

## **President's Memorandum on Senior Staff Diversity**

November 3, 1999

To: Cabinet Members

From: Thomas H. Jackson

Re: Senior Administrative Staff Diversity

It is philosophically and strategically important to the University that we work to ensure that our community is appropriately diverse in its makeup. The nature of a university is such that the task of ensuring a diverse environment must be a shared responsibility, one assumed in many offices across the institution. For example, diversity in the undergraduate student body of the College is principally the responsibility of the Dean of Enrollment Policy and Management. Creating a hospitable environment for that student body is attended to by the Vice President and University Dean of Students and by the Dean of the College who have their own responsibility centers for ensuring diverse student populations. In a highly-decentralized university, the faculty of each of the schools must take responsibility for ensuring diversity among their colleagues. Here, the Provost assists by providing mechanisms that encourage minority faculty recruitment; deans and department chairs also have crucial roles in this process.

In terms of the staff of the University, it is clear that we must work to increase the diversity of those at the middle and senior management levels. The Medical Center is embarking on its own program to ensure this, and each school needs to put in place its own set of procedures and expectations. It is with all that in mind that I set forth my expectations of Central Administration leadership as it pertains to the diversity of our management workforce over which the Central Administration has primary responsibility.

I will expect the Central Administration "management team" over time to increasingly reflect the makeup of our society based on a variety of considerations, including gender, race, and those with disabilities. Based on information supplied by the Vice Presidents (including in this phrase the Provost and the University Counsel), I will report on our collective progress against this objective annually to the Cabinet and to the Personnel Committee of the Board of Trustees.

In conducting annual performance reviews of the University's Vice Presidents, I will review the diversity of their respective organizations and progress made during the preceding year. Each Vice President should outline concrete steps being taken in his or her area to enhance the recruitment and retention of a diverse senior-level management team. I encourage the respective Vice Presidents to establish the same process for those who report to them.

For appointment in positions Grade 57 and above in the Central Administration, the following process will be followed. In each search, it is my expectation that one or more

of the finalists will be a member of an underrepresented group. In cases where such an individual is not a finalist, I will expect the search committee to forward to the relevant Vice President (a) the resume of the highest-rated individual from an underrepresented group in the search's pool, together with a reason as to why this individual is not a finalist and (b) details demonstrating that the search "net" was cast appropriately broadly. In a case in which increased flexibility, time, or start-up funding is shown to be needed to recruit a qualified candidate of an underrepresented group for a Central Administration position in Grade 57 and above, I will ensure that the appropriate resources are made available to reasonably accomplish those needs.

In cases of employees in Grade 54 and above in the Central Administration, I will ensure that each Vice President makes available appropriate funds for special staff development or educational opportunities for employees who are members of underrepresented groups. These matters will be reviewed on a case-by-case basis by me upon the recommendation of the relevant Vice President.

I am asking Al Brault, Director of Human Resources, to undertake two strategies to facilitate our efforts. The first will be to develop new and enhanced channels for recruiting and identifying candidates from underrepresented groups for management positions. Additionally, I am asking Mr. Brault to develop a module on diversity to be included in the new University Leadership Development Program.

Finally, in the matter of University-wide committees and task forces, as they are appointed, I expect the convening senior university official (President, Provost, or Vice President) will review such groups to ensure that they are appropriately diverse in their makeup.