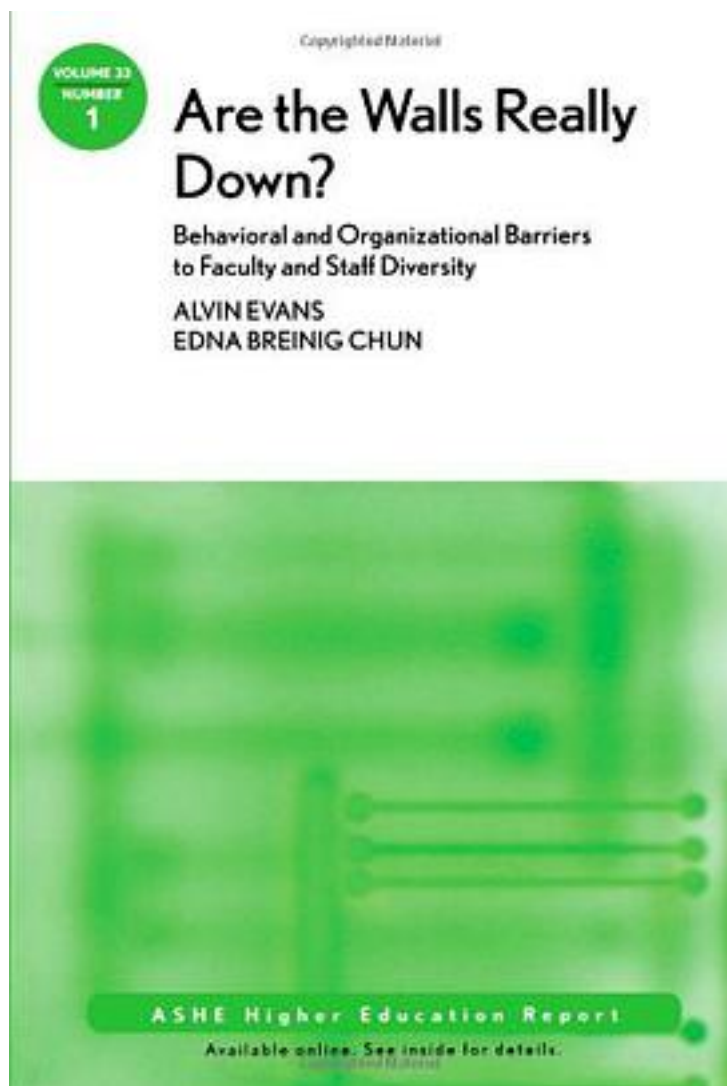


# Are the Walls Really Down? 2007



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As higher education leaders seek to build and sustain a diverse workforce, the impact of subtle behavioral and organizational barriers hindering the success of women and minority faculty and administrators has been overlooked and is largely unrecognized. Written from a practitioner's standpoint, this book is designed to help campus leaders detect and address the informal and formal barriers that still inhibit the hiring, promotion, and retention of women and minorities. It presents a cross-disciplinary framework for understanding the impact of contemporary forms of subtle discrimination, including emerging research on the psychosocial stresses on minorities and women. This award-winning issue examines the paradox of affirmative action efforts that have not been successful in altering institutional demographics over the last quarter century and explores the relationship between affirmative action and diversity. The monograph proposes a progressive model for inclusion based on the dynamic conceptual model of reciprocal empowerment. From a practical perspective, the monograph discusses current best practices in the field of diversity strategic planning and assessment using examples drawn from public research universities to create a systemic and systematic approach toward diversity and inclusion. For institutions seeking to improve their diversity initiatives, this book is definitely a step in the right direction. An outstanding report from the ASHE series, and it is the winner of this year's Kathryn G. Hansen Publication Award from the College and University Professional Association in recognition of its significant contribution in the field of human resource administration. This is the first issue in the 33rd volume of the Jossey-Bass series ASHE Higher Education Report. Each monograph in the series is the definitive analysis of a tough higher education problem, based on thorough research of pertinent literature and institutional experiences. Topics are identified by a national survey. Noted practitioners and scholars are then commissioned to write the reports, with experts providing critical reviews of each manuscript before publication.

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