

# Working Draft – Proposed Structure, Budget and Implementation Plan for the Office of Diversity & Inclusion

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Current as of: 17 June 2010

## ***Background***

The goals and challenges of institutionalizing diversity and inclusion as core components of the educational process have been a leading theme of our campus conversations and policy-making dialogues in recent years. Both in terms of affirming the value that our campus places on “the richness and interplay of differences” and “the inclusiveness of diversity,” and also in terms of our mission to help our students “prepare to be responsible members of diverse societies,” **the goals of diversity and inclusion feature prominently in our campus vision, mission statement, and strategic plan.**

Beginning with the publication of our campus’ first Diversity Action Plan and the subsequent formation of the Diversity Plan Action Council in 2005, and continuing with the decision to structure a key part of our WASC re-accreditation process around the theme of “inclusive excellence,” diversity and inclusion have been at the core of the university’s current efforts towards institutional transformation. Most recently, the report “Dissecting Diversity at HSU” launched the beginning of an annual reporting process on key indicators of campus diversity. While the implementation of such a reporting process is itself a step towards the broad goals articulated above, the findings of this report (as well as the final WASC recommendations for our campus) make clear that, as a campus, we still have much more to achieve. In fact, **the need for a coordinated university-wide approach to addressing these issues is clear not only in WASC’s recommendations to our campus, but also in the recommendations issued by the Cabinet for Institutional Change (CIC) and in the system-wide mandates of the Graduation Rate Improvement initiative.**

**In looking at other universities’ strategies and models for implementing cross-institutional change relative to the goals of diversity and inclusion, a key element of all successful efforts is a strong and well-supported office charged with leading the university’s efforts of institutional transformation in this area.** While HSU does have a small office charged with addressing these issues – the Office of Diversity and Inclusion – this office has to date been based upon temporary funding and inadequate part-time staffing resources that severely limit its ability to fulfill this broad mission. In fact, one of the primary goals of this office when it was first created was to develop a proposal for how this office ought best be structured in the long term.<sup>1</sup> While these proposals were developed some years ago, we are long overdue in implementing the proposed changes, in budgeting for a permanently staffed office, and in allocating sufficient resources for this office to fulfill the many functions that we so urgently require of it. Especially in the midst of extreme budget crisis, the need to strategically focus our budget allocations on key campus priorities such as this has only become more acute.

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<sup>1</sup> This office was first formed in 2006, after the formerly existing Office of Diversity and Compliance was split in half. At this time, this former office lost its MPP director, the compliance function moved to Human Resources, and the resultant Office of Diversity was formed as a temporary measure.

### ***Current Structure***

Currently, the Office of Diversity and Inclusion's temporary staff (as well as much of its Operating Expense budget) are funded out of the budget allocation for the former director of the no-longer-existing Office of Diversity and Compliance. The total budget of this position line funding = \$108,838. The Office also has a minimal OE budget of \$2,758 for the 2009/10 fiscal year. The Office has also received a one-time budget augmentation of \$36,000 for the 2010/11 fiscal year.

The office is currently staffed by a Faculty Director with release time of 5-7 units per semester, an Associate Director hired on a temporary basis with a 0.8 time-base, and a (temporary) Administrative Support Assistant that it splits (.5/.5) with the Office of Institutional Research. This latter ASA II position has been funded entirely out of roll-over funds (although the one-time funding issued for 2010/2011 will allow this position to continue into next year).

### ***Proposed Structure & Staffing Requirements – the rationale***

The following section lays out the details of this proposal in terms of a proposed staffing structure for the office, estimated budget allocation required, and timeline for implementation. **This model highlights the need for the Office of Diversity and Inclusion to have a voice in key decision-making bodies on campus in order to achieve the broad goals outlined above, and thus proposes the hiring of an Associate Vice President who would be able to bring the perspectives of diversity and inclusion into the policy-making deliberations of these key campus governance bodies.** This administrator would be expected to take the lead in and be ultimately accountable for overseeing the implementation of the diversity-related recommendations of WASC, CIC, and the Graduation Rate Improvement plan.

