

February 3, 2005

MEMORANDUM

TO: The Special Committee on Diversity:

Warren M. Thompson, Chair
G. Slaughter Fitz-Hugh, Jr.
James W. Head
Glynn D. Key
Lewis F. Payne
Georgia M. Willis
John O. Wynne
Gordon F. Rainey, Jr., Ex Officio

and

The Remaining Members of the Board:

William G. Crutchfield, Jr.	Mark J. Kington
Susan Y. Dorsey	Don R. Pippin
Thomas F. Farrell, II	Terence P. Ross
W. Heywood Fralin	Thomas A. Saunders, III
E. Darracott Vaughan, Jr., M.D.	

FROM: Alexander G. Gilliam, Jr.

SUBJECT: Minutes of the Meeting of the Special Committee
on Diversity on February 3, 2005

The Board of Visitors' Special Committee on Diversity met, in Open Session, in the East Oval Room of the Rotunda at 1:00 p.m., Thursday, February 3, 2005; Warren M. Thompson, Chair, presided. G. Slaughter Fitz-Hugh, Jr., James W. Head, Ms. Glynn D. Key, Lewis F. Payne, Ms. Georgia M. Willis, John O. Wynne, and Gordon F. Rainey, Jr., Rector, were present.

Also present were Thomas F. Farrell, II, Ms. Susan Y. Dorsey, W. Heywood Fralin, Don R. Pippin, Terence P. Ross, Thomas A. Saunders, III, and E. Darracott Vaughan, Jr., M.D.

Present as well were John T. Casteen, III, Leonard W. Sandridge, Alexander G. Gilliam, Jr., Paul J. Forch, Ms. Patricia M. Lampkin, Gene D. Block, Arthur Garson, Jr., M.D., R. Edward Howell, Robert E. Reynolds, M.D., Ms. Yoke San L. Reynolds, Ms. Colette Sheehy, Ernest H. Ern, Donald W. Jones, Eric Denby, and Ms. Jeanne Flippo Bailes.

BECAUSE OF A TOTAL MALFUNCTION OF THE RECORDING EQUIPMENT IN THE ROTUNDA, THESE MINUTES ARE A RECONSTRUCTION

The Chair asked the President to report on the implementation of the recommendations of the President's Commission on Diversity Equity.

REPORT BY THE PRESIDENT

Using a table distributed to the Committee, a copy of which is appended to these Minutes as an Attachment, the President reported on the status of the implementation of each of the recommendations of the President's Commission.

REPORT BY THE VICE PRESIDENT FOR FINANCE

The Chair asked Ms. Reynolds, Vice President for Finance, to report on the search for a Chief Officer for Diversity and Equity at the University - Ms. Reynolds is chair of the search committee. She said the search committee met with the consultants in the search, Greenwood and Associates, Inc., in December and that the process is well underway. An appointment to the position is expected during the spring of 2005.

PROCUREMENT FROM MINORITY VENDORS

Ms. Sheehy, the Vice President for Management and Budget, assisted by Donald W. Jones, Director of Minority Procurement Programs, and Eric N. Denby, Director of Procurement Services, led a discussion on procurement from minority vendors. She said that for over 15 years, the University has kept track of its purchases from minority vendors and more recently from businesses owned by women. In the fiscal year just concluded, the University placed 0.66% of its discretionary spending with minority firms and another 1.9% with firms owned by women.

Ms. Sheehy told the Committee that Governor Warner's Executive Order 29 of July 2, 2002, directed state agencies to develop plans and goals to increase the amount of business done with small, woman- and minority- owned businesses. The results of a study which showed that the Commonwealth does less than 1% of its business with minority firms prompted the Executive Order.

The University has a division within the Department of Procurement Services which is dedicated to minority procurement, including small businesses and businesses owned by women. Procurement Services has developed a number of programs aimed at increasing the business the University does with minority vendors. Nonetheless, the University has not been able to increase significantly the dollar value of business done with minority firms.

A lively and productive discussion of these issues ensued.

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On motion, the meeting was adjourned at 2:10 p.m.

AGG:lah

These minutes have been posted to the University of Virginia's Board of Visitors website.

