

Chief Diversity and Equity Office

Structure by Main Functions of the CDE Office

Provide Vision and Leadership. Serve as thought leader and change agent who brings experience and vision to re-energize the College mission. Catalyze cultural change in academic and student life; integrate equity and diversity into mainline functions of the institution. Draw from history of successes to continually move the work forward. Invigorate and make the work more intentional. Ensure that diversity and equity are at the decision-making table.

- Develop a Strategic Plan for Diversity and Equity at Occidental, including creative re-thinking of structures, initiatives, and processes that will lead to cultural changes at the core of the institution:
 - CDEO works with the President's Office, BSAC, VPs
- Assessment and institutional research and planning. Redevelop the Diversity/Equity Scorecard and/or other mechanisms to communicate the assessments:
 - CDEO works with a staff person in Institutional Research and Assessment dedicated to Diversity and Equity work
- Budget and planning processes:
 - CDEO works with the President's Office, BSAC, VPs

Use Office as position of influence to help everyone at the institution to re-think how their work contributes and how their work benefits by integrating diversity and equity. Provide expertise and innovation to assist departments, offices, leadership in integrating diversity and equity into all aspects of the basic educational functions of the College.

- Professional Development, Training, and Education for Staff, Faculty, Campus Safety, Athletics, Administrators, Board Members, Alumni/ae, Advisory Council, Faculty Council:
 - Collaboration with the CDEO's office: *Title IX, Disability Services*
 - CDEO works with VP Academic Affairs for professional development and training for AC, FC, academic departments
 - CDEO works with HR, Academic Affairs, Student Affairs, Business and Finance, Strategic Initiatives & Marketing, Admission and Financial Aid, Institutional Advancement for professional development and training all units at the College
 - CDEO works with dedicated person in Assessment to redevelop the Equity/Diversity Scorecard Interview Project or similar project that combines assessment with educational impact
- Bring people together from different constituencies, across the "silos"
 - CDEO constitutes a "Multiconstituent Group," consisting of staff, faculty, and students to bring more people to the table around Diversity and Equity
 - CDEO works with an action-oriented Advisory Group, possibly a re-working of the current Diversity Advisory Committee
- Coordinate campus programming around diversity and equity at multiple levels (large and more focused audiences). Reestablish a major speakers series

- CDEO office—collaboration with Intercultural Affairs: ICC, CGE. Also works with Core Program, Academic Affairs, Student Affairs offices
- Centralize work around fair processes and procedures and other anti-discrimination and hate crime work
 - CDEO—collaboration: Title IX
 - CDEO: fields complaints related to Title IX processes and policies
 - CDEO—collaboration: Disability Services
 - CDEO works with: a newly hired ombudsperson, Campus Counsel
 - CDEO—collaboration: Diversity Harassment Retaliation process. Work with Title IX, College Counsel, and administrators in Academic and Student Affairs to respond to complaints made regarding Diversity Harassment and Retaliation
- Develop accountability structures for work contributing to diversity and equity
 - CDEO works with VP for Academic Affairs and AC to build diversity and equity into Program Reviews and individual faculty annual reports to count for tenure and promotion reviews
 - CDEO works with other VPs to build diversity and equity into unit and staff reviews

Develop and implement strategies to reinvigorate curricular planning and development around the College mission. Work on academic programs and student support to meet the needs of the diverse student population and to empower students as they contribute to the mission through their academic and co-curricular efforts.

- Conversations and planning to reinvigorate the curriculum. Develop strategies to establish programs that center on the College mission, such as Africana Studies, Ethnic Studies, Intergroup Dialogue:
 - CDEO works with VP for Academic Affairs, APC, Core Program, each academic department
- Develop specific strategies to increase access and success in STEAM fields (science, technology, engineering, arts and math)
 - CDEO works with VP for Academic Affairs
- Build on the Multicultural Summer Institute (MSI) to strengthen the summer program and expand on it as a model for other curricular innovations
 - CDEO works with Academic and Student Affairs—collaborative relationship with MSI
- Develop specific strategies to increase participation by students of color, especially students from historically underrepresented groups, in high-impact practices, including study abroad, undergraduate research, community-based learning and research
- Provide institutional home and support structure for specific academic and student support programs:
 - In the CDEO's office: SSAP. Collaborative relationship with Intercultural Affairs: ICC, CGE
- Work with other academic and student support programs:
 - CDEO works with AMP, CAE, CTE, URC, CCBL, OCE, Advising Center, Student Success Committee, Student Advocacy & Accountability, CDLR, Keck Language and Culture Studio, National Awards and Fellowships, Pre-Health, Pre-Law, International Programs, Community Literacy Center, Career Development Center, Office of Student Life, ORSL, Residential

Education and Housing Services, Greek Life, NPP, ASOC, Emmons, Library,

- Support programs specifically for first generation students
 - CDEO works with Academic and Student Affairs offices
 - CDEO collaborative with Intercultural Affairs: ICC, CGE
- Reestablish the Multicultural Residence Hall (Pauley Hall) as an important space of diversity and equity
 - CDEO works with Residential Education and Housing Services
- Develop strategies through which students can gain academic credit for the work they do to sustain the College mission.
 - CDEO works with Academic Affairs: APC and VP for Academic Affairs Office

