

4-1997

Diversity Mobilization

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Diversity
Mobilization
1997



April 21, 1997

To the Mobilization for Real Diversity, Democracy, and Economic Justice

As agreed in our meeting on April 18th, attached is the University's comprehensive response to the Mobilization's demands. The eight major demands, and the thirty-nine sub-demands, raise serious issues and concerns. Most are very complicated and, as the Mobilization has pointed out, they are interrelated. For example, while we acknowledge the importance of the issue of how we change institutional structures which impede our mutual objective of creating a diverse intellectual and social environment, it cannot be resolved in the short term by administrative fiat. It must be the subject of a dialogue in the larger community on campus, to be followed by specific plans to produce the necessary changes. We have already begun to address some of these changes (the affirmative action warning system, for example) but other changes will be required.

Other demands, however, are more susceptible to near term resolution. As you read our responses you will see that we are ready to move swiftly on a number of issues, e.g., the security task force, the ombudsperson, student elections to university committees, governance task forces in the divisions.

We suggest, therefore, that we focus on those issues that can be addressed in the short term. This is the beginning of a process that will deal with the various issues and concerns expressed in the demands.

We hope that the Mobilization will find this an acceptable way of proceeding. If it is not, then it is clear to us that we will need the help of a skilled and experienced mediator to work with us toward a resolution of our differences and to end the hunger strike.

Academic Divisions
of the New School
for Social Research

The New School
Graduate Faculty
Graduate School
Parsons
Eugene Lang College
Mannes



April 21, 1997

**TO THE MOBILIZATION FOR REAL DIVERSITY,
DEMOCRACY AND ECONOMIC JUSTICE**

1) **The New School is committed to a curriculum that addresses a variety of cultural perspectives and includes contemporary scholarship on race, class, gender and sexuality. To make this goal a reality, any barriers to new intellectual viewpoints must be identified and removed through a review of the current curriculum and through the improvement of hiring practices. Curricular changes must be accompanied by the appointment, retention, and promotion of faculty of color in substantial numbers, expert in this new scholarship. These faculty will participate with current faculty in developing the University's curriculum and broadening its intellectual outlook.**

(a) The Graduate Faculty acknowledges that it has not been successful in appointing enough scholars of color to teach in that division. Its new affirmative action plan addresses this problem aggressively by recognizing the need to make at least 5 new appointments over the next 3 years and to create an intellectual climate, in part through curricular review, in which scholars of color become full participants in the intellectual life of the Graduate Faculty.

The President has asked each Dean, with faculty and students, to make a review of the curriculum next fall and to find appropriate ways to diversify course offerings more fully. In that context, the Dean of the Graduate Faculty has volunteered to constitute a committee of faculty and students to consider current proposals and develop new proposals that address issues of race and non-western perspectives.

(b) The President and Provost will be meeting with the Lang faculty to discuss the revision of the Cultural Studies concentration and a number of other issues they have raised. This meeting is scheduled for the week of May 5.

(c) Scholarly resources for Asian-American and Asian international students need to be developed for undergraduate students throughout the University, not just at Lang College. The Dean of University Liberal Studies, who is also the Dean of Lang College, will put in place a planning process this fall which will pay specific attention to this issue.

(d) Each Dean has been instructed to make a review of the curriculum next fall, involving faculty and students, to find appropriate ways to diversify course

offerings more fully. In addition, the issues mentioned in this demand -- race, gender, class, and sexuality, -- lend themselves to interdisciplinary approaches and collaborative scholarly work. Interdisciplinary work in no way precludes focussed work on particular areas within existing disciplines.

- (e) The University will implement more aggressive strategies to appoint, retain, and advance full-time permanent faculty of color from the U.S. and other countries. Adherence to specific affirmative action procedures will be required in all faculty searches. Beginning immediately, searches that do not bring forward women and individuals of color in the final group of candidates will be re-opened unless evidence is provided to the Associate Provost by the Dean of 1) demonstrated rigorous efforts to identify and recruit such candidates or 2) verified insufficient availability of such candidates in the appropriate field.
- (f) Each division is required to set appointment goals for full-time faculty that accurately reflect the pool of potential candidates in each of its teaching fields and within the geographic areas from which candidates can be drawn.
- (g) The Graduate Faculty will appoint at least five additional faculty of color over the next three years, in addition to replacing any current faculty of color who might leave the division during that period.
- (h) Beginning July 1, 1997 each University division will enact a three year, Board of Trustee approved, affirmative action plan. Each plan will include cumulative goals for the representation of faculty of color that reflect the diversity of the pool of scholars/professionals within the division's disciplines and the geographic area(s) from which the division can recruit candidates. We want to exceed the goals.

Each division's progress will be evaluated annually by the Associate Provost. There are three separate sanctions: 1) pre-warning; 2) formal warning; and 3) restrictions placed on the division's search and appointments process for new faculty. The results of the divisional assessments are incorporated into the President's annual review of Deans.

2) The University strives to treat all employees with respect and fairness, provide fair compensation and benefits and create opportunities for them to advance and develop in their careers so as to enhance their skills, responsibilities and compensation.

- (a) Effective July 1, 1997, the University will grant wage increases to part-time faculty members in three of its academic divisions in excess of the University

guideline of the rate of inflation. The Deans of all academic divisions have been asked to present three year plans to increase part-time faculty salaries above the applicable guidelines. Part-time faculty members are entitled to participate in the University's fringe benefit plans, are eligible for institutional support for their scholarly and artistic work through the Faculty Development Fund, and regularly participate on divisional and university-wide committees. The University will complete and distribute a handbook for part-time faculty in the fall term, 1997, documenting their terms and conditions of employment, including benefits.

