

Progress Report from the TFRR Implementation Team (August 2016-May 2017)
Chaired by Chon Glover, Chief Diversity Officer

The Task Force report made 51 recommendations in total, some of which overlapped in their implementation. In addition, as the implementation team has met, any new initiatives that dovetail with the recommendations have been and will continue to be undertaken.

The recommendation is in *italics*. The progress is in **bold**. Full completion is noted in parentheses.

- *Create a new position of Vice-President of Diversity and Inclusion, as currently exists at many schools.*
In Spring 2017, an Inaugural Deputy Chief Diversity Officer was hired. This expanded the staff in the Office of Diversity and Inclusion, meeting a much-needed staffing addition. A part-time administrative assistant was also hired.
- *Increase the diversity of the faculty and senior administrators, and demonstrate commitment to this goal with a \$35 million-dollar investment of resources.*
Six faculty of color have been hired through the Provost's Hiring Initiative. They are in the following departments: Government, Kinesiology, English, Education, Business, and Music.
- *Retain an outside vendor to provide, through focus groups and other methods, a thorough understanding of the concerns of Facilities Management staff and develop a plan to improve wages, working conditions, and the management practices that have led to dissatisfaction. (Completed in November-Report in January)*

Steps taken by FM:

- **In partnership with Human Resources, Facilities Management has hired a professional HR generalist to ensure consistency and more uniform application of university policy within Facilities Management. One of the core duties of this position will be to work with FM supervisors with respect to communication, harassment and discrimination and other inclusive workplace practices. (Completed)**
- **A working group of FM staff members, supported by Tatia Granger, Babs Bengtson, and a facilitator, has been organized to develop recommendations to improve Facilities Management in areas of fairness, respect, and accountability (the three primary problems identified in the Amediate Report). The group is scheduled to meet May 12, June 22, July 21, and August 3.**

- **The Director of Training is developing a customized supervisor's institute for facilities management that will launch in the next academic year.**
- *Name important and prominent campus buildings to more fully reflect the diversity and achievement of the entire William & Mary community.*
 - **As one of the initial recommendations from the report of the Task Force, the university immediately renamed the Jamestown Residences to Lemon Hall and Hardy Hall. In October, a special ceremony was held to celebrate this historic moment. In addition, there will be other opportunities that will be considered during the 50-year celebration of African Americans in residence, 100-year celebration of Women, and the culmination of the Lemon Project.**
- *Require on-going, mandatory educational training on issues of diversity and inclusion for faculty, staff, and students on topics of race and other intersecting identities.*
 - **A training committee has been meeting to discuss our future training needs. This semester faculty and staff completed a new Haven Training by Ever-Fi. The committee is currently reviewing the Diversity & Inclusion modules with Ever-Fi and Campus Answers to determine which company might provide the best platform for the faculty, staff, and student training proposed. Selecting the right company and product is very critical for any type of training, but more specifically for training surrounding cultural competency and sensitivity. Timeline: we anticipate having at least 2-3 products to recommend by Fall, 2017.**
 - **HR has launched its new learning management system. The LMS is an important foundational system that will facilitate the delivery of new training content for staff as well as track completion of training.**
 - **For the first time, HR will offer a summer session of the supervisor's institute.**
 - **HR is developing a comprehensive resource manual for hiring managers that will include training on unconscious bias for all search committee members. The manual will be complete in the fall.**
- *Institutionalize a periodic campus climate survey of the entire community, to be conducted by an outside vendor.*
 - **A Sexual Misconduct Survey was administered this spring to all enrolled undergraduate and graduate students this Spring (in response to the Task Force on Preventing Sexual Violence). This summer a working group will begin researching and selecting an outside vendor to for the Racial Climate survey for students. The cost associated with this endeavor ranges from \$3,000-8,000. If we can find the money, the student racial climate survey could be administered in Fall 2017.**