Bring together human and material resources for the work. Work with units to develop strategies for diversifying faculty, staff, administrators, members of the Board of Trustees in alignment with affirmative action goals. Connect this work to planning processes for the institution. Ensure that each new hire aligns with the College mission

- Hiring: work with all searches, train search committees:
 - In the CDEO's office: Affirmative Action, EEO. Determine structures needed to become an affirmative action institution; work with HR to plan for these structures
 - CDEO works with: HR, VP Academic Affairs (faculty searches, TOP)
- Faculty hiring: redevelop Oxy's participation in the Consortium for Faculty Diversity in Liberal Arts Colleges. Collaboration with this program
 - CDEO works with the VP for Academic Affairs
- Develop funding strategies for professional development in all areas of the College on diversity and equity
 - CDEO works with all VPs to build funding into budgets for professional development in these areas
- Mental health resources for diverse students (students of color, queer students, etc.), staff, and faculty
 - CDEO works with Emmons
 - CDEO works with VP for Academic Affairs and HR on policies and possible resources to assist staff and faculty on mental health issues
- Budget and planning processes (*see above*)

Develop comprehensive and targeted fundraising strategies to re-center efforts that support the College mission

- Fundraising strategies to build the College mission (comprehensive campaign)
 - CDEO works with staff person in Institutional Advancement dedicated to Diversity and Equity work, President's Office
- Fundraising strategies that focus on re-connecting alumni/ae of color to the College; develop stronger connections between alumni/ae and current students
 - CDEO works with: Alumni/ae Relations
- Fundraising for specific initiatives
 - CDEO works with staff person in Institutional Advancement dedicated to Diversity and Equity work

Help to provide innovative thinking with Admissions and other offices to re-center recruitment and admissions in relation to the College mission; connect these efforts to retention efforts. Develop ways to shift cultures around admission for creative new approaches to increasing enrollment of underrepresented students, first-generation students, and low-income students.

- Help to develop strategies to diversify the student body, with particular attention to historically underrepresented groups, such as reinvigorating admissions efforts in specific Los Angeles schools
 - CDEO works with Office of Admissions and Financial Aid
- Develop creative strategies and relationships and look at models from external projects, institutions, and programs for addressing issues of access such as USC's Neighborhood Initiative Program and Heart of LA.
 - CDEO works with Office of Admissions and Financial Aid
- Develop a cohort-based program based on models such as the Posse Foundation, the Irvine Scholars Program, and an extended MSI
 - In the CDEO's office: cohort-based program, working with Academic and Student Affairs, Admissions/Fin Aid
- Work with U.S. Department of Education defined Postsecondary Institutions Enrolling Populations with Significant Percentages of Minority Students (e.g., HBCUs, HSIs, Tribal Colleges)
 - In the CDEO office
- Work with appropriate offices on advising structures that will support all students, with particular strategies for underrepresented and first-generation students
 - CDEO works with Advising Center, Academic and Student Affairs
- Develop creative financial aid strategies to address needs of underrepresented, first-generation, and low-income students, including emergency funds and funds for extenuating circumstances
 - CDEO works with Financial Aid Office, Academic and Student Affairs
- Develop strategies to build closer relationships between Gear Up, Neighborhood Partnership Program, and Admissions so that the two programs could become feeders for Occidental
 - CDEO works with Gear Up, NPP, Admissions, Financial Aid, Academic and Student Affairs

Establish relationships and networks that will connect the College to other resources

- Foster relationships with other chief diversity offices, especially those in the Liberal Arts Diversity Officers (LADO) organization, with the goal of Oxy becoming an institutional member of that organization
 - In the CDEO office
- Foster relationships through other networks, conferences, meetings, and programs
 - In the CDEO office

Communicate with the campus and external communities about work around the mission. Develop messaging to generate excitement around the mission

- CDEO helps to develop materials, narratives, templates, and strategies to present Occidental's mission
 - CDEO office works with Communications

Chief Diversity and Equity Office (CDEO), led by the Chief Diversity Officer (CDO)

Occidental
College

Note: all of the below are in addition to a full-time administrative staff person

Main Functions	CDEO	Other offices working w/CDEO
Provide Vision and Leadership:		
Culture Change		
Develop Institutional Diversity and Equity Strategic Plan	CDEO	President's Office, BSAC, VPs
Campus-wide Assessment on Diversity and Equity	CDEO	Inst. Research/Assessment dedicated DE staff
Unit Assessments on Div and Equity (work w/each unit)	CDEO	Inst. Research/Assessment dedicated DE staff
Div/Equity Scorecard		
Budget and Planning processes	CDEO	President's Office, BSAC, VPs
Provide Expertise and Innovation to Assist all Departments, Offices, Leadership to Integrate Diversity and Equity into all basic functions		
Professional Dev, Training, Education for diversity, equity	CDEO	HR, all VP Units
Staff	CDEO	HR
Faculty (including departments)	CDEO	VP Academic Affairs
Campus Safety	CDEO	
Athletics	CDEO	
Administrators	CDEO	
Board Members	CDEO	
Advisory Council	CDEO	VP Academic Affairs
Faculty Council	CDEO	VP Academic Affairs
Alumni/ae	CDEO	Alumni Affairs

