

**Diversity, Equity, and Inclusion Leadership Position Recommendations
Feedback Report**

Background

The Purdue University Fort Wayne strategic plan establishes an aspiration to “Embrace Diversity, Equity, and Inclusion.” As a first step toward advancing this aspiration, the University Leadership Team believes it is necessary to implement the portion of strategic activity 1.2 calling for the creation of a diversity, equity, and inclusion (DEI) support structure, including a leadership position, to help lead and extend our efforts in these areas.¹

An Action Planning Team was formed in October 2019 to conduct benchmarking of DEI support structures at other universities and to make a series of recommendations on how best to establish an appropriate structure at Purdue University Fort Wayne. The team was chaired by Janet Badia, Professor of Women’s Studies, and Cynthia Springer, Associate Vice Chancellor for Human Resources and the Office of Institutional Equity, with Melissa Gruys, Dean of the Richard T. Doermer School of Business, serving as Executive Champion. Other team members were:

- Ken Christmon, Associate Vice Chancellor for Admissions
- Ranada Clark, Senior Administrative Assistant to the Dean of the College of Professional Studies
- Adolfo Coronado, Associate Professor of Information Systems
- Shubitha Kever, Director of Student Support Services, TRIO Program
- Ahmed Mustafa, Professor of Biology
- Kim O’Connor, Associate Professor of Organizational Leadership
- Vic Spencer, Director of Student Government and the LGBTQ Resource Center
- Mia Starr, Executive Assistant to the Vice Chancellor for Development
- Bart Tyner, Director of Web Services, Communications and Marketing

Action Planning Team Recommendations

After two months of significant effort, including benchmarking thirty-five universities, the team met with the Chancellor and Director of Strategic Planning and Implementation on Wednesday, December 11 to deliver its recommendations. The recommendations, which are included in full at the end of this report, can be summarized as follows:

1. Establish a Chief Diversity Officer as a cabinet-level position
2. Create an Office of Diversity, Equity, and Inclusion
3. Realign existing units with DEI missions to report to the Chief Diversity Officer, including: Diversity and Multicultural Affairs, the LGBTQ Resource Center, the Center for Women & Returning Adults, the Perkins Grant program, Military Student Services, Campus Ministries, Services for Students with Disabilities, TRIO Student Support Services, TRIO Upward Bound, and the Chancellor’s Council on Diversity
4. Minimum qualifications and experience, including a Master’s degree or higher and at least “ten years of progressive leadership experience designing, implementing, and sustaining diversity, equity, and inclusion initiatives in a complex organization”
5. Recognition of DEI contributions by current staff and faculty

In an effort to share the recommendations with, and collect feedback from, various university stakeholders who will interact with the proposed Chief Diversity Officer and Office of Diversity, Equity, and Inclusion, the Chancellor, Director of Strategic Planning and Implementation, and members of the action planning team have met with university shared governance groups and two focus groups of community leaders on issues of diversity, equity, and inclusion. What follows is (1) a summary of the feedback collected, (2) notes from the individual meetings that were held, and (3) recommendations from the Director of Strategic Planning and Implementation on how to respond to the feedback.

Summary Feedback

A few themes emerged across the feedback that was collected. The two most frequent points of discussion were the Chief Diversity Officer's level within the administrative hierarchy of the university and accountability.

Position Level: People in most of the internal discussions raised concerns about administrative bloat and asked if we could achieve the same expected outcomes with someone in a lesser position. No one objected to the idea that DEI initiatives require more coherent leadership on campus; rather, the concern is the size of the financial investment in another high-level administrator. Others across all discussions (including the community focus groups) expressed strong support for the recommendation that the position be established at the cabinet level.

Accountability: People in all of the discussions wanted to ensure that the position will not simply be for show—that the Chief Diversity Officer will be empowered to make change on campus and will be held accountable for doing so. Many were specifically interested in a transparent accountability process featuring regular communication with the campus community regarding expectations for the Chief Diversity Officer, the activities they undertake, and the outcomes of their efforts. Students were especially concerned with how the Chief Diversity Officer will interact with and impact all students in ways beyond the university's current efforts.

Search Processes: The primary concern raised by the faculty Senate was the search process that will be used to hire the Chief Diversity Officer (or any other senior leadership position on campus) and a lack of trust in whatever process will be used. CSSAC also asked multiple questions about the anticipated search process and the opportunity for members of the campus community to interact with candidates.