- (b) The University will put in place a process of monitoring the employment practices of its subcontractors by July 1, 1997.
 - (c) The University will establish a task force, including students, to analyze the possibility of operating the security function directly without an outside contractor. The Executive Vice President has met with the company, union and federal mediator and has made known to all parties the University's support for higher wages and fringe benefits for the security staff.
 - (d) The University provides work opportunities for international students as financial aid. They are paid the same wage rates as all other students. Wage rates paid for all student work is currently under review.
 - (e) The University is not violating any collective bargaining agreement with respect to student employees, nor has a claim been filed that the agreement is being violated. The University uses employment of students as one form of financial aid, not as replacement of other employees.
- 3) **The University is committed to the equal educational and professional development of all the members of the New School community, including women and individuals of color. It does not tolerate discrimination or harassment. The University has enacted various policies and procedures designed to address and redress complaints and/or charges involving these activities.**
- (a) The University maintains that the trial judge committed a significant error in law and, as a result, the jury came to the wrong conclusion in the Pollis case. In such a circumstance, it is the obligation of the University to defend itself, including appealing the decision.
 - (b) The University is committed to the recruitment and retention of women of color for senior, continuing full-time faculty and administrative positions. In all of its academic divisions and departments, the University will recruit such persons in accordance with the utilization analysis applicable to the position under

consideration and consistent with the University's affirmative action plans, goals and guidelines. The University will begin to track employment by gender/race in the fall of 1997.

- (c) The University is committed to the eradication of any harassment which occurs in the work place. In addition to its policies and procedures for redressing harassment in the workplace, the Associate Provost will immediately convene a working group to develop a proposal for the appointment of an ombudsperson, to be available to investigate and counsel women and people of color regarding instances of discrimination, harassment, insensitivity and inappropriate behaviors, including those that do not rise to the level of actual discrimination. The goal is to make the appointment this fall.
 - (d) The current sexual harassment complaint is proceeding according to University policy. It is being reviewed by a committee of faculty within the division with the cooperation of both the complainant and the charged party. The University-wide committee will be utilized if and when appropriate in this matter. Investigations of harassment are confidential and should not be the subject of public discussion. The University's Vice President and General Counsel has been asked to analyze the current University procedures for redress of all forms of discrimination on campus and in the workplace, and to make suggestions for modifications and improvements, if necessary. He will also create opportunities for members of the New School community to make suggestions for improvements in our procedures. He will submit a comprehensive report, analysis and set of recommendations by September 15th to the Board of Trustees for their consideration.
- 4) **The University must provide a social, intellectual and employment environment which is supportive of individuals of all sexual orientations.**
- (a) The Deans have been asked to focus on the issue of the inclusion of queer theory with the curriculum committees of each academic division in the fall.
 - (b) In 1995, the University extended to same-sex domestic partners coverage under its comprehensive health insurance plans. This information will be disseminated again in the fall and also distributed to new faculty and staff.
- 5) **The University is committed to widening participation of faculty, staff and students in decision-making.**
- (a) This is a question open for further discussion with the Board of Trustees, but the Board historically has not been in favor of establishing constituent slots for any particular group.

- (b) The President has asked each division to form a governance task force to review all matters of governance in each division including student representation. The task forces should be created in the fall and complete their work by December 31, 1997.
- (c) Starting next year, student representatives to University committees, including student life, diversity, libraries, honorary degrees, health services, computing, registration and the committee that meets monthly with the President should be elected. They will have the same rights and responsibilities as any other member of the committees. The Associate Provost for Student Affairs will work with the Deans and their Student Life staffs over the summer to put in place the mechanisms to make elections possible in the fall.
- (d) Search committees in some divisions already include students and other divisions are encouraged to do so. The role of students in the later stages of the hiring process should be considered by the divisional task forces on governance described above.
- (e) The G.F. Executive & Budget Committee is expected to reach a consensus this week to have students attend its meetings. It will reserve the right to have executive sessions.

Attendance at full faculty meetings is a matter for discussion by the G.F. governance task force.
- (f) Funding for student organizations should be decided by each division in its budget process.
- (g) The modification of the name of the University has been the topic for discussion for two years with many members of the New School community. The Trustees have selected New School University.
- (h) Faculty and student members on the University Diversity Committee will be elected starting next year. The Committee has the responsibility to monitor the implementation of the University's affirmative action plan. It is within its mandate to confront racism and discrimination in all its forms.
- (i) The University does not favor the creation of a new "harassment committee" at the G.F.
- (j) The University has always recognized and protected the right of dissent, including challenges to its own policies. That recognition does not condone the violation of law or of the University code of conduct.

- 6) **The New School for Social Research is committed to representing itself, its programs, and its policies honestly and fairly in all its advertisements and publications. It also will review its literature to ensure that they contain no misrepresentations, false claims or false promises.**

The Director of University Communications will convene a series of focus groups with students in different divisions to identify problem areas in our catalogues, bulletins and other recruitment materials. Working with the Directors of Admissions in the divisions, the Director will develop a strategy to recruit students of color without raising false expectations.

The Deans of the divisions, the admissions staffs, faculty, and students will review recruitment materials with particular attention to how curricular programs are represented and how recruiters and student personnel are trained, so that false or misleading information is not disseminated.

In its recruiting efforts, the University will continue to make special efforts to use admissions staff, faculty and students from underrepresented groups so that prospective students of color and their parents can feel comfortable in asking questions about the environment for people of color at the University.