- **HR just completed an Employee survey in 2015-16 and will continue with this vendor for the next period in 2-3 years.**
- *Create a formal Diversity and Inclusion Committee that will use best practices to develop a university-wide plan that will inform, drive, and influence plans at the unit level. Require that each unit provide a diversity and equity plan that is aligned with the university plan and clearly outlines measurable goals and a timeline.*
 - **A working group, chaired by the Deputy Chief Diversity Officer will be established by the end of the semester to begin creating a university-wide diversity plan that will inform, drive, and influence the institution's diversity initiatives. All schools have completed diversity plans (posted on www.wm.edu/diversity) and over half of the Arts and Sciences academic departments.**
 - **The Diversity and Inclusion Committee will be implemented at the completion of the Working Group's work.**
- *Commit to implementing an Incident Information System at the College that unites the College's various reporting channels under one gateway, engages in appropriate review and referral of all reports with due consideration for freedom of expression, and provides annual reports of its activity to the community.*
 - **William & Mary has a variety of ways for people to report harassment, discrimination, or other problems and concerns. We have, through changes in policies, procedures, and websites, improved these procedures substantively as well as the user experience. Two important recent improvements are (1) the creation of a new harassment reporting website http://www.wm.edu/offices/compliance/concerns_violations/reportingdiscrimination/reportingharassment/index.php and (2) web revisions to the Dean of Students "Report a Concern" website, which have made the site much clearer and simpler for visitors. http://www.wm.edu/offices/deanofstudents/report_an_issue_or_concern/index.php**
 - **We do not currently have funding to procure a full incident management/reporting system. We are, however, working to improve the user experience with our existing systems. In particular Creative Services is working to create a single website "hub" or entry point. This hub would be designed as the landing page for anyone – student, faculty, staff, visitor, parent, etc. – with a concern or complaint. After landing on this page, the person will be presented with clear information as to where next to go to file the complaint. For anyone with a concern about a student, the landing page would steer them to the Dean of Students Report a Concern website, for example. The information presented on this new landing page will not be new; this information is currently available on the Compliance & Equity website. http://www.wm.edu/offices/compliance/concerns_violations/i**

ndex.php Our goal is to have a more visually appealing and user-friendly interface.

- *Realign current university resources and identify private support to fund the implementation of the recommendations as listed in the Task Force Report.*
Funding for the Facilities Management study, the hiring of the Deputy Chief Diversity Officer, and the \$1 million dollars for the Provost Hiring Initiative was provided immediately. (Completed)
- *Appoint an Implementation Team to pursue the recommendations in this report.*
The Implementation Team continues to work on recommendations. (Completed)
- *Diversity education requirement in the COLL program*
The Curriculum Subcommittee of the Implementation Team submitted a proposal to include and require, in the 12 credits of COLL 200, an attribute called Inclusion and Common Ground (ICG). The proposal was submitted to the Educational Policy Committee.

Arts & Sciences has committed to three new initiatives:

- **Offer up to five \$2,000 grants per year for a three-year period (2017-18 to 2019-20) to departments and programs to bring disciplinary experts to campus to work with faculty on the development of inclusion and diversity modules for their courses (any department or program that receives a \$2,000 grant will be expected to offer two new COLL 100, 150, or 300 courses);**
- **Bring experts to campus next year for workshops and trainings to help faculty develop modules that address inclusion and diversity for their courses;**
- **Work with the Educational Policy Committee on holding town hall meetings in 2017-18 to gain faculty input on what such modules might look like across A&S.**

Additional Recommendations Completed

- *Expand the staff in the Center for Student Diversity*
The Center for Student Diversity has increased the staff size by one full-time staff member. There are now 3 full-time professional staff members and 2 graduate students. For the fall, a new Diversity Fellow will be added because of the recommendation of the Task Force's report.
- *Actively encourage all employees to take advantage of campus events/programs.*
Facilities Management has begun highlighting campus events for staff in their department newsletter, Kudos.

- *Communicate clear expectations regarding the responsibilities of essential personnel, e.g., under what circumstances they are expected to report to work, and what types of tasks they are expected to perform once on the job.*
A summary of work expectations for employees was shared with Facilities Management Staff on April 3rd with all staff, by both email and departmental posting. (Completed)
- *Set up a mechanism by which Facilities Management staff can take advantage of professional development opportunities without fear of reprisal.*
Working group.
- *Set up a formal mechanism through which Facilities Management staff can lodge complaints without fear of retribution.*
The processes summarized at http://www.wm.edu/offices/compliance/concerns_violations/employee_processes/index.php serve this purpose. (Completed)
- *Specific expectations for managers, directors, and department chairs should be established that relate to supervision, mentoring, communication, harassment and discrimination, and other inclusive workplace practices.*
Commonwealth and University policy generally define expectations. Additional on-going training will be one outcome of the Amediate report Working Group.
- *The review of all official documentation (print and electronic materials) related to diversity to ensure that the documents read diversity and inclusion.*
The Office of Diversity and Inclusion will have a Graduate Intern this summer who will complete this audit.
- *Require each unit (academic and administrative) to provide a diversity plan that is aligned with the university plan and clearly outlines measurable goals and a timeline.*
The Deputy Chief Diversity Officer has been assigned this task and will carry it out as an on-going part of her role.

Additional Updates

Diversity education requirement in the COLL program

The Curriculum Subcommittee of the Implementation Team submitted a proposal to include and require, in the 12 credits of COLL 200, an attribute called Inclusion and Common Ground (ICG). The proposal was submitted to the Educational Policy Committee. The EPC did not vote on the proposal but asked questions. The sub-committee does not know where the proposal currently stands. (See attached proposal)

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Hiring of more black faculty and faculty of color

To date, there have been six (6) faculty of color who have accepted our offer for full-time tenure-eligible teaching positions for fall, 2017. They are in the following areas: Government, Kinesiology, English, Education, Business, and Music.