Recommendation 3 on the Realignment of Existing Units: While there was not necessarily a consensus concern with regard to Recommendation 3 and the specific units that should be realigned under the Office of Diversity, Equity, and Inclusion, various questions were asked about the appropriateness of the individual units being realigned. (For example, multiple questions were asked about Campus Ministries, a student group, being realigned, when no other student groups that touch religion or other DEI issues were named.) Multiple questions were also asked about units that were not included in Recommendation 3, such as the Office of International Education. The action planning team paid admirable attention to the issue of diversity coming in many forms and wanting all of these forms to be clearly visible in the recommendations, but it will be important that the primary role and mission of each unit be carefully evaluated before any final decisions on realignment are made.

Meetings Notes

The notes that follow reflect the questions asked and comments offered by participants in each meeting. Throughout these notes, Chief Diversity Officer is abbreviated as CDO.

University Leadership Team

Date: Thursday, January 9, 2020

Participants: James Burg, Krissy Creager, Carl Drummond, Ron Elsenbaumer, Ron Friedman, Melissa Gruys, Jerry Lewis, Jeff Malanson, Assem Nasr, Jeff Nowak, John O'Connell, Ruth Stone, Jamie Toole, Kim Wagner, and David Wesse

Meeting Notes:

- The reorganization proposed in Recommendation 3 focuses on students; what about faculty, staff, and the community?
- International Education, internationalizing the student experience, Study Abroad, etc. are not featured as clearly in the recommendations as they could be
- We need to be attentive to concerns surrounding administrative bloat and expense as we add this position and make other changes as a result of strategic planning action plans; these concerns should not stop us from making the changes that we believe are necessary, but as we add new activities we should carefully consider what activities we will curtail or stop doing to free up necessary resources (funding, time, staff, etc.)

Campus Open Forum

Date: Wednesday, January 22, 2020

Participants: 90 students, staff, and faculty from across the university

Meeting Notes:

- Given that internationalization of the student experience is a discrete part of the DEI aspiration in the strategic plan, it should be included in the relevant definitions included in the recommendations, especially with regard to multiculturalism
- Campus Ministries is a student organization; why is one (Christian) group called out while other religiously focused and DEI-focused student organizations are not?
- What accountability will be established for the new CDO to ensure that effort is made, progress is achieved, and the financial investment will have been worthwhile?
- What is the timeline for hiring the CDO? Will an internal interim appointment be made before a permanent appointment is made?
- What benchmarking has already taken place? What additional benchmarking will be carried out?

Community Focus Group One

Date: Monday, January 27, 2020

Participants: 11 community leaders in the areas of diversity, equity, and inclusion

Meeting Notes:

- What are the weaknesses in current DEI process on campus, especially with regard to community engagement?
- What is the relationship between the CDO and HR?
- Will there be a Diversity Council and what will its role be?
- The position title should be Vice Chancellor
- Will the CDO be empowered? Will they be able to hold others accountable?
- Like the recommendations, appreciate the commitment to DEI that they demonstrate
- Physical space for DEI activities?
- How quickly will these recommendations be implemented?
- Need for a cultural center where people of different backgrounds, languages, ethnicities are recognized

- Will the CDO be supported by an appropriate budget?
- Is the title (CDO) consistent across higher education?
- Does calling the position a Chief Diversity Officer (rather than a Vice Chancellor) risk watering down the position in reality or in perception? We want to make sure that the person is empowered rather than hamstrung
- Oversight of compliance issues?
- Success in a role like this hinges on the support of leadership—what happens to the position when there is a change in leadership?
- I'm a parent of a minority student in Fort Wayne—what do these recommendations mean to me?
- How do we get more diverse applicants at Purdue Fort Wayne?
- The CDO should be a resource of the community and the business community—should have experience working with the business community—should have relationships with the community
- What does the position title convey to the person in the position about their importance or standing? Does it convey, by virtue of it not being Vice Chancellor, tokenism?