<http://www.virginia.edu/bov/specialcommminutes.html>

President's Commission on Diversity Equity
Embracing Diversity in Pursuit of Excellence
 Recommendation Implementation Status Report 02/01/05

Recommendation	Responsible	Status 12/02/04	Status 02/01/05
0a. Chief Officer for Diversity and Equity (CODE)	Casteen (<i>Palmer</i>)	December 2nd search committee orientation with principal from Greenwood and Associates, Inc. search firm.	The search is underway. An appointment is expected during spring 2005.
0b. Staff support for the CODE	CODE	Staff does not need to be hired until the CODE is in place.	Staff does not need to be hired until the CODE is in place.
1. Expand the First-Year Experience Program to include Sustained Dialogue	Block, Lampkin	On November 9, Division of Student Affairs Deans and Directors met to discuss implementation, including the first-year sustained dialogue program. By June 2005, we hope to have the project management plan in place, which would include selection and training guidelines.	In light of additional discussions on this subject, and because of issues related to Sustained Dialogue as a defined program with copyright protection, we now are working toward implementation of a First-Year Educational Program which has as its goal sustained interaction on a range of issues of interest (e.g., integrity, decision-making, diversity, and respect for others, learning styles, negotiating a complex institution). A finalized draft First-Year Education Program complete with staffing and resource requirements will be in place by early-March, in time for budget review and to have all elements ready for roll-out in fall 2005.
2. Establish a "Community Engagement" academic program	Block, Lampkin	Because this recommendation involves the academic curriculum, the initiative will need to be studied by the Faculty Senate. Any change to the curriculum will require faculty approval. The Provost's Office will submit a request to the Faculty Senate to conduct such a study after the Senate's December 2004 meeting.	Using USEM's, J-Term, and Summer Session programs as models, the vice provost for academic programs will provide funding to support faculty development of community engagement pilot courses. Vice provost and assistant director of University outreach will convene a group of faculty in February 2005 to discuss current/past efforts to incorporate community engagement into courses. From these discussions, proposal guidelines for a pilot will be developed and disseminated. Pilot courses to be offered in fall 2005, January 2006, and spring 2006. In addition, the Provost's Office will develop an undergraduate research initiative, modeled after the Harrison Awards, to encourage students' engagement with community, primarily through community-based research. Grants will support student outreach that is discipline-based, faculty-supervised, and grounded in academic research. First round of pilot grants will focus on community-based research addressing issues of diversity and equity. Students receiving these grants will have award recognized on their transcript.

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3. Create a system for incident reporting	Forch, Lampkin	Turner to chair a small working group charged with developing a protocol. A recommended committee membership was sent to the President's Office. Membership approval and appointment is pending.	Turner convened the first meeting of the incident protocol group on January 18th. The group is charged with creating a clear system of reporting incidents of "inappropriate or disrespectful" behavior, and a protocol for addressing such cases. The group has broken into subcommittees, each of which will contact a specified group of peer institutions to determine best practices. This research is to be completed by mid-February. The group will reconvene in late February to report on findings. Shortly thereafter, a protocol will be drafted, with the goal of providing the new protocol to the president by April 15, 2005.
4a. Restructure graduate student financing	Block, Gomez, Sweeney	The new associate vice president for graduate studies is studying the issues related to graduate financial aid and looking to identify ways to address shortfalls. Integral to this process is ensuring that funding for graduate aid is a high priority in the capital campaign. The associate vice president is meeting with Gomez and Sweeney on December 16, 2004, to discuss fundraising opportunities for graduate studies. The University allocated \$300,000 to the vice president to support graduate student fellowships. This money will be allocated each year in support of graduate fellowships. While these fellowships are not focused exclusively on increasing diversity, they will support progress in this area.	The office has created a Fellowship Enhancement program for Outstanding Doctoral Candidates. Approximately ten winners will receive stipend supplements of \$10,000/year for up to three years. The supplement is an add-on to the support package offered by each candidate's department. Nominations are currently being accepted from departments and winners will be announced by February 15. The office will track the acceptance rate of award winners and assess this program's effectiveness in attracting diverse students. Ford, the Associate Vice President, continues to work with the Provost and Development Offices on making graduate funding a top priority of the capital campaign.
4b. Increase the average graduate student stipend to \$12,000	Block, Gomez	A request for funds has been submitted to the state and we are waiting for their response. <i>Casteen requested a department by department detailed analysis of what we are doing and how much we are paying he would also like to know the number of students in each department that do not earn a stipend.</i>	The Graduate Studies Office is compiling graduate student funding data from all of the schools and vetting it student by student with each department. The office submitted a preliminary report with preliminary data from all GSAS departments. That report outlines the office's efforts and timeline for gathering, vetting, and analyzing data, benchmarking with peer institutions, and setting goals for graduate student funding.