- 7) **The University is committed to providing an intellectual community which is supportive to scholars with many intellectual perspectives, including those which might be radical or controversial. It is particularly committed to creating an intellectual community that is welcoming to its scholars of color.**

- (a) The Associate Provost will convene a working group of faculty, students and staff to make the proposal to appoint an ombudsperson. The group should start its work immediately.
- (b) The University is supportive of the creation of a multicultural center that is University-wide and is consistent with the availability of space on campus. The Associate Provost is prepared to begin work on a plan for such a center. We will also assist students by maintaining the Diversity Homepage.
- (c) Working with the divisional offices of student service, the Associate Provost of Student Affairs will explore ways of meeting the needs of students of color. They will develop a plan which might include such options as the creation of more advisement resources to provide support for students of color.
- (d) The University-wide Committee on Student Life will take up the problem of developing community resources for Asian-American and Asian international

students. (See response to 1(c) for the response to the remainder of the demand).

- (e) The University is committed actively to recruiting students of color. Each division, as part of the affirmative action planning process, will be submitting its plans to increase the number of students of color at the University. The President will ask each division to work with the Registrar in designing cohort studies which accurately disclose success or failure in retaining students of color and international students and make the results public.
 - (f) See response to 8(b)
 - (g) The divisions will be charged with fact-finding about the claim that international students are marginalized and "pitted" against students of color. The divisions must find appropriate means of reaching out to international students as part of this process. An ad hoc sub-committee of the Board of Trustees is examining ways to help support international students who are not eligible by law for certain forms of federal and state financial aid.
- 8) **The New School seeks to serve the population of the New York area with its educational offerings.**
- (a) Efforts in recent years have focussed on lowering the rate of tuition increase. The rate of inflation is the ideal rate of increase; the University has moved in that direction for the last five years. Escalating costs of financial aid, new technology and new personnel prevent rapid progress. Increasing financial aid is another way of making a New School education more accessible. This is discussed in (b) below.
 - (b) The \$16 million that the University spent on financial aid in 1996/97 is not sufficient for the total need of our students. (The amount will be \$1.5 million more in 1997/98.) The University is aware that international students and students of color often cannot continue their academic work because of insufficient financial resources. The annual fund of the University is dedicated to financial aid, and the Trustees have made a particular effort to increase this component of the New School's overall fundraising. An ad hoc Trustee committee has been working since December 1996 to prepare recommendations to the Board for new ways of increasing financial aid. A focus on international students and students of color has been a main concern of this committee.

The New School for Social Research
Mobilization for Real Diversity, Democracy, and Economic Justice 1996/1997
DEMANDS

1) **"With all deliberate speed" the University must take immediate steps to dismantle the practices of institutionalized white supremacy, white hegemony and white power, in its curriculum, hiring practices and in the New School's general social and intellectual environment. The University can begin by meeting the following demands:**

- We demand that the proposal dated September 16, 1996 and entitled "Rethinking Europe in a Global Context" be immediately discussed and adopted as a crucial and necessary component of curriculum at the graduate level in order to restore intellectual integrity to the Graduate Faculty and;
- We demand the Cultural Studies proposal for Transnational Studies authored by Don Scott, former Dean of Lang College, and approved by the Lang College Executive Committee be immediately adopted in order to insure the long-term viability of the unique vision of interdisciplinary learning at the undergraduate level and;
- We demand a complete rethinking of the curricular-wide implications of Asian-American studies at Lang College, and therefore at least three different Asian-American courses offered each semester and;
- We demand strong interdisciplinary curricula and curricula in the traditional disciplines that address issues of race, gender, class and sexuality, but not at the expense of specific departments and programs such as Black Studies, Latino Studies, Asian Studies, Native American Studies, African Studies, Queer Theory and;
- We demand the hiring, retention and promotion of faculty of color both from the U.S. and faculty of color from countries outside of the U.S. in full-time, permanent senior positions, particularly faculty of color whose intellectual work engages the intersections of race, class, gender, sexuality, and nation and;
- We demand that 50% of each division's faculty members be comprised of the above described pool of faculty of color so as to reflect the demographic reality of New York City and;
- We demand that the New School immediately create four tenured and tenure-track positions for faculty of color at the GF, in addition to the five faculty lines already specified in the Five-Year Plan and;
- We demand the hiring of two or more full-time Asian-American faculty at Lang College within the next year and;
- We further demand that each University division adopt a binding affirmative action plan, which will result in a University whose faculty accurately represents the diverse communities that make up New York City.

2) The University must respect the rights of workers; it must cease immediately all forms of class and labor exploitation condemned by the National Labor Relations Board. The University must account for the exploitative labor practices which it engages in and condones. Thus we put forward the following demands:

- We demand that the University immediately improve the working conditions of part-time faculty. They should receive higher pay, fringe benefits, institutional support for their scholarly and artistic work, and decision-making power at all levels of the University and;
- We demand that the University immediately stop perpetuating exploitative working conditions and practices and that it intervene to ensure that companies with which it contracts labor adhere to fair labor laws and;
- We demand that the New School immediately set up a Task Force with student and union representation, with the aim of hiring the present security staff directly, not through a subcontractor. We demand that the security guards receive a living wage with substantial pay increases and benefits and;
- We demand that the New School stop its exploitation of international students, taking advantage of their legal status which prohibits them from working outside the University. We demand real wages and benefits for international students. We object to the creation of indentured labor at this institution and;
- The University must stop its violation of collectively bargained agreements with Unions by immediately ending the practice of using students as replacement workers— at substandard wages with no benefits— in what should be Union clerical and administrative positions.