Faculty Senate

Date: Monday, January 27, 2020

Participants: Members of the Fort Wayne Senate

Meeting Notes:

- Will a high-level position actually address/solve campus diversity issues?
- Doubt the capability of the institution to conduct a high-level search process that will have good/trusted results
 - Who will be on the search committee? How will it handle internal candidates, especially those with relationships to people on the search committee? Who can review candidate materials and provide feedback on candidates who come for campus visits?
- Will the person in this position define diversity for the university?
- What will be accomplished by this senior leader that could not be accomplished by the university currently?
- Oppose adding more administration—administrative bloat
- Should the position require a Ph.D.? Would the position description be better if it specified doctorate (Ph.D. or J.D.) or terminal degree?
- Unit-level work—grassroots efforts—are better than administratively imposed
- Should we start with an interim person to help determine if we actually need the permanent role?
- Final vote was 14 in favor to 14 opposed with 2 abstentions; at least some of those who voted against did so out of the concerns regarding what a search process would look like

Administrative and Professional Staff Advisory Council

Date: Monday, January 27, 2020

Participants: Members of APSAC, including the Steering Committee

Meeting Notes:

- The recommendations are good, including the level of the position
- Why is the education level set at a Master's degree?
- Need for campus-wide dialogue about what diversity, equity, and inclusion are
- Do people feel free to object for fear of being perceived as being opposed to diversity?

- Can we get things done with a person at a lower administrative level?
- Administrative bloat?
- If we do a temporary internal appointment, the CDO role cannot be an add-on to existing duties
- Will the CDO only work with students? Or will this person be empowered to work across the whole university?
- Accountability—what are the expectations? What outcomes do we want to see from this position and investment one, three, and five years from now?
 - Transparency of activities and outcomes

Community Focus Group Two

Date: Tuesday, January 28, 2020

Participants: 5 community leaders in the areas of diversity, equity, and inclusion

Meeting Notes:

- What are the talking points around the CDO title to convey its equivalency to the vice chancellor positions?
- What were the findings from the Campus Climate Survey relative to DEI and the experiences of current students?
- What does a “win” look like? What are the steps to get there?
- What were the specific findings from the strategic planning Discovery process to support moving forward with DEI as an aspiration?
- What do you expect from me (as a community member)? How can I help?
- The idea of the CDO is important, but what is the support (staff, resources, etc.) behind the person?
- Most of what has been discussed so far is describing what will take place on campus; what about the community?
- What is the plan for moving this forward?
- Remember the need to balance speed with sustainability of your activities, and recognition of short-term successes
- Has the institution brought in external consultants to do a more thorough audit of current DEI operations and climate?
- Does PFW have a diversity statement?
- Where do people who sit in these positions at universities typically come from (other universities, private sector, etc.)?
- It will be important to leverage a person with existing relationships on campus and especially in the community

Clerical and Support Staff Advisory Committee

Date: Tuesday, January 28, 2020

Participants: Members of CSSAC

Meeting Notes:

- Prefer that the required degree of the candidate be a doctorate
- Will the CDO have the authority to act and make change?
- Are we just replicating the current Office of Diversity and Multicultural Affairs?
- What is the expected size of the pool of candidates for the position? How many will come to campus?
- Has the Chancellor worked with a CDO before?
- What does the Chancellor look for in a successful CDO?

- What is the timeframe for implementation of the recommendations?
- Where will the CDO be physically located on campus? Will people be able to easily access this person?
- What would you like the person to start working on right away?
- How will the CDO interact with campus to solve problems?
- Will the campus have the opportunity to meet the candidates when they come to campus?

Student Government Association

Date: Monday, February 3, 2020

Participants: Members of the Student Government Association and Vic Spencer

Meeting Notes:

- Will tuition be raised to pay for this position?
- Will some units have their budgets reduced to pay for this position?
- What is new that this position will bring to the university that is not already taking place?
- When will a final decision be made with regard to the required qualifications for the position?
- How will the position impact students?
- Will the CDO be a resource for students if/when they encounter discrimination on campus?
- How and when will the CDO interact with students?
- Glad to see that the CDO will bring greater visibility to issues surrounding disabilities
- We do not need more bureaucracy
- Final vote was 14 in favor to 5 opposed

Recommendations Based on Feedback

Position Level: The findings of the action planning team were clear on the value of an institution's DEI leader having real authority and visibility; these findings should carry weight with the Leadership Team in determining how to move forward.

To supplement the findings of the action planning team, Russell Reynolds Associates conducted a study in 2019 on [“The Emergence of the Chief Diversity Officer Role in Higher Education.”](#) The entire article is a worthwhile read for the Leadership Team as they evaluate next steps in implementing these recommendations, but a key finding is that “locating the CDO directly below the president, chancellor or provost significantly increases their ability to effect change at the highest levels, given the increased visibility, access and symbolic impact of these senior positions. Through their participation in cabinet meetings or other campus-wide decision-making processes, CDOs are able to infuse DE&I considerations into important conversations about budgeting, new initiatives and strategic planning.”ⁱⁱ

Accountability: Clear communication on campus, with applicants and finalists, and with the person who serves in the role (whether on an interim or a permanent basis) about expectations, transparency, and accountability will be incredibly important. This should include clear communication that the Chief Diversity Officer will work with students, staff, and faculty across the university as well as in the community.