Training, education for Title IX	CDEO	Title IX- collaboration with CDEO
Fields complaints about Title IX	CDEO	
Training, education around disability issues (ADA)	CDEO	Disability Services- collaboration with CDEO
Equity/Div Scorecard Interview or other project	CDEO	Assessment dedicated div/equity person
Bring together people across the "silos" around diversity/equity		
Develop Multi-constituent Group-More to the table	CDEO	
Work with Action-Oriented Advisory Group	CDEO	
Coordinate programming around div/equity	CDEO	Intercultural Affairs, Core Program, Academic Affairs, Student Affairs Offices
Develop programming	CDEO	Intercultural Affairs: ICC, CGE collaboration with CDEO office
Reestablish major speakers series	CDEO	Core Program
Fair processes and procedures: anti-discrimination, anti-hate crime	CDEO	Title IX, Disability Services collaboration with CDEO, Student Affairs, Ombudsperson, Campus Counsel
Responds to harassment/hate/retaliation complaints		Diversity, Harassment, and Retaliation-- collaboration with CDEO
Accountability structures: Program Reviews, T/P, staff reviews	CDEO	VP Academic Affairs, AC, all other VPs

Curricular Planning around the College Mission. Academic and Student Support Programs: Meet needs of diverse students

Curricular planning	CDEO	VP Academic Affairs, APC, Core Program, all academic depts.
Develop new, support ongoing:		
Africana Studies, Ethnic Studies, Intergroup Dialogue	CDEO	VP Academic Affairs, APC, academic departments

Strategies to increase access in STEAM fields	CDEO	VP Academic Affairs
Build on MSI; strengthen summer program, expand as model for curriculum innovations	CDEO	Academic and Student Affairs
Institutional home/support for academic and student support programs	SSAP	Intercultural Affairs: ICC, CGE collaboration with CDEO
Work with other academic and student support programs	CDEO	AMP, CAE, CTE, URC, OCE, Advising Center, CCBL Student Success Committee, CDLR, Pre-Health, Pre-Law, National Awards, IPO, CLC, CDC, OSL, ORSL, NPP, ASOC, Emmons, Library, Keck Studio Res Ed, Greek Life, Stu Advocacy/Accountability
First generation student support	CDEO	ICC, CGE collaboration with CDEO Student Affairs offices
Reestablish Multicultural Residence Hall for Div/Equity	CDEO	Res Ed and Housing Services
Strategies for student academic credit for work for mission	CDEO	Academic Affairs: VP for Academic Affairs Office, APC

Bring Together Human and Material Resources; Diversify all Constituencies; Connect to Institutional Planning; Each new hire aligns with Mission

Hiring: all searches, train search committees	CDEO: affirmative action, EEO	HR, VP Academic Affairs (faculty searches, TOP)
Consortium for Faculty Div in Liberal Arts	CDEO	VP Academic Affairs
Mental health resources for diverse students	CDEO	Emmons
Policies, resources on mental health for staff, faculty	CDEO	VP Academic Affairs, HR
Budget and planning processes	CDEO	President's Office, BSAC, VPs

Comprehensive and Targeted Fundraising: Re-center efforts that support the College Mission

Fundraising to build College Mission (comprehensive campaign)	CDEO	Dedicated Diversity/Equity staff in Institutional Advance. Pres. Office
Fundraising to re-connect Alumni/ae of color	CDEO	Alumni/ae Relations
Reconnect Alumni/ae of color to students	CDEO	Alumni/ae Relations
Fundraising for specific initiatives	CDEO	Dedicated Diversity/Equity staff in Institutional Advance., Pres. Office

Innovative Thinking/Programs with Admissions: Re-center recruitment and admissions in relation to College Mission

Strategies to diversify student body: underrepresented, LA focus	CDEO	Admissions and Financial Aid
Strategies, relationships: other models for access such as USC Neighborhood Initiative, Heart of LA	CDEO	Admissions and Financial Aid
Work with HBCUs, HSIs, Tribal Colleges	CDEO	Admissions and Financial Aid
Develop cohort-based program: Posse, Irvine Scholars, extended MSI as models	CDEO	Academic and Student Affairs, Admissions/Fin Aid
Advising structures, attention to underrepresented, 1st gen	CDEO	Advising Center, Academic and Student Affairs
Fin Aid strategies for underrepresented, 1st gen, including emergency	CDEO	Financial Aid, Academic and Student Affairs
Build relationships with NPP, Gear Up as feeders	CDEO	Gear Up, NPP, Admissions, Fin Aid, Academic and Student Affairs

Relationships and Networks to Connect the College to other Diversity/Equity Resources

Other CDO offices, especially in the Liberal Arts	CDEO
Become LADO member	CDEO
Other networks, conferences, meetings, programs	CDEO

**Communications with Campus and External Communities on Work
around the College Mission: Messaging**

Develop materials, narratives,
templates, strategies

CDEO

Communications,
all offices