3) The University must promptly cease its discriminatory practices towards female employees and students. The University can begin by meeting the following demands:

- We demand that the University immediately drop its appeal of Adamantia Pollis' gender-pay equity suit and move to rectify sex inequity at The New School. We object to the use of our tuition dollars to excuse and deny the existence of gender-based inequities, and we demand that the New School comply with court orders and;
- We demand that the University recruit and retain women of color for senior, permanent and full-time faculty and administrative positions. In all Divisions, women of color should hold over 25% of all faculty positions and;
- We demand that the University craft a policy and democratic structures to deal with sexual and racial harassment of staff. Women staff members who have been sexually harassed have no sensitive channels for redress and;
- We demand that the University immediately ensure that the sexual harassment committee is appropriately constituted of faculty, students, and staff so that the sexual

harassment case of a female student against a high level male administrator is given a fair and sensitive hearing.

- 4) **The University must immediately end the proliferation of a social and intellectual environment in which heterosexuality is an enforced norm and in which issues pertaining to lesbian, gay, bisexual and transgendered people are marginalized and viewed merely as reflections of 'alternative' lifestyles. The University can begin to remedy this problem by adhering to the following demands:**
- We demand that queer theory which de-centers heterosexual hegemony be an integral part of all curricula in all Divisions of the New School and;
 - We demand that the University immediately implement and make public a benefits plan which offers full health care coverage to same sex domestic partners to all University employees.
- 5) **The University must immediately dismantle decision-making processes which do not fully incorporate the participation of a variety of constituencies from the University community. We demand that the University adopt a comprehensive, democratic and participatory governance structure, first by adhering to the following:**
- We demand that seven elected student representatives, one from each of the University's divisions, be seated on the Board of Trustees with full voting rights and;
 - We demand student representation with decision-making power on all matters affecting the development of curriculum, the hiring of faculty, and the development of each division and the greater University and;
 - We demand that elected student representatives be seated on all University and divisional committees with full voting rights and;
 - We demand the immediate participation of students and faculty members on faculty search committees, with voting and decision-making power at all levels and stages of hiring processes and;
 - We demand the immediate reinstatement of the right of students to have delegates from each department to attend and speak at Executive Faculty meetings and Executive & Budget meetings in the GF, a right that students lost during the Fanton presidency and;
 - We demand more institutional resources, funding, and support for student organizations and;
 - We demand The New School for Social Research does not change its name to New School University, and that an open forum to discuss this name change be scheduled and;

- We demand that the University Diversity Committee be transformed into a decision-making body with a stated mission to dismantle all forms of white supremacy, male supremacy, heterosexist and class-based forms of exploitation. We demand that members of this committee be democratically elected by students and faculty and have voting power. The Diversity Committee must have decision-making power, budget lines and an explicit mandate to aggressively implement a rigorous, comprehensive and legally binding affirmative action program crafted using the guidelines that have been outlined (in the letter dated February 2, 1997 to President Fanton from the Coalition of Concerned Faculty and Students) and in these demands and;
 - We demand that the Harassment Committee proposed by the GF Executive Faculty in a recent resolution not be constituted and;
 - We demand that the University officially recognize the constitutional and inalienable rights of students, faculty, and staff to organize themselves, to express public dissent, and to challenge University policies, practices and procedures which are exploitative, unjust and unconscionable. We demand that the University live up to its radical intellectual tradition.
- 6) **We demand that the New School stop misrepresenting the University in its recruitment and advertising efforts through the use of false claims, false promises, and misleading visual and photographic representation in catalogues, bulletins and other recruitment materials. The University has engaged in practices which exaggerate and misrepresent the extent of "diversity" that exists. It has made claims for the possibility of pursuing intellectual programs for which there is no infrastructure. It lures students, particularly international students, with the promise of financial aid which then vanishing, leaving many struggling to survive. We demand that the University instead work to instill cohesive and fully functioning structures which insure diversity, democracy, and economic justice, which has been documented and discussed by a number of groups who are a part of this mobilization, and which is detailed herein these demands.**
- 7) **The University *must* create an intellectual community and a social climate which includes a host of radical scholars of color whose scholarship, insight, and vision will once again restore the New School's reputation as an innovative and 'cutting-edge' institution, and will help to lead the University into the 21st century. A University community that is committed to real diversity, democracy and economic justice would support and value the work, long-term presence and contributions of scholars such as Gary Lemons, Leslie Hill, Amit Rai, Sekou Sundiata, Patricia Williams, Kamala Visweswaran, M. Jacqueline Alexander, Jerma Jackson, and others. Student scholars of color should be supported and valued as members of an invigorating intellectual community. In order to institute a vision of support and acknowledgment for scholars and students, the University must adopt the following demands:**
- We demand that the New School hire an Ombudsperson independent from the Dean's office of each division, with the expressed mission to hear and adjudicate cases of gender, race, class discrimination and sexual harassment and;

- We demand that the University establish a multicultural center that addresses the issues and needs of students of color and;
- We demand that the University provide more resources to build a supportive infrastructure, complete with a number of full-time professionals of color who understand the languages

spoken by students of color and chosen by students, who can deal honestly and vigorously with the issues and concerns of students of color and;

- We demand a commitment by the University to strengthening the Asian-American scholarly and community resources at Lang College and;
- We demand the active recruitment and retention of students of color and;
- We demand the allocation of more resources to students of color: more financial aid, resources to build networks and encourage access to them, student services, and funding for scholarly and artistic work and;
- We demand that the University become cognizant of how international students— who often share the critical vision, goals, and similar racialized experiences as U.S. people of color— are pitted against U.S. students of color. The University must move to rectify practices which encourage these divisions.

8) The New School has a responsibility to make education accessible in the greater New York metropolitan area. Therefore we put forth the following demands:

- We demand that future tuition increases be limited to the rate of inflation and;
- We demand that substantial funds be raised for financial aid for students, particularly international students, students of color, and poor and working class students.

