ACTING CHANCELLOR MARSHA CHANDLER
0005
SUBJECT: Diversity Council Recommendations

Last summer, former Chancellor Dynes asked the Diversity Council, to review the final report of the Diversity Ad Hoc Planning Committee. Specifically, he requested that the Council consider the feasibility of the recommendations made by the Ad Hoc Committee.

In way of a brief review, in July, 2000, the Diversity Council asked the Chancellor to appoint a Diversity Ad Hoc Planning Committee, the charge to which was to plan a campus wide “diversity week” for all segments of the UCSD community. To this end, the Planning Committee hosted a series of roundtable discussions in the fall of 2002, involving students, staff, faculty, alumni, and members of the San Diego community. These gatherings were the forerunners of a climactic Community Diversity Summit held in February, 2003. The centerpiece of that event was a series of presentations by a team of diversity specialists from UCLA headed by Professor Walter Allen. That week of intense and deep discussion embodied much of what appears in the Ad Hoc Committee’s final report and their specific recommendations, most of which had also been made by our predecessor Council members.

The Diversity Council has read, discussed and reflected on the recommendations in the final report, the majority of which were readily endorsed and encouraged. Emerging as the most serious and momentous of the recommendations, however, was the matter of a Chief Diversity Officer, and the Diversity Council has been considering this proposal and its ramifications for the last several months. After reviewing and discussing material from a variety of sources, the Council has now formulated its recommendations.
In this regard, we understand the reasoning that led to past chancellors assuming the role of Chief Diversity Officer themselves. Although we are grateful for their commitment, current circumstances argue for a different arrangement, as detailed in the accompanying attachment. Naturally, we are ready to meet with you at your convenience if you desire more details.

Sincerely,

[Signature]

Russell Doolittle
Chair
Diversity Council
Attachment

Recommendations to the Acting Chancellor from the Diversity Council

1. An Associate Chancellor should be appointed whose principal role is to lead and coordinate in the area of campus-wide diversity. The person, who would report directly to the Chancellor, should be a tenured faculty member, and for reasons of keeping in touch with the University’s intellectual mission, the person should maintain some classroom responsibilities. The position will need appropriate resources, including staff, to insure its effectiveness.

2. An Associate Vice Chancellor should be appointed who would assist the Vice Chancellor for Academic Affairs particularly in the area of faculty diversity. This would be a senior faculty appointment, the position rotating periodically.

The justification for the first of these appointments resides in the following sentiments.

(a) There is a stark under-representation of African Americans, Native Americans and Chicano/Latinos among the faculty and students at UCSD, as well as among higher level staff positions.

(b) There is a serious problem of campus climate, perceived or actual, and it is likely affecting application yields and retention.

(c) There is an obvious need for coordination among the many groups striving to improve matters at UCSD but who are often unaware of each others’ efforts. In addition to the problems of communication and coordination, the decentralized UCSD community (general campus, SIO, School of Medicine, etc.) needs to have its various reporting lines integrated.

(d) Current legal restraints frequently need expert opinions about what can or cannot be undertaken. A chief diversity officer could keep abreast of these developments and chart appropriate strategies.

(e) With the current situation of the Chancellor being the Chief Diversity Officer, there is no clear and efficient path for addressing complaints about "diversity
problems" short of direct appeal to the Chancellor. The structural commitment of having a CDO would allow a more expeditious investigation and resolution of such complaints.

With regard to justification for the appointment of an Associate Vice Chancellor for faculty diversity concerns, the main need here follows logically upon your recent appointment of a Task Force for addressing the matter of faculty diversity. We see this position as being a follow-up to the activities of that Task Force, as well as upon that of the Task Force on Gender Equity, that would be an enduring voice for insuring that faculty diversity and gender equity remain a constant priority. Beyond that, the Associate Vice Chancellor could:

Articulate a campus plan and strategy for addressing the chronic lack of faculty diversity at UCSD and the persistent under-utilization of relevant availability pools.

Gather together campus hiring plans related to diversity and integrate them into the Charting the Course plan.

Create a real-time on-line tracking system for the faculty search process.

Monitor campus hiring statistics. Assemble and disseminate campus-wide statistics depicting hiring histories by departments and divisions.

Devis[e and implement training and discussion workshops about campus diversity goals with department chairs and search committees prior to new searches.

These are the kinds of activities—and there are many more—that an Associate Vice Chancellor for faculty diversity might be engaged in.