

Scope of Work/Issues

This document will outline some of the issues that the CDO will address. These should ideally be culled from past documents and reports that exist since most have them have identified a number of areas we need to work on as a campus.

- Institutionalize mission goals
- Centralize activities
 - Reduce Tension
 - Realize Empowerment
 - Produce Requisite Tools
 - o Students
 - o Faculty

The following draft for Scope of work is derived from multiple sources including but not limited to: The Mission Advisory Group Report 2006, What is a Chief Diversity Officer (Williams and Wade-Golden) and the structural committee document submitted at our last meeting.

The subcommittee feels that the Scope of Work document should contain clear objectives and activities for the CDO but we also feel that the document should not be overly prescriptive for the incoming officer. Therefore we present suggested levels of engagement with the college: Visionary, Aspirational, and Operational. Since the college has needed to address specific issues of diversity and campus climate in the past, specific recommendations for activities have been proposed and reside in historical documents. We present many of those suggestions in this text but we want avoid setting limits to the scope of work in terms of targeting some “diverse” groups and not others. For example, the diversity officer’s area of concern may necessarily span broad categories such as:

Race/ Ethnicity, Gender, Age, Sexual Orientation, Disability, Religion, National and Geographic Origin, Language Use, Socio-Economic Status, First Generation, Veteran/Military, Political Ideology.

The subcommittee also feels that there are important steps that should be taken by the college prior to the hiring of a CDO. Those are presented here as well.

Work to be performed before the arrival of CDO on Occidental’s campus:

- Senior leadership must educate and advertise to all constituencies, the officer’s proposed role, charge, and priorities.
- Institutional Administration
 - o must develop/propose/recommend a budget that would realistically support activities described in job description
 - o Must strategize with cabinet to develop plan to promote successful integration of CDO into the structures, life, and mission of the college
 - o must identify resources for the CDO
 - Space
 - Office(s)
 - Meeting rooms
 - o Diversity enhancement working spaces

- Personnel
 - Advisory committee that includes but is not restricted to: faculty and a trustee

Chief Diversity Officer - Scope of Work

As agent of change:

Aspirational:

- To position Occidental as a leader among institutions of higher education in diversity
 - o Fully democratize college's activities
 - o Institutionalize diversity and equity and excellence goals
 - o Develop and lobby for annual budget that supports CDO and Mission activities requisite for sustainable programs
 - Develop comprehensive and targeted fundraising strategies to build and enhance the College's diversity

Visionary:

- Agent of change to move the institutional will of the college
 - o Develop a Strategic plan for Diversity and Equity at Occidental in conjunction with the following constituencies: faculty, students, staff, administrators, trustees, alumni and others.
- Institutionalize Activities:
 - Attend/participate in president's cabinet meetings
 - o Present to the board and/or relevant committees
- Policy contributor/developer to ensure institutional coherence
 - o Develop pedagogical themes that span the disciplines
 - o Develop advising, training, and assessment, for faculty and staff that is sensitive to diversity challenges
 - o Develop incentive and merit-based programs for faculty and staff that further and strengthen the mission
 - o Design reporting tools for annual reports and departmental reviews specifically related to the mission of the college
- CDO development Activities:
 - o Become a member of and attend National Association of Diversity in Higher Education and Liberal Arts Diversity Officer's meeting for programmatic enrichment
 - o Develop proposals for funding of initiatives and programs related to diversity and inclusive excellence

Operational:

As agent for college:

- Extant programs
 - o Internal audit of current and past programs that have diversity capacity

- Goal to align, for fit and sustainability, and collaborative partnerships
- SSAP, TOPS, Diversity hiring Committee members, diversity scorecard
 - program alignment: ICC, MSI, SSAP, Intercultural clubs
 - o Build on the Multicultural Summer Institute (MSI) to strengthen the summer program and expand on it as a model for other curricular innovations.
 - o Embed system that links students to progressive educational opportunities and the resources to support them in that goal.
- Coordinate new campus programming that can be used to enhance the diversity mission of the College. These methods would include, but are not limited to, presentations, workshops, seminars, focus group sessions, difficult dialogues, town hall meetings, conferences, and community outreach.
- Coordinate professional development, training, and education for faculty, staff, student leaders, campus safety, etc
- Work with Emmons to enhance the support and mental health resources for a diverse group of students
- Develop/foster community partnerships to extend reach and visibility into diverse communities
 - o Gear up
 - o TOPS
 - o others
- Develop website surrounding mission and inclusive excellence

As agent for students:

- Campus climate
 - o Develop programs that address specific needs of diverse residential campus
 - Forums for expression of opinions and shared experiences
 - Dialogue designed to dispel myths and dissipate tensions
 - Provide organizational support and resources to student organizations so they may further promote social and political awareness, specifically with respect to issues of class, ethnicity, gender, race, religion, sexuality, and sexual orientation.
- Financial Aid Program Development
 - o Develop targeted fundraising strategies for the recruitment and enrollment of underrepresented students.
- Recruitment and access
 - o Local initiatives collaborative with Office of Admissions, Academic Affairs, and Student Affairs

- Work with the Office of Admission to develop and enhance existing strategies for the recruitment and enrollment of students of color locally and domestically
 - Multicultural Scholars Program
 - Inviting perspective students of color to campus
 - Irvine Scholars Program
 - Work with various offices on campus to develop and enhance existing pre-college programs for high-achieving students of color with limited resources
 - o Targeted recruitment strategies in underrepresented groups
- Retention
 - o Special programs designed to increase persistence
 - CAE, AMP
 - SSAP
 - In conjunction with other offices on campus, develop programs that will help to support and retain first-generation students
 - Will need associated assessment tools to improve and tailor outcomes
 - ARATE
 - Intergroup dialogues
 - Diversity interns in the CDO's office
 - "Privileged information" forums on diversity issues using science-based presentations on local issues in diverse communities
program alignment: ICC, MSI, SSAP, Intercultural clubs

As agent for faculty: See categories above

- Partner with faculty in curriculum development efforts to facilitate inclusive teaching and learning practices
- Coordinate workshops to centered on teaching in diverse classroom settings
- Partner with CODE
- Consortium for strong minority presence
- Assessment tools for hiring and retention of faculty
 - o Assess departmental goals for inclusive excellence
 - Untenured and tenured faculty outreach and support programs
 - Mentoring, planning, publishing, funding
 - o Work with Institutional Research and Assessment to develop a research plan -- utilizing qualitative and quantitative methods - to investigate whether there are local or institutional aspects native to Oxy's culture, procedures or environment that affect the College's ability to recruit and retain underrepresented minority faculty, students, and staff. The research plan will explore how

these factors may have influenced or shaped this group of faculty and their opportunities and experiences at Oxy. Utilize the findings to effect change and advance the development of institutional strategic planning efforts.

- Develop strategies for diversifying the faculty, staff, administrators, and members of the Board of Trustees by either participating in search committees or providing training to offices on how best to recruit and hire candidates.
 - Affirmative action committee
 - TOPS program
 - Improve protocols, and effective application
 - Work with the academic communities to support the promotion and/or tenure and retention of faculty of color.

Agent for staff and administrators:

- Coordinate professional development for staff and administrators
- Coordinate diversity workplace training