

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

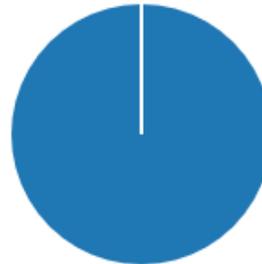
- a. We recommend creating a cabinet-level position of a Chief Diversity Officer on par with the rank of vice chancellor. It is the committee's view that the title, which was varied among the benchmarked universities, must give more flexibility and ability for the leader to work across the university 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

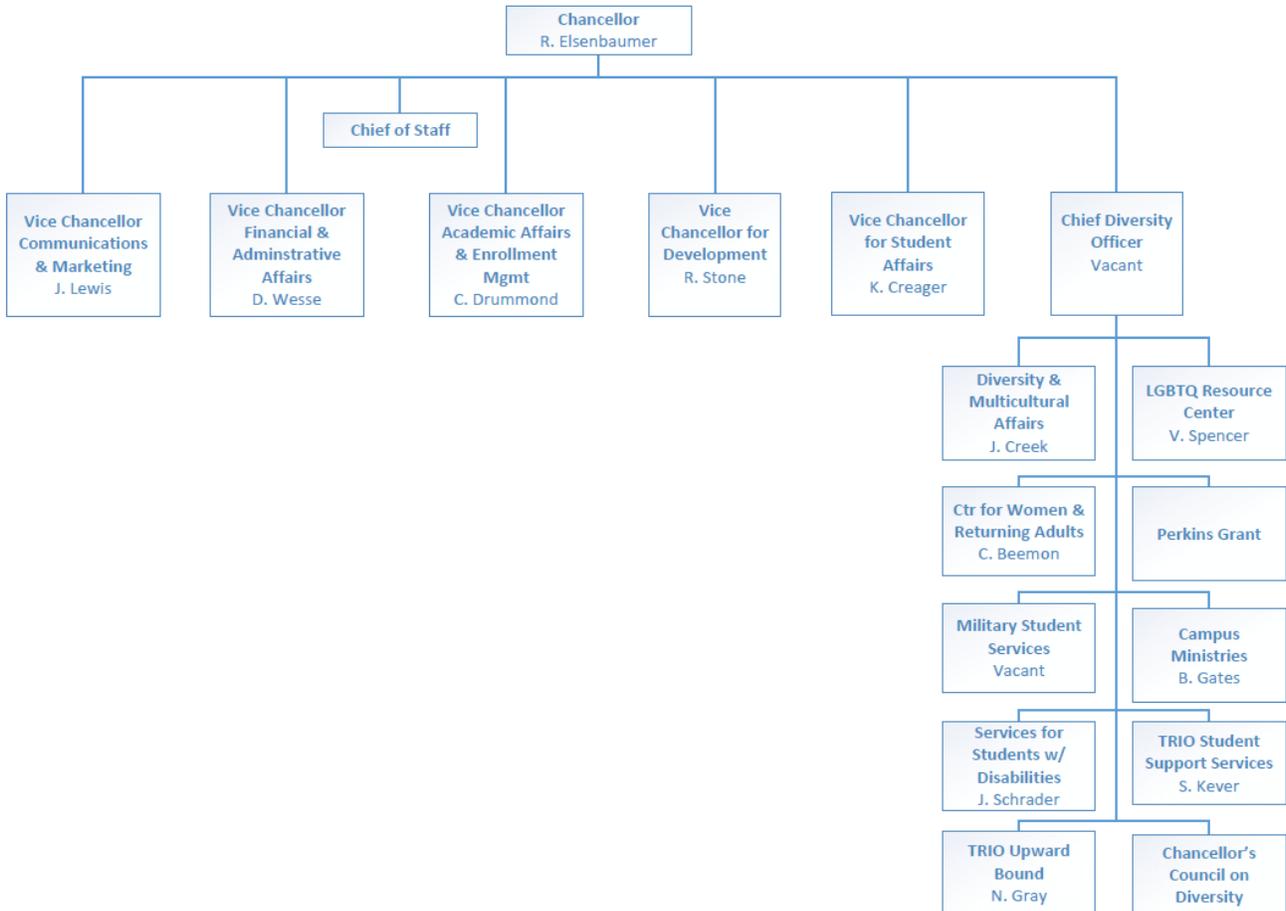


Recommendation #2: The placement of the position in the administrative hierarchy (e.g., a standalone administrative unit, within an existing administrative unit, etc.)

- 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:



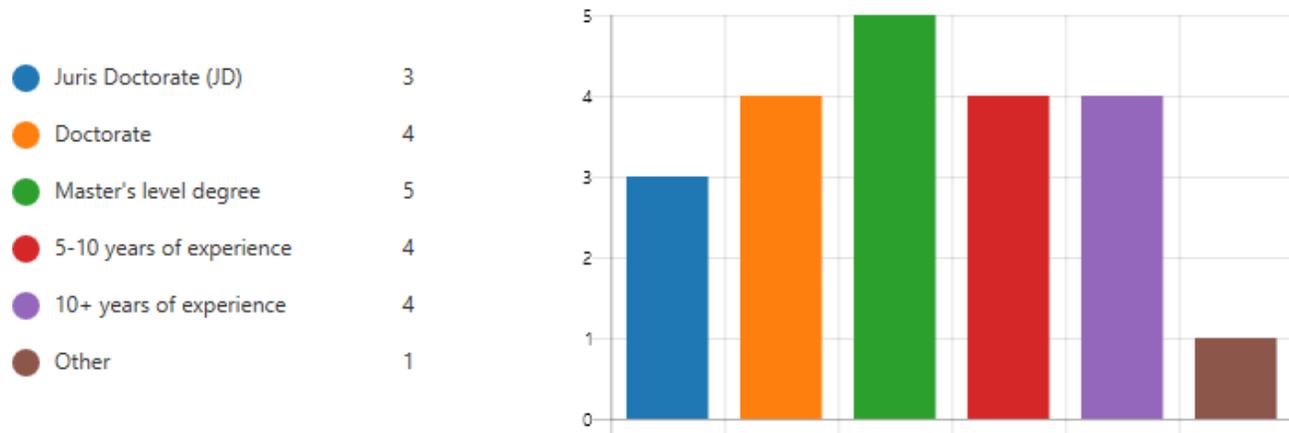
- b. In addition to this formal organizational structure, we recommend that DEI become a hub for connecting several units instrumental in supporting and advancing DEI efforts across the university. For example, academic degree programs like Women’s Studies, LGBT certificate program, International Studies, 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