While there exists a range of models at universities across the country designed to achieve these goals – most of which can be characterized as having either “vertical”<sup>2</sup> or “lateral/collaborative”<sup>3</sup> structures – **the model proposed here is intentionally structured according to the “lateral/collaborative” model. We see this as the optimum model for facilitating dialogue and meaningful change across campus divisions and units.** We also feel this would be the most compatible model with an HSU culture that emphasizes the goals of shared governance and community ownership. Toward these ends, the proposed model includes provisions for part-time faculty liaisons from each College, again due to the clear need to facilitate cross-fertilization between and amongst faculty, staff and administrators. In addition, while this model does not propose re-structuring reporting lines for existing “diversity” units on campus (such as the MCC, INRSEP/ITEPP, etc), it does propose that this re-structured office play an important role in *actively coordinating and facilitating collaboration amongst* the many diversity efforts that are embedded in units and divisions across the university.

This proposal recommends that we continue to house the Office of Diversity and Inclusion within Academic Affairs, reporting to the Provost. Reporting lines for such offices vary across universities – many universities

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<sup>2</sup> “Vertical” models are generally characterized by a VP, Chief Diversity Officer (CDO) or other high-level administrator fulfilling all of the functions described here, but also having oversight over other units such as, in the HSU case, the MultiCultural Center, ITEPP/INRSEP, Women’s Resource Center, International Programs, and other related programs.

<sup>3</sup> “Lateral/collaborative” models generally consist of smaller and more focused models that emphasize action through partnership and collaboration with other key units.

house related functions directly under the President's Office, and many locate this capacity under Student Affairs. Our recommendation of a reporting line to the Provost is, however, consistent with standard practice at universities of similar size and with offices charged with similar functions as those contained within this proposal. In making such a proposal, this model highlights the clear need for us to consider diversity and inclusion not just as topics unto themselves, but as core elements in *every part of the educational process* that takes place on this campus.

**In sum, this model proposes that the Office be staffed by the following positions:**

- Associate Vice President (full-time, MPP IV, permanent position)
- Associate Director (full-time, AA/S II-III, permanent position)
- Three Faculty Liaisons (1 from each College) 3 units release time each (.6 total backfill)
- Administrative Support Coordinator (full-time, ASC I, permanent position)

***Budget Allocation Required for Proposed Structure***

- Estimated salary and benefits for the above three full-time staff + three part-time faculty liaisons = \$368K<sup>4</sup>
  - Operating Expenses/Contract Services<sup>5</sup> = \$35K
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**TOTAL BUDGET ALLOCATION PROPOSED** = \$403K (this total = approximately \$294K in addition to current budget allocation)

***Proposed Implementation plan***

Fall 2010

- Maintain present structure
- Initiate a search for an AVP to begin Fall 2011

Fall 2011

- AVP comes on board
- Hire a permanent/make permanent the Associate Director position
- Hire a full-time/make permanent administrative support position

Spring 2012

- Full proposed structure in place

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<sup>4</sup> Calculation based on the following salary and benefit calculations: MPP IV - 144K + 43K = \$187K; AA/S II-IV - 70K + 21K = \$91K; ASC I - \$39K + \$12K = \$51K; Faculty backfill: \$39K

<sup>5</sup> Includes basic operating expenses, travel, printing of annual reports, as well as the hiring of consultants and speakers and other programming-related expenses.