Search Processes: Given this expectation, there should be broad representation from all four groups on any search committee formed to evaluate candidates for the position.

Planning/Recommendation 3: Once the Chief Diversity Officer is in place, that person should immediately begin work on the portion of DEI strategic activity 1.3 related to an “institutional DEI

plan.”ⁱⁱⁱ The institutional DEI plan, which can appropriately be thought of as a strategic plan for DEI at Purdue Fort Wayne, should lay the groundwork for fully conceptualizing the new Office of Diversity, Equity, and Inclusion, especially with regard to Recommendation 3 on the realignment of existing units. The DEI plan will also help to quickly elevate some of the critically important DEI strategic activities from the initial version of the university strategic plan that did not make it into the consolidated and prioritized version, including training and best practices on DEI hiring practices. The Chief Diversity Officer should be assisted in the planning process by a reactivated Diversity Council. Students should likewise have a significant voice in the planning process.

Communication: Finally, once the decision is made on how to move forward with the recommendations, an effort should be made to communicate the determined course of action to the campus community. This communication could take many forms, including a message from the Chancellor, open forums or other venues organized by the Director of Strategic Planning and Implementation, or follow-up discussions with shared governance and community groups.

ⁱ DEI strategic activity 1.2: Create a support structure, including a leadership position, support staff, and requisite funding, to promote and advance diversity, equity, and inclusion (DEI) initiatives across campus and in each unit.

ⁱⁱ Thanks to Chancellor Elsenbaumer for mentioning this report during our conversation with CSSAC.

ⁱⁱⁱ DEI strategic activity 1.3: Develop and implement an institutional DEI plan and unit-level DEI plans initiated by units.

This report was compiled by Jeff Malanson, Director of Strategic Planning and Implementation. Please direct any questions to him at malansoj@pfw.edu.

Diversity, Equity, and Inclusion (DEI) Action Item 1.2

To: Chancellor Ronald Elsenbaumer
 Jeffrey J. Malanson, Ph.D.
 From: Diversity, Equity, and Inclusion Action Planning Team
 Subject: Action Planning Team DEI Action Item 1.2 Recommendations
 Date: December 12, 2019

The DEI Action Planning Team was established to prepare a series of recommendations on creating and hiring the DEI leadership position at Purdue University Fort Wayne. The committee is charged to create a support structure, including a leadership position, support staff, and requisite funding, to promote and advance Diversity, Equity, and Inclusion initiatives across campus and in each unit.

DEI Committee: Executive Champion: Melissa Gruys, Co-Chairs: Janet Badia and Cynthia Springer, Members: Ken Christmon, Ranada Clark, Adolfo Coronado, Shubitha Kever, Ahmed Mustafa, Kim O’Connor, Vic Spencer, Mia Starr, Bart Tyner

Findings from Benchmarking

The committee conducted DEI-focused research with 35 identified universities. The table below provides the list of universities that form the basis and guide the recommendations on hiring and establishing the DEI leadership position.

University of Louisville	University of Michigan
California State, Fullerton	Wichita State
Minnesota State University Mankato	University of Cincinnati
Wright State University - Dayton, Ohio	Ohio State University
Northern Michigan University	Farmingdale State College
Northern Illinois University	Dixie State University
Grand Valley State University (Allendale, MI)	Syracuse University
University of Southern Indiana	George Washington
University of Illinois at Chicago	Ball State University
University of Wisconsin Milwaukee	Columbus State University
Northern Kentucky University	University of Colorado, Colorado Springs
Indiana University Northwest (Gary, Indiana)	Colorado State University, Pueblo
IUPUI	Indiana University South Bend
Indiana University - Kokomo	University of Nebraska Kearney
University of Southern Maine	University of Wisconsin Stevens Point
Purdue University Northwest	University of Michigan Flint
University of Cincinnati	University of Minnesota Duluth
	Indiana University–Purdue University Fort Wayne Purdue University Fort Wayne

In selecting this list of universities, we looked not only to peer institutions but at a wide range of other universities that might be regarded as aspirational or exemplary models.

