Dei action plan - dei action plan*. Tippie College of Business. (2020, December 18). Retrieved October 28, 2021, from <https://tippie.uiowa.edu/about-tippie/diversity-equity-and-inclusion/dei-action-plan>

EBR, E. (2021, July 20). *Leadership skills: Why they're important and their benefits*. The European Business Review. Retrieved November 19, 2021, from <https://www.europeanbusinessreview.com/leadership-skills-why-theyre-important-and-their-benefits/>.

Ernst and Young Global Limited. (n.d.). *Student and entry-level programs*. [https://www.ey.com/en\\_gl/careers/student-entry-level-programs](https://www.ey.com/en_gl/careers/student-entry-level-programs)

FairVote.org. (n.d.). *Ranked choice voting / instant runoff*. FairVote. Retrieved November 19, 2021, from [https://www.fairvote.org/rcv#where\\_is\\_ranked\\_choice\\_voting\\_used](https://www.fairvote.org/rcv#where_is_ranked_choice_voting_used).

Forbes. *13 Best Ways To Encourage Employees To Speak Up*. Retrieved November 19, 2021 from <https://www.forbes.com/sites/forbescoachescouncil/2020/05/22/13-best-ways-to-encourage-your-employees-to-speak-up/?sh=4997bbd81f2b>

Fu, E. (n.d.). *Performative activism: Are you a part of the problem?* The Register Forum. Retrieved November 19, 2021, from <https://registerforum.org/13999/opinion/performative-activism-are-you-a-part-of-the-problem/>.

*Fusa Guide to Running Club elections*. (n.d.). Retrieved November 19, 2021, from <http://1hkfri2zglk7386vvq1bw1wgs24.wpengine.netdna-cdn.com/wp-content/uploads/2017/03/FUSA-Guide-to-Running-Club-Elections.pdf>.

## Works Cited

*General requirements - sc.edu.* (n.d.). Retrieved November 19, 2021, from

[https://sc.edu/about/offices\\_and\\_divisions/leadership\\_and\\_service\\_center/documents/student\\_org\\_handbook/general\\_requirements.pdf](https://sc.edu/about/offices_and_divisions/leadership_and_service_center/documents/student_org_handbook/general_requirements.pdf).

Gladwell, Malcom. *Outliers: Why some people succeed and others do not.* Retrieved November 19, 2021

from <https://www.youtube.com/watch?v=EcMKLwVlpJk&t=896s>

*Here are the skills that hiring managers at the 50 LinkedIn top companies want.* Here Are the Skills That Hiring Managers at the 50 LinkedIn Top Companies Want. (n.d.). Retrieved November 19, 2021, from <https://www.linkedin.com/business/learning/blog/top-skills-and-courses/here-are-the-skills-that-hiring-managers-at-the-50-linkedin-top>.

History.com. (2021, May 24). *George Floyd is killed by a police officer, igniting historic protests.* History.com. Retrieved November 19, 2021, from

<https://www.history.com/this-day-in-history/george-floyd-killed-by-police-officer>.

Hunt, Vivian. Prince, Sarah. Dixon-Fyle, Sundiatu. *Delivering through Diversity*, full report. McKinsey. Retrieved November 19, 2021 from

[https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity\\_full-report.ashx#:~:text=Companies%20in%20the%20top%2Dquartile,to%20have%20superior%20value%20creation.&text=Companies%20in%20the%20top%2Dquartile%20for%20ethnic%2F-cultural%20diversity%20on,to%20have%20industry%2Dleading%20profitability](https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx#:~:text=Companies%20in%20the%20top%2Dquartile,to%20have%20superior%20value%20creation.&text=Companies%20in%20the%20top%2Dquartile%20for%20ethnic%2F-cultural%20diversity%20on,to%20have%20industry%2Dleading%20profitability).

Instagram (2020, May 31). Alpha XI Chapter Post during BLM Protests <https://www.instagram.com/p/CA375cWn4ZQ/>

*Instagram PNG transparent #1516958 (license: Personal use).* Computer Icons Instagram Logo Sticker - logo png download - 1032\*1032 - Free Transparent

Computer Icons png Download. - Clip Art Library. (n.d.). Retrieved November 19, 2021, from <http://clipart-library.com/clip-art/instagram-png-transparent-1.htm>.

Llopis, G. (2014, September 29). *6 Critical Experiences Are Essential To Most Effectively Lead.* Forbes. <https://www.forbes.com/sites/glennllopis/2014/09/29/6-critical-experiences-are-essential-to-most-effectively-lead/?sh=2953c335fe42>

Locke, E. (n.d.). *Smart goals template for strategic and data-driven managers.* Northpass. Retrieved November 12, 2021, from <https://www.northpass.com/blog/smart-goals-template-for-strategic-and-data-driven-managers>.