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5. Establish office for recruitment of minority graduate students	Block, Gomez, CODE	The new associate vice president for graduate studies (Ford) has been charged with reviewing this recommendation and determining the best strategies for increasing the diversity of the graduate student body.	To carry out the proposed plan will require additional staff in the Office of the Vice President for Research and Graduate Studies. Elements for this plan will be submitted as part of the budget addendum process. Another plan to increase percentages of African American students in our graduate programs is being prepared and will be forwarded as a separate report. One initiative already underway is to coordinate across the University the various outreach activities to recruit students from underrepresented groups such as the summer undergraduate research programs.
6. Enhance the activities of the Outreach Office in the Office of Admission	Blackburn, Block	The Office of Institutional Assessment and Studies worked with Undergraduate Admission in summer 2004 to conduct a survey of students who received an offer of admission to the University, both students who accepted the offer and those who refused. The survey is now being revised to better allow for evaluation of the admission process and the effectiveness of Access U.Va.. The revised survey will be administered in spring 2005. One staff member has been hired in Undergraduate Admission to manage electronic mail related to the application process, effective October 5, 2004. Analysis of the class profile is underway and will be reported by January 2005.	Most students who apply for admission to U.Va. visit the Grounds once or twice in the junior and senior years, but low income students from as close as Richmond and Norfolk often do not visit. As everyone at U.Va. would readily agree, a visit to the University is an important experience in developing an interest in enrolling here. In order to have an impact on this, the Admission staff heartily recommends that funds be set aside for assisting students and parents with travel expenses to and from Charlottesville. These funds would be held by Dean Gregory in the Outreach Office and used at her discretion to help students and parents travel to Charlottesville. Our estimate for the first year is \$25,000. This is a common practice in several of the highly selective private universities, and it would be helpful for low income students who are thinking about the University of Virginia. The Office of Undergraduate Admission is in the process of developing criteria that will be used to determine how these funds are allocated.
7. Continue to support the programs offered by the Office of African American Affairs	Lampkin, Turner	Funding needs have been identified. Once we receive access to funds, these will be applied.	The Office of African-American Affairs has provided an average cost report for all of the major initiatives sponsored by the Office. Additionally, an outline of unmet funding has been provided. The goal is to use available dollars to support the Raising the Bar Program (within the Peer Advisor Program), Luther P. Jackson cultural programming and the Faculty Mentoring Program.

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8. Support programs for peer mentorship education and provide cultural group assistance	Lampkin, Block, R. Reynolds	Lampkin is going to examine the current funding of programs and assess resource needs in early spring 2005. <i>Block is to look at career mentorship related to faculty retention and promotion. R. Reynolds is to consult about the Math Emporium concept.</i>	Cultural programming and peer mentoring outside of the auspices of the Office of African-American Affairs occurs primarily through programs within the Office of the Dean of Students (although there are clearly cultural programs occurring in all areas/offices of the Division - ODOS has a significant focus on such programs). We submitted a spreadsheet of annual peer mentoring and cultural programming expenditures and unmet needs for the Asian Pacific American and Peer Mentoring program, the Hispanic/Latino Peer Mentoring program, and Newcomb Hall (University Programs Council and UPC).
9a. Create faculty and student exchange programs with HBCUs	Block, CODE	Coordinating and expanding efforts with HBCU's and other institutions will require the presence of the CODE. We believe this conversation will need to broaden the definition of diversity to include other institutions, such as tribal colleges and Hispanic-serving institutions.	Update will be submitted on March 1, 2005.
9b. Expand financial aid for study abroad programs	Block, Sweeney	The Office of International Studies has awarded more than \$50,000 in 2004-05 to support study-abroad student fellowships. Additional fellowships will be awarded for spring 2005. Criteria for awarding fellowships include financial need (as determined by Student Financial Services), academic merit (GPA, essays, recommendations), and service to U.Va. or the local community.	Current funding is \$75,000 per year, which covers some of the U.Va. programs, but not all, and provides no funding for outside programs that a student might choose. A total of 535 students are currently eligible for financial aid for abroad study: 460 students are eligible and apply for UVA programs; an additional 75 students are eligible and apply for outside study abroad programs. We estimate \$250,000 each year would enable us to meet the current interest and needs of students wishing to participate in UVA programs (460). We would need \$275,000 to meet the current needs of all interested students (535).
10. Split the non-Western Perspectives requirement into two parts: Global Diversity and U.S. Diversity	Ayers, Block	Faculty approval process required. Faculty Senate beginning its discussion of this recommendation at its December 2004 meeting. Note that these conversations may influence the implementation of recommendation no. 11.	Update will be submitted on March 1, 2005.