The focus of the research was to determine the DEI framework at other campuses, including the rank of the position (e.g., chief diversity officer, assistant/associate vice chancellor, director, etc.); the placement of the position in the administrative hierarchy (e.g., a standalone administrative unit, within an existing administrative unit, etc.); the relationship of the position to existing units (e.g., existing units should be realigned to fall under the DEI leadership position); the desired qualifications and experiences for the position or job tasks for the position; and other information that was deemed appropriate to share with the committee.

The committee further determined that buy-in from across campus for DEI efforts will be key. It will be highly valuable to ensure the person in the role works collaboratively with Academic Affairs and faculty to facilitate curriculum and instructional transformation that advances diversity and inclusion. A Faculty Fellows Model, such as the one at Washington University in St. Louis, where DEI fellows are appointed in each college/school, could be implemented. Similarly, high standards for all units, divisions, and departments should be upheld.

Common Terminology

The committee uses the following common understanding of the use of terminology to emphasize the authority of the DEI office at Purdue Fort Wayne. These terms will be essential to a shared understanding of what DEI authority and accountability means at Purdue Fort Wayne:

- 1) Diversity is having a seat at the table. The conditions of being different. An instant or a point of difference.
- 2) Equity is using your influence to ensure fair access for individuals without regards to EEO characteristics.
- 3) Inclusion is having a voice.

It was the committee's determination that the DEI position should include **belonging** and **affinity** due to the necessity of promoting a **multicultural** campus that would be relational, collaborative, and community focused.

- 4) Belonging is having that voice be heard.
- 5) Affinity is having a visible place, physical and representative, where you are welcomed to associate, learn, and grow with others who unite on a similar social and cultural context.
- 6) Multiculturalism encompasses and promotes an appreciation and respect for all cultural diversity present on campus (e.g., African American, Native American, Latino, Asian Pacific Americans, LGBTQ, women, and people with disabilities), as well as representing those cultural and faith traditions in a variety of social contexts such as education, language, experiences, policy, and retention.

Recommendation #1: Position Title and Rank

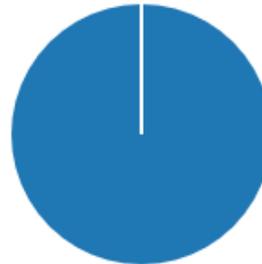
- a. We recommend creating a cabinet-level position of a Chief Diversity Officer on par with the rank of vice chancellor. It is the committee's view that the title, which was varied among the benchmarked universities, must give more flexibility and ability for the leader to work across the university functionally, strategically, and operationally.
- b. There should be a national search utilizing an executive search firm or the option to promote from within the university.

The chart below reflects the results of an informal poll of committee members regarding the position's inclusion in the Cabinet.

Cabinet is comprised of the Chancellor and Vice Chancellors. Should the DEI position be a cabinet position?

[More Details](#)