MBO Partners. (2021, August 17). *How to Increase the Visibility of Your Business.* <https://www.mbopartners.com/blog/how-market-small-business/how-to-increase-the-visibility-of-your-business/>

## Works Cited

- Michael, R. (2021, July 22). *10 smart goals examples for small businesses (+ free template)*. Fit Small Business. Retrieved November 12, 2021, from <https://fitsmallbusiness.com/smart-goals-examples/>
- Miller, J. (2021, November 11). *Some gen z job applicants are scrubbing campus political activism from their résumés*. The Washington Post. Retrieved November 19, 2021, from <https://www.washingtonpost.com/business/2021/11/09/gen-z-job-applicants-campus-activism/>.
- Mills, T. (2019, November 6). *Five Benefits of Big Data Analytics and How Companies Can Get Started*. Forbes. <https://www.forbes.com/sites/forbestechcouncil/2019/11/06/five-benefits-of-big-data-analytics-and-how-companies-can-get-started/?sh=42ddd4f317e4>
- Oldham and Hackman, 1975. *Job Characteristics Model*. Retrieved November 19, 2021 from <https://www.aihr.com/blog/job-characteristics-model/#:~:text=The%20job%20characteristics%20model%20uses,and%20increases%20their%20job%20satisfaction>
- Passive Participation versus Active Engagement. Retrieved November 19, 2021 from [https://www.google.com/search?q=active+vs+passive+engagement&rlz=1C5CHFA\\_enUS809US810&sxsrf=A0aemvJaUXFej9jvf61ysLDv0vv1O98Kjg:1636736800994&source=lnms&tbm=isch&sa=X&ved=2ahUKEwjAnPTcp5P0AhVEaM0KHXwgD7AQ\\_AUoAnoECAEQBA&biw=1156&bih=638&dpr=1#imgrc=6CkCdaQBNv15oM](https://www.google.com/search?q=active+vs+passive+engagement&rlz=1C5CHFA_enUS809US810&sxsrf=A0aemvJaUXFej9jvf61ysLDv0vv1O98Kjg:1636736800994&source=lnms&tbm=isch&sa=X&ved=2ahUKEwjAnPTcp5P0AhVEaM0KHXwgD7AQ_AUoAnoECAEQBA&biw=1156&bih=638&dpr=1#imgrc=6CkCdaQBNv15oM)
- Pfeffer. *Research on People Centered Practices*. Retrieved October 27, 2021, from <https://www.strategy-business.com/article/15825>
- Recruiteze. (2021). *Infographic: The Benefits and Limitations of a Dedicated Recruitment Team*. <https://recruiteze.com/infographic-the-benefits-and-limitations-of-a-dedicated-recruitment-team/>
- Salemi, Vicki. *What matters to get hired?* Retrieved November 19, 2021 from <https://www.cnbc.com/2018/01/26/5-things-students-can-do-now-to-get-hired-in-may.html>
- SEC approves new Board Diversity Disclosure Requirements for NASDAQ-listed companies. JD Supra. (n.d.). Retrieved November 19, 2021, from <https://www.jdsupra.com/legalnews/sec-approves-new-board-diversity-6558847/>.

## Works Cited

*Stop screening job candidates' social media.* Harvard Business Review. (2021, September 2). Retrieved November 19, 2021, from <https://hbr.org/2021/09/stop-screening-job-candidates-social-media>.

*Student Affairs annual report - mga.edu.* (n.d.). Retrieved November 19, 2021, from [https://www.mga.edu/student-affairs/docs/2017-2018\\_Student\\_Affairs\\_Annual\\_Report.pdf](https://www.mga.edu/student-affairs/docs/2017-2018_Student_Affairs_Annual_Report.pdf).

Sundiatu, Dixxon Fyle. *Diversity wins: why inclusion matters* Retrieved October 28, 2021, from <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

Terman, Lewis M. *The Genetic Studies of Genius.* Retrieved November 19, 2021 from [https://en.wikipedia.org/wiki/Genetic\\_Studies\\_of\\_Genius](https://en.wikipedia.org/wiki/Genetic_Studies_of_Genius)

Willingham, A. J. (2020, June 2). *Why posting a black image with the 'black lives matter' hashtag could be doing more harm than good.* CNN. Retrieved November 19, 2021, from <https://www.cnn.com/2020/06/02/us/blackout-tuesday-black-lives-matter-instagram-trnd/index.html>.

Zenger J. & Folkman J. (2017, June 19). *How Managers Drive Results and Employee Engagement at the Same Time.* Harvard Business Review. <https://hbr.org/2017/06/how-managers-drive-results-and-employee-engagement-at-the-same-time>