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11. Establish grants for new course development, teaching workshops	Block	Provost's Office has dedicated \$7,000 from budget addenda process to support expansion of multiculturalism class in Curry School of Education for spring 2005. Provost's Office will form a faculty advisory committee to review the recommendation for course development funds. We would like to invest \$60,000 per year for 3 years in hopes of developing 15 new courses that expand the study of diversity in the curriculum. These funds would allow for one month of summer salary support and a modest amount for OTPS. We will ask the committee to develop a protocol for soliciting and selecting proposals. Regarding teaching workshops, the Provost's Office will ask the Teaching Resource Center to review its Excellence in Diversity Fellows Program to determine what challenges might be involved in scaling the program to serve a larger number of faculty and what resources would allow for such expansion.	The vice provost for academic programs will convene a committee of faculty from the schools and solicit proposals from faculty for new courses. Grants will provide start-up funds to faculty for successfully developing and implementing these courses in the form of research grants or salary or departmental funds (similar to USEM's) in the \$8,000 to \$12,000 range. Over three years, at a cost of \$180,000 we should have 15-20 new courses which add or substantially address issues of racial or ethnic diversity and develop innovative teaching approaches for a diverse student body.
12. Develop new University employment data reports	Block, Y.S. Reynolds, Stovall	Stovall is currently working with members of the subcommittee to better understand their interest in alternate forms of reporting. He plans to complete this phase of the process by February 2005 and will then brief the provost, who will bring this matter to the attention of the Cabinet for discussion and decision.	Reynolds convened a meeting with the Chief Human Resources Officer and the Director of Institutional Assessment and Studies, who reported on his discussions with the subcommittee.
13a. Expand and mandate EOP workshops for hiring officials and search committees	Holland, Y.S. Reynolds	EOP began this summer a program of contacting each search committee by email and phone to request attendance to initial committee meetings in a proactive attempt to assist as a resource. EOP has also contacted each school to determine their projected hires for the next two years to assist in our planning to target hiring officials and search committees. Continued coordination of services and expansion of programs will be developed in conjunction with UHR, EOP and Vice Provost for Faculty Advancement - Fraser. EOP will schedule a meeting of all parties to discuss coordination of all hiring official and search committee training and will report results.	As requested by the President, Reynolds convened a meeting attended by the Interim Director of EOP and the Vice Provost for Faculty Advancement to discuss coordination of hiring official and search committee training. We recommend that the EOP workshops be made mandatory for hiring officials and search committee chair and members. We recommend also that the on-line training described in 13b be made mandatory for academic searches. Additionally, we discussed various programs with diversity training components that will not be mandatory: administrative searches conducted by our internal Executive Management Search Group and the new Human Resources development program for managers and supervisors. We recommend that the President send a letter to hiring officials on the mandatory and discretionary training opportunities.

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13b. EOP on-line training program for search committees	Block, Fraser, Y.S. Reynolds	A beta-version of the training module has been developed and is now being tested and reviewed.	Faculty Search Committee Online Tutorial is on-line: https://etg14.itc.virginia.edu/provost/jsp/welcome.jsp > https://etg14.itc.virginia.edu/provost/jsp/welcome.jsp . We have asked members of current faculty search committees to pilot the functionality of the tutorial. Following this testing period, we will conduct a focus group with a sub-set of participants to explore the testing results and develop strategies for implementing the tutorial more widely. Our goal is to complete piloting by mid-February. An additional resource page that gives information on faculty supply and recruitment best practices by discipline and topic area is also under development. Time line is end of March for completion of these materials. Discussions have been initiated with the vice president for finance and University Human Resources to adapt the on-line tutorial for use in training committee members for higher-level searches.
14. Develop appropriate diversity initiatives for each school, department, or business unit	VPs/Deans, CODE	<i>Casteen would like to see a work plan from each Dean and VP by March 1st.</i>	Update will be submitted on March 1, 2005.
15a. Develop and implement policy for promotion in ranks for General Faculty	Block	The General Faculty policy is currently being revised by the Vice President & Provost, Vice President for Finance and their staffs, with oversight from the President.	The General Faculty policy is currently being revised by the Vice President & Provost, Vice President for Finance and their staffs, with oversight from the President.
15b. Develop and implement consistent guidelines for advancement in pay bands for classified staff	Y.S. Reynolds	These guidelines are in place, but suggestions for improvement are welcome. On the University website for Human Resources there is a link to Faculty & Staff Career Services, which takes you to links to Career Planning and Career Guides at: http://jobs.state.va.us/cc_careerguides.html . This site provides list of the potential advancement progression within Career Groups in terms of Roles. For example, an employee may click on Office Clerk and view a sample career path and differences in duties between the various levels of an Administrative and Office Specialist position.	Reynolds convened a meeting attended by the Chief Human Resources Officer and White, the co chair of the subcommittee on faculty and staff retention. UHR will prepare a communication plan to publicize the success of the various mechanisms for classified employees to receive advancement, job enrichment, and salary increases within their existing pay bands, as well as by transferring to a different position.