● Yes	9
● No	0
● Other	0

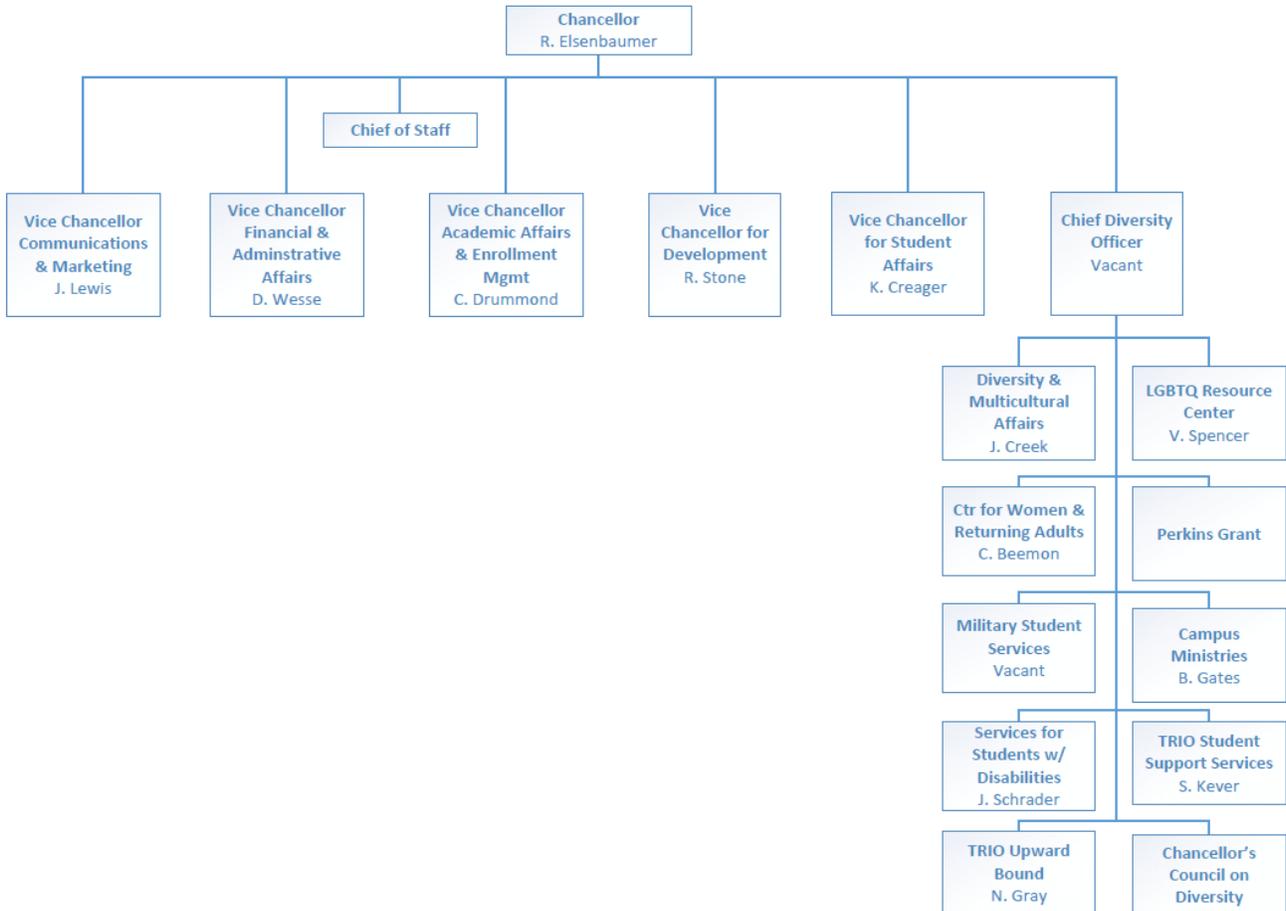


Recommendation #2: The placement of the position in the administrative hierarchy (e.g., a standalone administrative unit, within an existing administrative unit, etc.)

- a. We recommend the creation of an Office of Diversity, Equity, and Inclusion as a standalone unit under the leadership of the Chief Diversity Officer. The authority of the senior DEI leadership position must have real authority comparable to other vice-chancellor positions while also being able to influence and shape DEI accountability with other members of the Cabinet.
- b. The office of the Chief Diversity Officer should be located in the suite of offices where the Chancellor and other vice chancellors are currently located.
- c. Financial resources for the DEI office, CDO, and programs that report to DEI should be primarily and sustainably funded from university resources. The current practice of supporting DEI efforts primarily through grants is not sustainable and does not reflect a true university commitment to DEI.

Recommendation #3: The relationship of the position to existing units (e.g., existing units should be realigned to fall under the DEI leadership position)

a. We recommend the following organizational structure for the DEI unit:



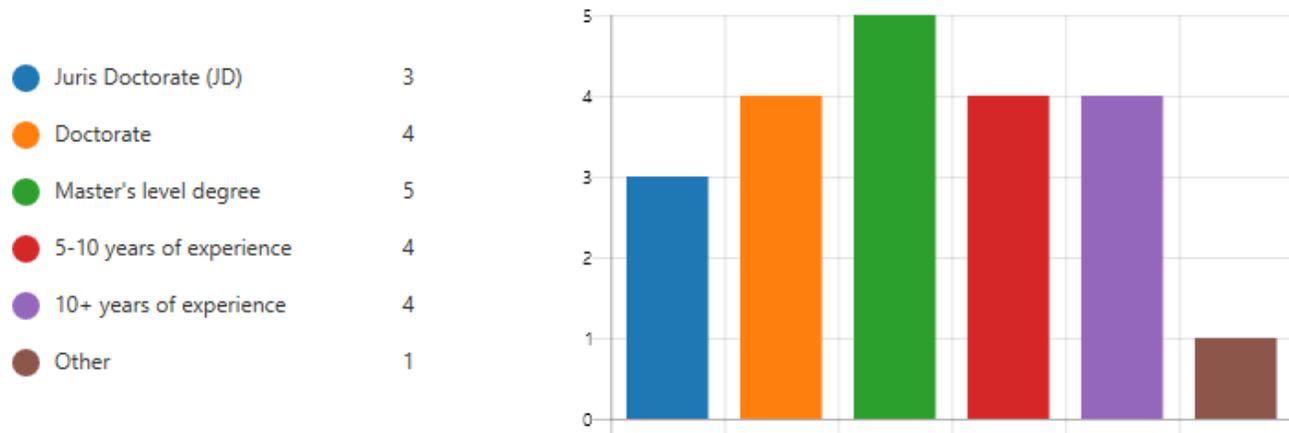
- b. In addition to this formal organizational structure, we recommend that DEI become a hub for connecting several units instrumental in supporting and advancing DEI efforts across the university. For example, academic degree programs like Women’s Studies, LGBT certificate program, International Studies, and others could have strong collaborative relationships with DEI.
- c. The strategic alignment between the Chief Diversity Officer and the Chancellor will be essential to the success of the unit and the decisions made around DEI. Similarly, our research has shown that all members of the Cabinet must own and be champions of DEI efforts.
- d. Future centers or organizations should be developed.

