

# BUZZWORDS



Thoughts on **SUIQ** from

Chancellor Kenneth A. Shaw

I offered the five-part series on diversity on these pages to explain my philosophy on the topics of discrimination, institutional barriers, tolerance, and appreciation. These will, I hope, frame the next step: discussing initiatives that will best support diversity on this campus.

Last October I sent a team of SU faculty and staff to an American Council on Education conference on diversity in higher education. They returned with numerous suggestions that I have discussed with my cabinet several times since. Together we identified five areas we believe require immediate attention. There are others, of course, but I believe the following permits us to respond with a targeted, meaningful, and achievable effort:

1. Faculty/staff recruitment and retention
2. Student recruitment
3. Curricular matters
4. Training and education
5. The institutional environment

While all cabinet members are held accountable for diversity, they were assigned the specific areas above as appropriate to their responsibilities. Vice Chancellor and Provost Deborah Freund, for example, directs efforts around area 1 and, with Vice President Eleanor Ware, area 3; with the vice chancellor and provost, Vice President David Smith handles area 2; Vice President Ware deals with item 4; and Vice President Barry L. Wells takes on area 5, with the support of all the other cabinet officers.

Each cabinet officer was asked to seek guidance in developing plans for their assigned areas. This may mean creating advisory committees. In all cases, they and their colleagues will search for solid, reliable information to shape their efforts.

They will present their plans of attack to me and to each other in early summer. These plans will include a statement of the issues; the rationale for an advisory group, if needed; data collection expectations; benchmarking exercises; etc. I expect

to approve plans in the five areas by the end of the summer so that work can begin in earnest in the fall. Work will continue through the fall semester and into the first half of the second semester with reports due in early spring 2001.

While each cabinet officer will develop specific plans and implement them

appropriately, I expect that each of these leaders will do the following:

- state succinctly what they hope to accomplish and why;
- create goals that are realistic, practical, and measurable; and
- devise a system of rewards and sanctions to support these goals.

Of course, one year's work will not suffice to fully support the value of diversity at Syracuse. I expect this to be an ongoing effort, one I will report to you on in the months and years ahead.

## What Now?