The Strike Must End

21 April, 1997

To the President's Negotiating Team:

It is an understatement to say that we write to you today with a tremendous sense of urgency. We write as members of the hunger strike support team, men and women who have been carrying out the day-to-day tasks of caring for the students who have risked their health for the future of this university. Over the last twelve days we have watched our friends, peers and colleagues grow weaker and sicker as the administration remains shamefully indifferent, neither showing consideration for the health of the strikers nor seriously addressing the abysmal conditions that necessitated the strike in the first place.

As students and faculty who have spent the last weeks tracking the deteriorating health of the strikers, we feel that it is incumbent upon us to inform you of their current status. When reading the following report, please understand that it is the intolerable and unlivable conditions of this university that have brought these men and women to this point -- you, the University administration, are, therefore, accountable in each and every instance:

To embark on a hunger strike is not only an act of physical deprivation. The costs of striking are psychic and material as well. All strikers have lost vital income, having to take off significant amounts of time from their jobs. The loss of energy and fatigue that result from hunger make it difficult to study and complete their course work. The administration's marked indifference over the last eleven days, has caused both depression and panic. All of the hunger strikers have experienced severe weight loss. In four cases, strikers have lost more than ten per cent of their body weight. Most strikers have suffered, at some point during the strike, severe dehydration, resulting in chronic diarrhea and vomiting. Dr. Joan Waitkevicz, medically supervising seven of the twelve hunger strikers, has diagnosed critical signs of starvation in several cases. These signs include the breakdown of the immune system and serious adrenal and thyroid damage. One striker is suffering excruciating migraines which leave her completely nonfunctional. Two of the strikers have had severe heart palpitations and have been told that they are experiencing a weakening of the heart muscle. As a result of intense hunger, one of these strikers has developed a heart murmur, a condition which may have long-term consequences. Two strikers have been rushed to the emergency room in the last week, one after she began spitting up blood, the other after she fainted on the street outside the 12th street building.

The health of the strikers is deteriorating even as we type these words. The strike must end. We cannot watch those we love grow any sicker, any weaker, any more depressed. The strike must end. There is simply no more time for "discussions" with the administration. The strike must end. The administration must continue serious and engaged negotiations with this mobilization and immediately produce a legal, binding document. The strike must end and the responsibility to end it rests with you.

Sincerely,
Hunger Strike Support Team

The Strike Must End

Why A Hunger Strike?

We are a group of students from across the New School, who have come together to protest discrimination and lack of democracy within the university. Although the New School makes a public display of its radical past, and claims to be on the cutting edge of progressive scholarship, its current practices and priorities can only be described as racist, (hetero)sexist, and discriminatory against those who are already economically marginal.

For a year and a half students, staff and faculty in different divisions of the New School have called on the administration to redress this lack of diversity, this crisis of democracy and this economic injustice. Despite large amounts of organizing, research and mobilization, the administration has denied virtually all our demands, even when -- as in the case of the Cultural studies proposal at Lang -- they are backed by the unanimous vote of the full-time faculty and the overwhelming support of the student body.

Given the university's refusal to negotiate or seriously address our demands, and its seeming determination to wait out the semester, we have decided we have no choice but to take drastic action. Accordingly, beginning on April 9th, we will begin a fast, consuming only enough for a minimal level of sustenance. If the university does not enter into serious and genuine negotiations, we will begin a full hunger strike.

This is not a decision we take lightly. One billion people in the world go hungry every day, and does not enjoy the option of foregoing food as a form of political protest. It is a privilege to undertake a hunger strike. After long deliberation we have chosen to exercise this privilege, because, faced with the administration's determined intransigence, we are left with few options. We take this step with the support of the many groups that have been involved in this struggle over the past year: Education Not Domination (END); the Coalition of Concerned Faculty, Students, and Staff; GF Students for Racial Justice; the GF Student Union; and The Brotherhood of Security Personnel, Officers, and Guards International.

After a year and a half of division, conflict and anger, we hope that we can end the year with the adoption of steps which will redress the issues discussed above. We call on all members of the New School communities to reflect on the seriousness of the problems that have been raised over the past year and a half. We ask for your support in this effort. And we call on the administration to take responsibility for the problems it has engendered, and to meet the following demands.

DIVERSITY

We demand that the New School create four tenured and tenure-track positions for faculty of color at the GF, in addition to the faculty lines already specified in the Five-Year Plan. We further demand that each university division adopt a binding affirmative action plan, which will result in a university whose faculty accurately represent the diverse communities that make up New York City.

We demand that Professor Alexander be given a full-time, tenured position at the Graduate Faculty, in addition to the other lines for faculty of color outlined in the above demand.

We demand that the New School stop mis-representing the university in its recruitment and advertising efforts. We further demand that the university work to create an academic and institutional environment responsive to the needs of students of color.

DEMOCRACY

We demand that seven elected student representatives, one from each of the university's divisions, be seated on the Board of Trustees with full voting rights. We further demand that elected student representatives be seated on all university and divisional committees. We demand that the New School hire an Ombudsperson independent from the Dean's office of each division, with the express mission to hear and adjudicate cases of gender, race, class discrimination and sexual harassment.

We demand that Dean Banu and President Fanton respect the democratic decision of the Lang faculty and approve the Cultural Studies Proposal in its entirety.

ECONOMIC JUSTICE

We demand that the New School immediately set up a Task Force with student and union representation, with the aim of hiring the present security staff directly, not through a subcontractor. We demand that the security guards receive a living wage, with substantial pay increases and benefits.

We demand that the New School immediately drop their appeal and comply with court orders. We will refuse to pay tuition used not to rectify, but obfuscate and excuse sex inequity and discrimination at the New School.

We demand that future tuition increases be limited to the rate of inflation. We also demand that substantial funds be raised for financial aid for students, particularly students of color.

Diversity, Democracy and Economic Justice at the New School Now!