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16. Improve employee benefits	Y.S. Reynolds	Human Resources is currently performing a side-by-side comparison of employee benefits with peers. Detailed information has been collected from six peer universities. The next step is to analyze the data and follow up as necessary.	Detailed information has been collected from the identified six peers on the major benefits programs, including health and retirement. The comparison of health benefits is complex because each university's health plan has different co-payments, deductibles and other features. We will be working with a consultant to attempt to obtain one metric for an overall comparison. At the same time, we will be collecting information on the fringe benefits that are not as costly and may not be offered universally by our peers.
17. Provide access to all policies (faculty and classified) on a single, central Web site.	B. Reynolds, Y.S. Reynolds	The University has implemented a new format for policies and created a website with a list of links to all University policies [http://www.virginia.edu/uvapolicies]. From a single website employees may locate policies for faculty and classified staff, as well as financial policies, undergraduate and graduate records, and the computing policy digest. The University is currently working to improve this website to make such policies easier to locate. The Policy Review Committee continues to update policies and transfer existing policies to the new format.	Reynolds convened a meeting attended by the Policy Manager, Director of the Division of Faculty and Staff Career Services, Director of University Web Communications, Director of University Outreach and Special Assistant to the Provost, and the Executive Assistant to the Vice President for Finance. The purpose of the meeting was to review the existing policy website and discuss ideas to make it easier for employees to locate policy information. The group developed a mock up of how the policy website should be changed to more readily distinguish between policies for faculty and classified staff, with appropriate links to the websites for Human Resources and the Vice President and Provost. The recommended format changes are currently being implemented with an expected completion date of February 28, 2005.

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18. Support mentoring programs in the community	Block, Gomez, Sweeney	Recommendation is to focus on two programs that will support mentoring for and by members of the community. Community Ambassadors will provide prospective employees with an opportunity to learn about the community and establish social relationships. It will demonstrate to job candidates the University's commitment to helping them feel at home in the area. We have not yet begun discussion of this program. This project will be a priority with the new Outreach officer, who we hope to have hired by end of this academic year. Day in the Life Program matches U.Va. students to local at-risk youth and brings them to Grounds to participate together in academic, cultural, social and athletic events. This program is already wildly successful. For the past year Wooteon has been working to find a permanent home for the Day in the Life, meeting with the Breneman and more recently with Ayers. Discussions with both deans are ongoing -- and encouraging.	Based on current Day in the Life Program efforts the projected scope of activities once the program is housed in Curry that would include: Serving 500 local youth annually in tutoring programs delivered on-site in city and county schools. The programs would be appropriately integrated with and targeted to SOL performance and social skills/motivational needs of the youth. Creating activities that bring local youth onto U.Va.'s Grounds to promote their understanding of the University and to engage them in meaningful activities that stimulate their interest in pursuing higher education. Engaging Curry teacher-education students and students from Arts and Sciences departments in meaningful, on-going relationships with local youth. Providing the U.Va. students with mentoring training, supervision and opportunities to discuss their experiences. Evaluating and documenting the program's effects and procedures. Coordinating with corresponding units within the University and local community agencies. The future of the Community Ambassadors Program is closely linked to the outcome of 19.
19. Support for Community Outreach Office	Block, Gomez, Sweeney, CODE	The outreach officer could dedicate his/her time to working closely with the community to build sustained relationships and promote the University's resources and services through a variety of internal and external communication tools, including the creation of the new "ambassadors program." We currently use the services of Don Blake, a part-time consultant, and he has made important inroads with the African-American community since he began working with us two years ago.	Funding request submitted.
20a. Reconvene Commission co chairs to monitor progress on the CODE search	Casteen (<i>Palmer</i>)	The Commission co chairs are scheduled to meet with a representative from Greenwood & Associates.	In December the Commission co chairs met with Jan Greenwood, from the search firm Greenwood & Associates, who is staffing the CODE search.
20a. Reconvene the Commission to meet with the CODE and the President	Casteen, CODE	Meeting does not need to occur until the CODE is in place.	Meeting does not need to occur until the CODE is in place.

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