

## **Fischer, Mark T**

---

**From:** Fischer, Mark T  
**Sent:** Thursday, November 16, 2017 6:09 PM  
**To:** DPS-division  
**Subject:** Diversity and Inclusion

As most of you know, President Seligman formed a Commission on Race and Diversity, Chaired by Vice President and Senior Advisor to the President, Paul Burgett, and former Dean of the College, Richard Feldman. This group issued a report in October of last year that I would encourage everyone to read. As a part of the recommendations, a President's Diversity Council Implementation Committee (PDCIC) was formed to implement recommendations from the report, as well as recommendations from the President's Diversity Council (PDC). I serve on the PDCIC. We are currently working, at a University level, on several steps for implementation of new training and programming in early 2018.

At about the same time last October a University wide Diversity Engagement survey was conducted to measure employee's perceptions of a common purpose, access to opportunity, cultural competence, delivery of equitable reward and recognition, eliciting trust, creating a sense of belonging, demonstrating respect and appreciating individual attributes. Over one hundred members of our department responded. I was able to review the results for our department, and it is clear to me that we have work to do in these categories as it affects our underrepresented employees. This University, this department, I and my leadership team understand that a diverse department, at all levels, makes us a more effective department and more highly respected members of our community. We have done a good deal of training in diversity and inherent bias, and have made efforts to hire the best, most qualified and diverse officers possible - with that said, we can do better.

As a result, I am taking the following steps with the full support of my senior management team:

I am promoting Lieutenant Joseph Reed to the position of Captain effective November 26, 2017. I will be asking Captain Reed and Captain Cindy Coates to report directly to me on matters of diversity and inclusion. They will be joining my senior management team and will continue in their current assignments, duties and reporting relationships. I will specifically be tasking Captains Reed and Coates with advising me on recruitment, hiring, mentoring and providing officers with the skills and resources necessary to become successful public safety officers and leaders within our department.

I am also making several changes to the recruitment and hiring process. Our goal is to involve officers to a much greater extent in the recruitment and hiring of new candidates. Officer(s) will be selected to seek out and personally contact potential candidates at job fairs and colleges. We will no longer simply contact potential candidates by phone, but will hold information sessions for them, and us, to meet and interact before selecting those that proceed to the interview phase. Officers will be much more involved in the interview process and have a greater say in selecting their future co-workers.

My senior management team and I will be meeting soon with all supervisors to reaffirm our commitment to an inclusive and respectful department, where all employees feel valued and have equal opportunities for training, special assignments, and promotion. We will also be listening to these supervisors, and all employees, for suggestions on ways we can make this the best possible place to work. We are committed to a diverse and inclusive department, where all employees are treated with dignity and respect.

Thank you.

Mark T. Fischer  
Chief of Public Safety