Increased effort in recruiting of more black students, and students of color

Recruiting a diverse, outstanding group of entering students is our fundamental goal in the Office of Admission. It is a priority to focus significant time and resources on recruiting and enrolling students of color.

- *In Fall 2007, 22% of the entering class identified as students of color; in Fall 2016, 30% of the entering class identified as students of color.*
- *In Fall 2007, 173 students in the entering class specifically identified as Black or Hispanic; in Fall 2016, 259 students identified as Black or Hispanic.*
- *This year, we made 8% more offers of admission to students of color than we did just two years ago. For students who specifically identified as Black or Hispanic, we made 16% more offers of admission than just two years ago.*

Recent initiatives:

- *In recent years, we've increased the number of students offered William & Mary Scholar scholarship awards, and in turn, who participate in the WMSURE program. In just the past two years alone, we've increased the*

number of W&M Scholar recipients by 15%.

- *Over the past two years, we have partnered with a handful of other universities in Virginia to support DICE (Diversity Initiatives for Collaborative Education). This effort holds programs throughout Virginia aimed at counselors who work with underrepresented populations to assist them in preparing their students for the college admission process.*
- *Beyond the standard college recruitment travel of high school visits and college fairs, we've increasingly participated in events specifically focused on recruiting students of color, including the Mid-Atlantic regional symposium in Philadelphia for A Better Chance, the Infinite Scholars program organized by Delta Sigma Theta in Richmond, the Megagenesis college and career event in Newport News, the Booker T. Washington Middle School College and Career Day in Norfolk, and the St. Paul's Baptist Church College Fair in Richmond, to name a few examples.*
- *Brand new this year, we just signed on as an Educational Partner with the Ron Brown Scholar Program.*

Increased funding for multicultural organizations and clubs, through student affairs and student assembly

Student Fees/Student Assembly has an additional funding source titled the "Activities & Event Fund." Guidelines for application for these funds can be found at:

<http://www.wm.edu/offices/studentleadershipdevelopment/funding/activity-event/index.php>

This funding source is more nimble for student organizations hosting events open to the campus community as the application process runs closer to "real time" rather than 1 year out (as the organization budget process does). The TOTAL amount in the Activities & Event fund for a 3-year history is: \$30,000 (14-15); \$40,000 (15-16); and \$40,000 (16-17)

- *To date in 16-17, culturally based groups have received \$5,746 in funding from the overall Activity & Event Fund.*
- *Through the 2016-2017 EAC process, it was identified that the SA guidelines for funding have an identified policy that can be seen to have greater impact on culturally based organizations in that fundraising events are NOT approved for funding (with the longstanding rationale from SA being that student fees should not be used to raise funds for a specific group. However, many groups do fundraisers that are also inherently programmatic (and were the event not also charging fees WOULD be appropriate for Activity & Event Funding. SA is implementing a new protocol for the FY18 that will address this. The newly proposed protocol is not intended to only benefit multicultural groups, but it will address funding issues that disproportionately impact these groups.*

Expand the Africana studies program into a department

The Africana Studies program director has made this request to the Dean of Arts and Sciences and she is currently reviewing the request. Timeline: A decision should be reached within 6-9 months.

Create an Asian Pacific studies major, and establish an APIA program

With the recent addition of the Asian Studies minor, there needs to be some time before creating a program.

Expand the staff in the Center for Student Diversity

Within the last 2-3 years, the Center for Student Diversity has increased the staff size by one full-time staff member. There are now 3 full-time professional staff members and 2 graduate students. For fall 2017, a new Diversity Fellow will be added as a result of the recommendation of the Task Force's report.

Institute a zero tolerance policy regarding incidences of racism

On-going.

Name important or prominent campus buildings after prominent people of color

As one of the initial recommendations from the report of the Task Force, the university immediately renamed the Jamestown Residences to Lemon Hall and Hardy Hall. In October, a special ceremony was held to celebrate this historic moment. In addition, there will be other opportunities that will be considered during the 50-year celebration of African Americans in residence, 100-year celebration of Women, and the culmination of the Lemon Project.

Require on-going, mandatory education training on issues of diversity and inclusion for faculty, staff, and students

The Implementation Team is currently working on this item. We are researching various companies who provide the type of training we would like to offer for faculty, staff, and students. Selecting the right company and product is very critical for any type of training, but more specifically for training surrounding cultural competency and sensitivity. Timeline: we anticipate having at least 2-3 products to recommend by spring, 2018.