



BOARD OF VISITORS

DIVERSITY, EQUITY & INCLUSION COMMITTEE

MONDAY, 1 MARCH 2021

11:00 AM

ZOOM

**BOARD OF VISITORS
DIVERSITY, EQUITY AND INCLUSION COMMITTEE
Monday, 1 March 2021
1100 Hours**

AGENDA

1. Welcome and Opening Remarks
 - Mr. J. William Boland, President of the VMI Board of Visitors
 - Mr. Michael L. Hamlar, Committee Chairman, VMI Board of Visitors
 - MG Cedric T. Wins, Interim Superintendent
2. Public Comment
3. Approval of 29 January 2021 DEI Committee Meeting Minutes
4. Committee Charter (Adopted 29 January 2021)
5. Chief Diversity Officer Search Update
6. Equity Dashboard
7. Draft Diversity, Equity, and Inclusion Recruitment Plan
8. Open Discussion
9. Adjournment

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia
Diversity, Equity and Inclusion Committee
Friday, 29 January 2021

MINUTES

Board Members Present:

Mr. J. William Boland '73
Mrs. Lara T. Chambers '03
LTG Charles E. Dominy (Ret)
Mr. Michael L. Hamlar (Committee Chair)
Mr. Lester Johnson, Jr. '95
Mr. Scot W. Marsh '81
Mr. David L. Miller '70
Honorable Joe R. Reeder
Mr. Thomas R. Watjen '76
LTC Karen Bliss, *ex-officio*
Cadet Whitney Edwards-Roberson '22, *ex-officio*

Others Present:

MG Cedric T. Wins '85, Interim Superintendent
BG Dallas Clark '99, Deputy Superintendent for Finance, Administration and Support
Ms. Cynthia H. Norwood, Senior Assistant Attorney General
COL Lee Rakes, Director of Director of Institute Assessment and Evaluation
LTC Eleanor (Ellie) L. Kania, Director of Human Resources
Ms. Yewande Austin, Special Advisor to the Virginia Chief Diversity Officer
Ms. Mikaela Swann, Executive Assistant to the Virginia Chief Diversity Officer

1. *Welcome and Opening Remarks*

Mr. Hamlar, DEI Committee Chair, presided and called the meeting to order at 1:37 PM.

BG Clark introduced the three *ex-officio* members; COL Eltoweissy (not present), LTC Bliss, and Cadet Edwards-Roberson. Those present made a brief statement. Mr. Hamlar welcomed them to the committee.

2. *Minutes of 23 November 2020 BOV-DEI Committee Meeting.*

The Committee unanimously approved the minutes.

Board Motions

3. *Adoption of Diversity, Equity and Inclusion Committee Charter*

The Committee unanimously agreed to recommend that the Board approve and adopt the Diversity, Equity and Inclusion Committee Charter.

Discussion Items (Briefed by Exception)

4. Chief Diversity Officer Position Description Update

A copy of the Chief Diversity Officer Position was included with the meeting materials provided to the BOV.

5. Chief Diversity Officer Position Search Timeline

BG Clark reviewed the recruitment timeline for the Chief Diversity Officer position. He shared that the position was posted on multiple sites/mediums. At the time of the meeting eighteen applications had been received. BG Clark indicated the selection of the selection committee was nearing completion. Once the members of the selection committee completed mandatory training they would be provided access to the applications that had been received to begin their review process.

6. Presentations from Dr. Janice Underwood (Commonwealth Chief Diversity Officer)

Included for the Committee's easy reference are presentations provided by Dr. Janice Underwood in previous meetings.

7. Equity Dashboard Presentation

BG Clark provided a handout on the Equity Dashboard dated 26 January 2021. He reviewed the handout in detail. He highlighted that his was an initial gathering of information and that the vision could add levels of detail and analytical capabilities.

The Committee questioned the source of the data provided and the ability to continue to collect similar data over time. COL Rakes highlighted that Cadet data and comparative student data is readily available and relatively easy to collect. He highlighted that data on faculty was more difficult to obtain and that faculty data presently shown for Virginia Public Universities was taken directly from another Institution's web site. He highlighted that he planned to enter into future discussions with the Institution on the source of their data. The Committee suggested that a discussion with the Council of Presidents may be beneficial to help the collection of faculty data and ensure similar information is being used by all Institutions of Higher Education across the Commonwealth.

The Committee suggested that scholarship and financial data be added with similar DEI breakdowns.

The Committee suggested that numbers for fall attrition, and, spring enrollment and attrition be included.

The Committee also suggested that a five year assessment may be too short as the changes to the Dyke system take much longer (eight to nine years) to be reflected.

The Committee also recommended the detail of data included on the Equity Dashboard be aligned with the Committee Charter for the development and implementation of Strategic Planning Initiatives. It was recognized that there may be more detailed levels of information used by the staff but highlighted that this level of detail may not be appropriate for the Equity Dashboard.

The Committee requested that interpretation of the data begin with recommendations for specific actions or initiatives.

8. Committee Membership

A copy of the committee membership was included in the handout.

There being no further business to come before the Committee, the meeting adjourned at 2:28 PM.