Attend the Hunger Strike Support Meeting every week day in the GF lobby at 7:30pm

Why a Hunger Strike?

If I am not for myself, who will be for me? But if I am only for myself, then what am I?
Rabbi Hillel

We are at a critical point in this year and half long mobilization: The hunger strike for diversity, democracy, and economic justice has now entered its **fifth** day. Still, the administration continues to vacillate between callous complacency and aggressiveness: it has increased the surveillance of faculty, students and staff involved in the mobilization, placing international students particularly at risk. It is engaging in hastily contrived opportunistic meetings instead of negotiating directly with hunger strikers. It is attempting to usurp student power by saying that I am “behind” the students, purveying the mistaken notion that the mobilization will end in my absence. The President still feels compelled to publicly declare his neutrality for my candidacy, while privately undermining my intellectual integrity. The Administration continues to insist that “I am *only* for myself,” that I am acting, through my involvement in this mobilization, out of unbridled self interest. Such a transparent strategy will neither deflect attention away from the systemic exploitations we have experienced and analyzed, nor undo the ways in which they are linked. We will continue to insist on our analyses, our vision, and the collective demands we have put forth to solve this chronic crisis at The New School. Because I support this vision and want to sustain the work of different groups within this coalition, I want to make the intent of my own involvement crystal clear: I am not *only* for myself. I have requested, therefore, that the mobilization remove the demand for my retention from the set of collective demands that have been advanced. As of today, I join the hunger strikers in the ongoing struggle for justice at The New School for Social Research.

In Solidarity,

M. Jacqui Alexander
14 April 1997

The major aspect of the struggle within is determined by the struggle without. If one gets out and begins to defend one's rights and the rights of others, spiritual growth takes place. One becomes in the process of doing, in the purifying process of action. The proof that one truly believes is in action.

Bayard Rustin

State of Emergency: The NSSR in Crisis Management Mode

These are the Facts:

Note: These figures, taken from a variety of University documents, are necessarily skewed because certain bodies are counted twice or even three times. For instance, women from U.S. underrepresented groups are counted not only as women and as "minorities" but also are counted across divisions, effectively multiplying their bodies, and turning "diversity" into a game of mirrors.

Gender inequity:

- In the gender discrimination suit brought against the University by Adamantia Pollis (a tenured Professor of Political Science at the GF) a federal district court ruled that "The New School was acting in furtherance of an ongoing policy or practice to pay female tenured professors less than male tenured professors . . . violating the law [and acting] with reckless disregard for the question of whether its conduct was protected by statute." Although the University has given equal pay increases to male and female faculty, these pay increases have been applied to salaries that are initially unequal, and thus the gap in the pay scale becomes increasingly wider.

University-wide Full-time Faculty from U.S. underrepresented groups:

- 26 (18%). At the GF, in particular, there is only one tenured faculty member from a U.S. underrepresented group.
- From 1995 to 1996 the growth of underrepresented faculty has only been 2%.
- From 1990 to the present, only 10 scholars from U.S. underrepresented groups have been added to the faculty.

University-wide Part-time Faculty from U.S. underrepresented groups:

- 88% of all teaching at the University is done by part-time faculty. For fall 96 the total is 1049. Out of that only 144 (14%) are faculty from U.S. underrepresented groups.

University-wide Students from U.S. underrepresented groups:

- 1362 (20%).
- From 1990 to 1996 students from underrepresented groups have increased by only 2%.
- Asian and Asian American students comprise 41% of the student body at Parsons and 22% at Mannes (at Lang, Asian Americans comprise 4%; these students rarely pay full tuition and usually receive some financial aid which is linked to why the numbers of students of Asian descent are considerably lower). These Asian and Asian American students are drawn into Parsons and Mannes because they pay full tuition, and this crucial tuition money is used to pay the debts of Divisions in financial crisis (for example the Graduate Faculty, which has been consistently

under-enrolled for the past ten years). And so they pay also for the failure of the Diversity Initiative in those other divisions.

- And yet despite this critical mass of Asian and Asian-American students there is only 4 (3%) Asian American full-time faculty in the whole university (out of 145), and only 47 (4%) part-time faculty (out 1049).

Women faculty from U.S. underrepresented groups: There are no statistics. Why?

Clerical workers:

- 60% of clerical workers are from U.S. underrepresented groups: What does it mean for a University to enact a diversity initiative without any substantive plan for the career opportunities of full-time Union clerical workers from U.S. underrepresented groups. This is striking in relation to the fact that only 22% of full-time administrators in the University are from U.S. underrepresented groups.

Faculty Initiative for Diversity (FIND) Appointments:

- Definition: An administrative directive meant to apportion funds to increase the numbers of underrepresented Faculty.
- FIND Money gets used as a wedge to divide faculty from underrepresented groups and white faculty. In the context of the University's increasing fiscal conservatism, white faculty and administrators in positions of power actively resist using the FIND monies to increase underrepresented faculty because they will lose "regular" lines.

Examples of the University's strategies of crisis management around issues of diversity:

- Collapsing of the figures for women faculty (both part-time and full-time) and women faculty from U.S. underrepresented groups, giving the illusion of a significant reduction in gender inequity, when we still do not know what percentage of women faculty are women from underrepresented groups.
- Creating a "Revolving Door Policy" for faculty of from underrepresented groups: the President takes great pains to point out how "leading African American, Latino and Asian American scholars, intellectuals and professionals" are invited to campus "for short term residence." That's precisely the problem.