Recommendation #4: Desired qualifications and experience for the position

The chart below reflects the results of an informal poll of committee members regarding the qualifications and experience desired for the position.

Desired academic qualifications and experience for the position? Select two (one academic degree and one years of experience)

[More Details](#)



Position Description

Job Family Structure: Executive

Internal Job Title: Chief Diversity Officer

Career Stream: Executive

External Job Title: Chief Diversity Officer

Reporting Relationship: Chancellor

Position Summary:

Reporting to the Chancellor, the Chief Diversity Officer is responsible for overall DEI strategy and has a major role in the conception, development, and implementation of Diversity, Equity, and Inclusion strategies with university colleagues, students, alumni, and community partners for Purdue University Fort Wayne. This position will advise the Chancellor and senior leaders on Diversity, Equity, and Inclusion-related matters.

The Chief Diversity Officer will serve as a leader in advancing a campus environment that inclusively exemplifies the unique, welcoming, and diverse synergies of Purdue Fort Wayne's students, faculty, and staff. As a senior member of the Chancellor's Cabinet, the CDO will consult on the development of unit-level diversity plans with senior administrators and campus leaders; will facilitate best practices in fostering an affirming and inclusive campus culture; will advance institutional shared responsibility for achieving the university's strategic goals related to diversity, advocacy for affinity groups, equity, belonging, and inclusion.

Responsibilities:

Strategic Leadership (50%)

- Provides vision, leadership, and counsel on matters of diversity initiatives; strategic planning; training, education, and research; community relations; policy development; campus climate issues; communications; and implementation of high-impact efforts that safeguard diversity, equity, inclusion and mutual respect for all staff, students, and faculty.
- Facilitates and shares best practices for enhancing inclusivity, open exchange, and cultural competency at Purdue University Fort Wayne.
- Serves as a strategic partner to senior administrators and campus leaders to support diversity, equity, and inclusion efforts in their areas, including unit-level diversity plans. The CDO is the point person for senior administrators and campus leadership, raising the visibility of the institution's diversity efforts; clarifying goals and assessing progress; and providing expertise on issues of access, equity, diversity, and inclusion.
- Works collaboratively with Academic Affairs and faculty to facilitate curriculum and instructional transformation that advances diversity and inclusion.
- Works collaboratively with senior administrators and campus leaders to insure the equitable and appropriate distribution of resources in support of goals of diversity, equity, and inclusion.
- Collaborates with Human Resources and Office of Institutional Equity to ensure compliance with university policies, federal affirmative action, and EEO regulations.
- Facilitates and develops professional development and training opportunities to promote diversity awareness and advocacy for the campus community.
- Works closely with standing and ad-hoc system-wide committees, including student committees, hiring committees, Student Government, and Fort Wayne Senate leadership to advance diversity and equity to promote an inclusive climate.
- Works collaboratively with internal and external constituents.
- Works collaboratively across the university to assess, report, and make recommendations on campus climate and diversity metrics.
- Advocates for an organizational culture that is sensitive to a wide range of disciplines, interests, and constituencies represented while maintaining a deep commitment to diversity as part of the university's public mission.
- Works collaboratively with colleagues across campus to achieve representational diversity in recruitment goals in the appropriate regional and national markets, and to contribute to advancing diversity in enrollment management efforts and outreach events accordingly.
- Listens to and gives voice to emergent issues of equity, diversity, and inclusion within the university and local community, and nationally as it affects the university. Serves as the Ombudsperson and/or chief spokesperson on matters of equity, diversity, and inclusion. Serves as the Purdue system liaison on Diversity, Equity, and Inclusion on behalf of Purdue Fort Wayne.