Associate Vice President (full-time, MPP IV, permanent position)

- Responsible for **overseeing implementation of and compliance with all campus initiatives related to diversity and inclusion**, including WASC recommendations; recommendations of the Cabinet for Institutional Change; and the mandates of the Graduation Rate Improvement plan. Responsible for developing and implementing policies to achieve these campus-wide goals, through collaboration with relevant campus units and departments, and for producing measurable results relative to issues such as, but not limited to:
  - Student success
  - Faculty diversity
  - Campus climate
- Charged with **ensuring that all campus policy is consistent with campus goals for diversity and inclusion**; sits on exec council and other key campus governance bodies & committees.
- Responsible for **strategic planning relative to ongoing institutionalization of diversity** on campus; in consultation with all relevant campus bodies, oversees renewal and updating of Diversity Action Plan.
- In cooperation with Academic Affairs, Institutional Research and Planning, and other relevant units, **integrates benchmarks for diversity and inclusion at the departmental level into the program review process**; oversees accountability for implementation of these benchmarks.
- **Spearheads grant-writing and fundraising** for initiatives to support and enhance HSU's diversity and inclusion goals; oversees implementation and direction of grants received.
- **Represents the campus externally in the community** on diversity and inclusion issues – forging community partnerships and developing community conversations to support goals of inclusive excellence, student success, and campus diversity.
- Develops, implements and oversees a **structure for effective coordination and collaboration of the many diversity-related efforts and activities embedded in units and divisions across the university**, in order to optimally support student success.
- Supports efforts of Academic Personnel Services and Human Resources relative to diversity in faculty and staff recruitment and retention; in consultation with APS and HR, **oversees implementation of strategies for faculty and staff diversity**.
- Advise and liaise with Admissions, Student Affairs and Academic Affairs relative to student recruitment and retention initiatives; in consultation with Admissions and Enrollment Management, **develop and oversee systems and strategies to enhance and support diversity in student recruitment and retention**, in order to meet campus goals for diversity and inclusion.
- Working with other key units, **oversees diversity-related educational programming for the campus community** – faculty, staff and students; supports professional development activities for faculty and staff relative to diversity issues.
- Works with academic departments, Deans, university administration and ICC to **integrate diverse perspectives into and across the curriculum**.
- Develops and **oversees campus-wide system for responding to bias incidents/crimes on campus**; oversees implementation of campus-wide system for reporting and addressing incidents of bias and/or discrimination on campus.

Associate Director (full-time, AA/S II-III, permanent position)

- Supports the Associate Vice President in all of the functions outlined above
- Develops and implements ongoing structure **for tracking, monitoring, and reporting to campus on diversity-related data and indicators**; develops research strategies – i.e. Diversity Focus groups, survey instruments, and others – to enhance our ability to effectively address issues of diversity and inclusion at HSU; works with Institutional Research and other key units on data gathering and analysis; reports annually to campus; works with different campus constituencies and units to understand and address the concerns highlighted in this reporting process.
- Collaborates with other relevant units to develop and produce **training and professional development initiatives on campus relative to diversity** (students, staff, and faculty); works with HR and APS to support initiatives for promoting diversity and equity in faculty and staff recruitment and retention; works with CELT on annual Institute for Diversity in Learning and Teaching and other professional development offerings.
- Coordinates campus grants for students, staff and faculty that are dedicated to supporting diversity programming, research, and curriculum development, including chairing **Diversity Program Funding Committee** and **Faculty Diversity Development Award Committee**.
- Coordinates **campus community-building activities related to diversity**; develops and implements forums for ongoing discussion and consideration of diversity issues – i.e. regular roundtable discussions for faculty, staff and students around diversity issues, book club discussions on diversity-related themes, etc.
- **Develops informational and professional development resources** to support students, staff and faculty in their work.

Three Faculty Liaisons (1 from each College) 3 units release time each (.6 total backfill)

- Faculty appointed for rotating assignments (2-year term)
- **Each faculty liaisons to focus on one university-wide project or initiative**, provisionally described as:
  - Faculty liaison for Anti-Bias Response and Education
  - Faculty liaison for Faculty Diversity (Recruitment & Outreach)
  - Faculty liaison for Student Success
- In addition to the functions described above, faculty liaisons will:
  - Liaise with their academic departments within their College
  - Advise and work on projects related to faculty development and student support in their College

Administrative Support Coordinator (full-time, ASC I, permanent position)

- See current job description for new hire