Who's Who (and their FAX numbers):

- President Jonathan Fanton, 229-5937
- Provost Judith Walzer, 229-5330
- Associate Provost Barbara Emerson, 229-5330
- Eugene Lang College & Undergraduate Liberal Arts: Dean Bea Banu, 229-5625
- Graduate Faculty: Dean Judith Friedlander, 229-5315
- Milano School of Management and Urban policy: Dean James Krauskopf, 229-8935

- Mannes College of Music: Dean Joel Lester, 580-1738
- Parsons School of Design: Dean Charles S. Olton, 929-2456
- Adult Division: Dean Elizabeth Dickey, 645-0661
- School of Dramatic Arts: Dean James Lipton, 229-5199

WHAT ARE END'S TACTICS?

The NSSR Loyalist Front (One must ask the question, what are the "Loyalists" loyal to?) has recently declared that they "support END's goals, but never their methods!" One must ask, what exactly are END's methods?

END is a cross-division, student organization that has mobilized along with other groups around the need for structures that ensure real diversity, democracy, and economic justice at the New School. Before END was constituted in the fall semester of 1996, some of its current members-- most of whom at the onset were students of Lang College-- had previously embarked upon a rigorous investigation of the New School's practices and policies regarding "diversity". These students sat on committees, wrote letters, went to numerous meetings, and basically attempted to champion diversity by using the channels set up by the administration. During the course of their activities, shocking evidence was uncovered, and a realization was made on the part of students who worked throughout the summer of 1996 that existing structures would not bring about fundamental and necessary change. These courageous students made some important information public to the University community: the administration's historical failure to hire and retain significant numbers of faculty and students of color, its practice of paying female professors less than their male colleagues, and the numerous ways in which the New School exploits its workers. END is now constituted of students from Lang, the GF, Milano, Parsons, and the Adult Division.

What has END done? END organized a passionate demonstration and later in the day, a cultural event in December 1996, where they made noise and called administrators and faculty to account on their complicity with the exploitative practices within the institution. Protests tend to be just that, yelling, expressing rage, calling to account. Many professors and administrators who were confronted that day had probably participated in similar kinds of demonstrations during civil rights struggles, women's movements, anti-war protests. They ought to remember when . . . END, along with a number of other student groups, organized a student speak out on March 12, 1997. END encourages anti-racist activism and analysis among whites, speaking openly about whiteness, and challenging white people to examine their own location, attitudes, assumptions. END provides information, attempts to organize students around broad-based issues pertaining to diversity, democracy, and economic justice. END gets the word out. END is active. END is vocal. END employs multiple strategies. END is multi-racial. END spans identities. END is bold. END is part of a broad-based coalition. END ended the silence.

A demonstration, a cultural event, a speak out, plus a lot of organizing, research, coalition-building, passionate discourse. Are those "tactics" really that extreme?

Get clear. Get involved.

Love and Solidarity

A letter of solidarity from Chandra Talpade Mohanty

Dear Comrades,

You have been on my mind since I visited The New School in February. I know these are hard times, and I send you my love, solidarity and strength. Fighting against great odds is never simple or easy-but you have struggled with clarity and integrity. There are many people like myself watching and waiting to see how the administration responds to your struggle. It takes great strength and determination to persist in the struggle over the long haul, brushing against the grain of history has its costs and its joys. I wish you joy and strength. Remember liberation must be fought for and won-it is never a gift bestowed by the powerful.

With deep admiration and affection,
Chandra Talpade Mohanty

The Struggle Continues

Hunger Strike Day 13

SPEAK OUT!

is he competent enough to rule?

If the President is so sure of the success of his term at the New School, maybe he should have a public forum. Maybe a good title would be “Jonathon Fanton: Pro or Con?” The simple fact of the matter is people don’t like him. It’s not some marginal fringe. The whole “University” thinks his policies lack vision, his plans lack intellectual courage and his budget lacks wisdom. The fact is he has done nothing in fifteen years except put short-term goals in place that increase the returns of this “corporation” without giving any thought to making this “University” a viable institution with strong academic programs, a diverse and intelligent faculty, a well-paid staff and a student body that feels engaged and supported enough to stay here and finish their degrees. These things are not Fanton’s concerns. His concerns are his pocket-book and the fear of diminishing returns. His problem, though, is simple: You can’t disregard people--their careers and their lives--for long before they understand the difference between democracy and an oppressive management style.

We call for a public forum to discuss the President’s irresponsibility. We call for the immediate end of the HUNGER STRIKE. We call for the immediate adoption of the demands. If Fanton won’t do it, FANTON’S GOT TO GO!

Diversity, Democracy and Economic Justice at the New School Now!

Attend the Hunger Strike Support Meeting every week day in the GF lobby at 7:30pm

NEW SCHOOL DIVERSITY NEWS

Monday, April 21, 1997

Where Diversity Means a Difference of Opinion

Vol. 1 Issue 3

FANTON TRIES TO STAND HUNGER STRIKERS UP

Wednesday, April 16--Even though he had agreed to start a process of negotiation, the president of the New School tried to back out of a meeting with twelve starving students from across the University. He said he was afraid of the students who were taking part in a silent candlelight vigil outside the meeting room. When he sent provost Judith Walzer and vice president Joe Porino to explain his absence from the meeting, students took them hostage in an attempt to force the administration to come to the table.

During Fanton's presidency, student mobilizations have systematically been disregarded as "fringe" problems or "undemocratic" movements. In dealing with the mobilization for diversity, democracy and economic justice, Fanton has said publicly, "they are just fifty or so angry students. I can manage them." Fanton's fifteen-year administration has so consistently "failed" to bring more people of color to the New School that people of color can never represent more than a "fringe" movement.

After an eight-hour demonstration, mr. Fanton finally removed the *actual* barricades from the eighth floor of the 12th Street building where his office is and consented to a meeting with Hunger Strikers and the Coalition of Concerned Students, Faculty and Staff.