Diversity, Equity and Inclusion Committee Charter

The Diversity, Equity and Inclusion Committee of the Board of Visitors met on 29 January 2021 adopting the following committee charter:

The VMI Board of Visitors' Diversity, Equity and Inclusion Committee shall be responsible for the oversight of all matters relating to the Institute's excellence in diversity across all programs and departments. This Committee shall:

1. Consist of Board of Visitors members, and may also include ex-officio non-voting member representatives from the VMI faculty, staff, Corps of Cadets, Alumni, staff from the Alumni Agencies and others, as the Board President deems appropriate;
2. In exercising its oversight and providing recommendations to the full Board for approval, the Committee shall consider, among other things, VMI's mission and method of education;
3. Review the Institute's inclusivity performance and commonality of purpose, and compliance with the Institute's statement on equity and maintenance of a welcoming and affirming environment; and
4. Timely review reports on gender and ethnicity data related to recruitment, admissions, and composition of the Corps of Cadets, faculty, and staff.

VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

Deputy Superintendent for Finance, Administration and Support

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26 February 2021

MEMORANDUM

TO: BOV Diversity, Equity, and Inclusion Committee

FROM: BG Dallas B. Clark

SUBJECT: Chief Diversity Officer Search Update

Background

The VMI Board of Visitors directed the position creation and hiring of a Chief Diversity Officer (CDO) on 29 October 2020 along with the creation of a permanent Diversity, Equity and Inclusion (DEI Committee) Committee of the Board of Visitors.

VMI advertised the CDO position formally on 19 January 2021. Multiple and diverse advertising channels for the position announcement included:

- ✓ VMI's Human Resources job posting site on the VMI webpage
- ✓ State Recruitment Management System (RMS)
 - All candidates apply through the RMS system.
- ✓ HigherEdJobs including the "Diversity and Inclusion Email" or D&I Email
 - The D&I Email is sent to an opt-in proprietary list featuring job postings from colleges and university that are actively recruiting candidates in accordance with diversity, inclusion and equal opportunity policies.
 - The D&I Email is provided to over 340,000 job seekers interested in jobs from employers committed to diversity.
 - On average, D&I jobs receive 86% more application clicks.
- ✓ Society of Human Resource Management (SHRM) including the "Diversity Upgrade"
 - The Diversity Upgrade email is provided to an opt-in list of applicants.
 - There are over 300,000 HR and business executive members in 165 countries.
 - An estimated 155,000 job seekers use SHRM.
 - The Diversity Upgrade will distribute the job posting to a collection of sites marketed specifically to attract diverse candidates.

As of this date, VMI has received 36 applicants for the CDO position.



Search Committee and External Advisor

The search committee has been formally organized and includes eleven members of the VMI faculty and staff and one member of the Board of Visitors. Teaching & Research Faculty, Administrative & Professional Faculty and Classified Employees are represented in the committee. The committee categorically represent perspectives of gender, minority, alumni, academic, athletic and cadet life individual and professional associations.

Each member of the search committee was required to complete the Department of Human Resource Management (DHRM) *Hiring Manager Toolkit* which is available through the Commonwealths Knowledge Center. Additional training has also been discussed by the committee to be completed on an optional basis including Harvard Universities RACE Implicit Association Test.

Dr. Shawn Edwards from The Citadel has agreed to serve as an external advisor to the search committee in alignment with recommendations provided by the Commonwealth Chief Diversity, Equity and Inclusion Officer Dr. Janice Underwood and the direction provided by the Interim Superintendent Major General Cedric T. Wins.

Current Activity

The search committee will utilize two rubrics. The first rubric will be used to screen all applicants against the qualifications outlined in the position description. The second rubric will be utilized as part of the interview process to score the candidates. The committee will use these results of the rubric as a guide.

Resumes during the screening phase of the search will undergo ‘basic’ redaction.

Discussion and development of interview questions are in development. The committee has focused a significant portion on the most recent committee meeting discussing and developing competencies to explore and related questions for the interview phase of the search.

Development of a standard interview schedule is underway. There is broad interest in the Chief Diversity Officer position across the Institute. Accordingly, the committee is developing a schedule that considers the various audiences of the Institute to all opportunities for interface. These opportunities include formal and informal settings with the faculty, staff and cadets as well as facilitating time to explore the Post and the greater Lexington geographic area.

Future Activity

The search committee will spend the new few weeks reviewing and screening applications, finalizing interview questions and the schedule for on-site interviews. This will be followed by interviews to be held on-Post (preferred) or virtually as circumstances may dictate.

Schedule

The current schedule may vary slightly; however, in general the search committee expects to be complete with the search in May 2021.

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25 February 2021

MEMORANDUM

TO: The Diversity, Equity and Inclusion Committee

FROM: BG Dallas B. Clark

SUBJECT: VMI Equity Dashboard

VMI developed a comprehensive Equity Dashboard as both a reporting tool to the Board of Visitors and a management tool to track and improve overall performance. The dashboard provides a succinct review of reports on gender and ethnicity data related to recruitment, admissions, and composition of the Corps of Cadets, faculty and staff.

The dashboard was presented to the Board of Visitors in the January 2021 meeting.