Strategic Planning and Diversity Outcomes (30%)

- Drives the strategic vision for the Office of Diversity, Equity, and Inclusion. Leads staff in developing and implementing strategic priorities. Monitors and reports progress toward strategic goals and objectives.
- Utilizes assessment information to innovate programs and services.
- Builds bold, creative diversity initiatives that demonstrate leadership as an innovator, convener, ambassador, collaborator, partner, and catalyst in mobilizing leaders from various institutional and community sectors around diversity goals.
- Works to impact recruitment and retention of students, faculty, and staff from diverse populations by creating pilot initiatives, building collaborative relationships, helping to adopt national best practices, collecting and analyzing data, and designing new marketing and communication products.
- Partners with the Vice Chancellor of Financial and Administrative Affairs to review institutional efforts regarding supplier diversity.

Supervision (20%)

- Oversees and provides leadership for the Office of Diversity, Equity, and Inclusion, TRIO Programs, Center for Women and Returning Adults, LGBTQ Resource Center, Military Student Services, Chancellor's Diversity Council, Campus Ministry, and Services for Students with Disabilities.
- Supervises staff members and is responsible for making hiring and promotion decisions/recommendations, pay adjustments, and terminations.

Education and Experience:

- A master's degree or higher.
- Ten years of progressive leadership experience designing, implementing, and sustaining diversity, equity, and inclusion initiatives in a complex organization. Experience in higher education is a plus.
- Proven leadership, scholarly achievements, and aptitude for understanding and addressing affirmative action, equal opportunity regulations, and current theories of diversity, equity, and inclusion.
- Excellent communication and interpersonal skills to include written, oral, listening, and presentation, and a demonstrated ability to communicate effectively in a diverse environment.
- Demonstrated ability to work effectively as a valued colleague, strong emotional intelligence and interpersonal skills, including the ability to influence all levels of the institution with charisma, mentorship and collaborative acumen that command the respect and involvement of colleagues and community members to improve climate and outcomes.
- Demonstrated aptitude with infusing diversity, equity, and inclusion practices, particularly adept at collaborating with others who have varying perceptions of diversity, equity, and inclusion with sensitivity to multicultural variances.
- Demonstrated ability to facilitate partnerships with and between campus and community constituencies and prior leadership in developing relationships as a leader or member of a team, task force, or committee, expand networks, and build consensus.
- Demonstrated ability to use discretion and good judgment in handling confidential information.

- Awareness of national and regional trends in higher education around diversity, equity, and inclusion.
- Proven leadership in change management, strategic planning, fiscal, development and/or grant management, and program sustainability.
- A strong work ethic, with a results-oriented philosophy and personal qualities of trustworthiness, openness, accessibility, kindness, flexibility, and a sense of humor.
- Demonstrated experience in delivery of high-quality DEI initiatives that achieved targeted goals.

Other Deliberations

As part of our deliberations and research, we call attention to the inherent void caused by not appointing a DEI leader for an extended period of time, which has had negative repercussions to students, staff, faculty, and the greater campus community. The committee is confident that the implementation of the recommendations is imperative to restoring trust and commitment to DEI at the university. Among other issues considered were:

- a. Discussions regarding diversity have been ongoing since at least 2015. In working through the transition of Dr. George McClellan, a discussion was held to determine who to place in charge of Student Affairs. If there was a split, then a Chief Diversity Officer was to be named; however, that position was never actualized. A Chief Diversity Officer job description was created and presented to the sitting vice chancellors and all but one individual agreed; hence the job was stopped.
- b. Then there were discussions in 2016–2017 about having a vice chancellor position which eventually transitioned to significant discussion regarding the need to focus on enrollment versus diversity. A second proposal was requested by Chancellor Carwein resulting in the creation of a job description for a Chief Diversity Officer and Associate Vice Chancellor for Admissions; however, the decision was deferred, and the position was not created due to the fear of overextension covering both admissions and diversity.
- c. The decision to not name an interim leader for diversity institutionally resulted in the perception in the greater community that diversity was not valued or that institutional commitment was lacking.

Recommendation #5: Recognition of DEI contributions

There are individuals on campus who have been and continue to champion DEI efforts; however, it appears the same individuals are repeatedly tasked with an unfair burden of DEI efforts. It is important that these individuals are acknowledged and that a recognition program be put in place moving forward for individuals who continue these efforts.

Respectfully submitted,
DEI Team Members