At that meeting, the University finally began to take students more seriously than it ever has before. It agreed to respond in print to the demands generated by more than twenty campus groups.

During two more meetings on Thursday and Friday, the administration expressed its inability to change the budget, to change the rules, "all for the concerns you present." One student spoke up and said, "these aren't concerns. These are the things that *need* to happen for

me to be safe here, to go to school here, to learn at this 'New' School."

Many students and faculty expressed concern that the administration wanted a pat on the back for its efforts when it had not done anything to actually bring about change. A staff member said, "we have a tenuous right to speak and be heard, now. We still have to make them heed our call."

DO PEOPLE WHO ABUSE POWER GET TO KEEP IT?

CHANGING THE SYSTEM

The Fanton administration may have finally come to the table to negotiate with the mobilization. Now the difficult process of conversing with the powers that be begins. Over the past several months, seventeen different groups have spoken up and demanded in all 41 immediate changes to the way the New School operates, educates and administrates. At present, the Hunger Strikers have committed themselves to being hungry until all these demands become institutional policy. One Hunger Strike supporter said, "This is what coalition means. It means making demands that will change the conditions, the environment of the New School so that all the groups that have come to voice will be able to live and work here."

Naturally, the administration has said that the demands are too much. "They're not humanly possible," said one Lang College administrator. "The Coalition needs to compromise." That same administrator has been unwilling to immediately adopt or even endorse democratizing policies (aggressive student and faculty of color retention policies, student voting rights on committees, to name but two) that would give the administration and the mobilization the chance to work together to change the white supremacist, masculinist, heterosexist structures and policies of this university.

HUNGER STRIKE WEEK 3 BEGINS

FACULTY POSITIONING FACULTY POSTURING

Since the Hunger Strike began, many people have begun to position themselves publicly around the issues of diversity, democracy and economic justice at the New School. Many students have begun to involve themselves with END/Education Not Domination, the Coalition of Concerned Students, Faculty and Staff and more than fifteen other campus groups. The crisis has escalated inside and outside the school, and the administration has been forced to address its incompetence in ways it hasn't had to before.

In between the students and the administration often lies the faculty. Faculty who haven't previously taken a public stand have suddenly emerged as a "buffer" between student interests and the administration's own interests. Their involvement is meaningful, but the tardiness of their intervention and their belief that they alone have the power to change things has missed the point of student power. In other words, can faculty, especially white faculty, position themselves beside the mobilization and against the administration. It seems like people very much want to avoid an oppositional politics. One white GF professor said, "we don't want a dialectic approach." Hasn't it become abundantly clear, though, that anything but a dialectics of power here at the New School allows the administration to avoid responsibility and scapegoat the mobilization as the heart of the "crisis"?

Several members of the mobilization said they would be interested in seeing white faculty take a stand and then step aside. "Something like 'we think their analysis has more vision and possibility than the administration's many failed diversity initiatives,'" offered a Lang student. "When the administration has finally heard us after organizing for so long, it seems like the white faculty are trying to step in and squelch our power. Whether that's their purpose or not, I can't say. That is the way it seems, and white faculty need to do something to change that. That's faculty power."

10 March 1997

Dear Professor Shaik,

Enclosed you will find the following materials which should be helpful in preparation for our meeting with the President tomorrow:

- The Coalition's letter to President Fanton which will serve as the central document from which we will draw on in the meeting. At the end of this document you will find our demands which will serve as the agenda for tomorrow's meeting.
- The two President's memoranda to which our letter responds
- A proposal written by members of the Graduate Faculty titled, "Rethinking Europe in a Global Context: A Proposal for Diversifying the Graduate Faculty Within and Intellectual Program of Study." This proposal was voted down by the Executive Faculty of the GF.
- Affirmative Action statistics for Fall of 1996.
- A letter to the Board of Trustees of the University concerning the escalating crisis around diversity.
- A memo written by Judith Friedlander, Dean of the Graduate Faculty, regarding "charges of racism" against Nancy Fraser.
- The Coalition's response to Dean Friedlander's memo regarding Nancy Fraser.

A press release summing up the state of emergency at the New School.

Again, we have included almost everything that has been generated out of the last semester of struggle, but the Coalition's letter, which includes our demands, is the primary document to which you can turn your attention.

Here are some things we see possibly needing to negotiate early on in the meeting. The Administration has asked that no more than twenty-five people attend this meeting so that it can be "small" and "productive." We are planning, on having more than twenty-five people attending most of whom, however, will be silent observers. This may be a small point of contention. The Administration has also asked that we not record the meeting on audio tape. We are planning on bringing our own equipment to record since we have done so at other meetings with the president and see no reason why this meeting should be any different. This is potentially another point of contention. You should know that the Coalition is fully willing to back down if we cannot reach an agreement quickly.

We envision the format of the meeting as follows: Joining the Coalition members at the meeting will be one representative from fourteen different constituencies that are, in some form or another, related to the movement. These constituencies have been asked to craft a short summary of their specific interests, interests that are not necessarily articulated in the Coalition's demands. These statements will be read as a group by a single person from the coalition. Introductions will begin with these representatives identifying themselves and their organization and each will declare their organization's solidarity in principle with the Coalition's demands. Beyond these very short introductions, the only representative in the room that will speak on behalf of their constituency is someone from the union representing the security guards.

Following introductions of Coalition and Administration, there will be a short summary by the Coalition drawing from the terms of the letter. This summary will be organized broadly around four central themes: democracy, curriculum, faculty and working conditions. The final transition into the meeting will be a statement declaring that the Coalition's demands are the agenda for the meeting.

Administrators will be told later today that you will be the moderator of the meetings. The meeting is to be held in the Orosco room on the seventh floor of the twelfth street building.