Further adjustments and enhancements to the dashboard will continue to made.

Actions to further diversity of employees include:

1. Increasing utilization of minority specific hiring marketing channels in placement of VMI position vacancies.
2. Mandatory completion of the Hiring Manager Toolkit for all members of a hiring committee in advance of accessing applications.
3. Implement a voluntary intake form for new employees to capture demographic data.
4. Voluntary update of existing demographic data with current employees.

Actions to further diversity of the Corps of Cadets are in development for implementation in the next recruiting cycle.



Diversity, Equity and Inclusion Recruitment Plan

1 MARCH 2021



The VMI Board of Visitors directed the development of a Diversity, Equity and Inclusion Recruitment Plan in October 2020.

The development of this DRAFT plan will require additional study, input and review before finalization. This document represents an initial framework for initiating discussions and formalization of goals, objective and metrics to measure progress.

It is anticipated that inputs from relevant Commonwealth agencies would be considered and further the development of the Institutes DEI recruitment planning to include:

- The *One Virginia* Plan (*Many Virginians: One Commonwealth*)
- State Council of Higher Education for Virginia (SCHEV) revised and updated “Pathways to Opportunity: The Virginia Plan for Higher Education”
- The Virginia Department of Human Resource Management “Navigating Pathways to Workforce Excellence”

The finalization and declaration of this plan will be complemented with the appointment of the Chief Diversity Officer in spring 2021.

This DRAFT plan outlines two overall goals and four specific hiring initiatives.

Overall Goal 1: Identify, Attract, and Retain a Diverse Faculty and Staff

- A. Broaden the diversity of faculty and staff by actively seeking a diverse applicant pool and by ensuring that VMI policies, departmental incentives, and funding models are aligned to make progress on hiring goals. Increase recruitment resources targeting diverse applicants for faculty/staff positions. Broaden job advertising to include professional organizations and diversity and equity focused job advertising tools to increase the number of applicants from diverse populations.
- B. Departmental accountable for bringing diversity and inclusion excellence into recruitment and hiring practices. Designate an Equity Coordinator on each hiring committee to ensure any potential discrimination and bias are eliminated.
- C. Ensure that people thrive – for compliance, retention, and an inclusive climate.

Metrics:

- Broaden diversity through increasing advertising channels, hiring practices and protocols, and onboarding practices for new hires
- Improve retention by actively documenting and reviewing causes of turnover with an objective to reduce turnover rates. Review annually trends with the Institute Planning Committee.
- Improved rates of performance measurement and advancement for underrepresented and disadvantaged groups
- Equity in salary, benefits and other work related equipment and or resources.

Overall Goal 2: Advance a Climate that Fosters Inclusive Excellence

- A. Engage, empower, inform, and foster an environment where every employee is aware of and responsible for advancing diversity and inclusive excellence.
- B. Identify and evaluate institutional barriers to inclusion.
- C. Provide a safe Post environment, free from exclusion, intimidation, offensive, or violent conduct. Eliminate negative behavior related to power differentials. Reject normalizations of bias.
- D. Complete a review of existing employee training programs on subjects of civility in the workplace, diversity, discrimination and bias in the workplace.
- E. Complete a review of hiring practices with emphasis on diversity, equity and inclusion.

Metrics:

- Comprehensive evaluation of voluntary separations, FMLA/sick days, workers comp, discrimination cases.
- Consider methods to maintain responses to and/participation in employee climate surveys.

Other Specific Hiring Initiatives

Increase hiring of women

Ensure that all search committees include female representation and that equal representation by women is achieved in hiring search committees by increasing number of women designated as Hiring Managers.

Examine pay practices for all positions and ensure that women are equally compensated for similar work as male counterparts.

Establish mentoring/onboarding program for all women administrative professional and teaching faculty members that supports their unique needs in acclimating to a higher education military environment, military customs and courtesies inclusive of wearing a military uniform where applicable.

Increase hiring of veterans and disabled veterans

Continue partnership with Commonwealth veteran's organizations such as Virginia Values Veterans (V3) to advertise position vacancies and be represented at relevant job fairs for veterans. Collaborate with the Commonwealth Veterans Administration to provide information and training on successful veteran transition to higher education.

Increase the number of applicants with disabilities. Train employees on eliminating implicit bias towards those with disabilities in recruitment, hiring, and promotion

Partner with community and other organizations in the disability space to share employment opportunities and training for VMI employees on inclusive practices and comprehensive understanding of disabled individuals and their specific needs in the workplace.

Build generational diversity

Include age bias in diversity, equity, and inclusion training for employees to include training on the intersection of age with other diversity factors, such as gender and race.

Embed in VMI culture thoughtful use of language to eliminate stereotypes.

Review VMI's policies and procedures as part of the annual review to ensure that any language stereotypes are removed.

Train hiring committees to not consider age during recruiting process and that salary and promotional opportunities are also free from age bias.

Study and consider the establishment of intergenerational employee resource groups including mentoring. If implemented group leaders and sponsors are to represent a mix of generations.

Encourage and actively develop intergenerational work teams to allow for diversity of thought, perspective and ideas.