

STATUS ON DIVERSITY RECOMMENDATIONS

* additional recommendation  Completed  Some Progress  No Action

✓ = 2009-10 Goal

INSTITUTIONAL STRUCTURE AND FRAMEWORK

Implement an institutional plan for diversity.

A document has been completed that outlines best practices for each unit relative to diversity. Units should incorporate diversity into their overall yearly plans, appoint a diversity liaison, incorporate diversity into their mission statement, highlight diverse practices on their websites, etc. Completion is expected by summer 2009.

Create a senior level position of Director of Diversity

Effective July 1, 2007 President Nancy L. Zimpher gave Vice President Mitchel Livingston a dual appointment as Chief Diversity Officer.

Establish an all-university committee on diversity.

An all-university Diversity Council was established through letters of appointment (July 2007) by President Nancy L. Zimpher. Dr. Cynthia Berryman-Fink was appointed to serve as chair until her anticipated retirement in December 2008. The Council met for the first time on September 20, 2007. The charge was to develop an organizational structure that would work to address the 52 recommendations of the Diversity Task Force. The Council subdivided into five working teams: Campus Life & Climate, Recruitment & Retention, Assessment & Accountability, Community Collaborations, and Leadership & Logistics. Co-chairs were identified for each team and the 52 recommendations were assigned accordingly. Teams were asked to prioritize their top 3-5 recommendations, suggest an implementation timeline, and develop a proposed budget. At least one recommendation per team was funded. Each initiative has been given to the appropriate office for implementation.

Develop, implement and monitor a communication plan.

Greg Hand, Associate Vice President for Public Relations and a member of the Diversity Council developed a comprehensive communication plan that outlined the purpose, philosophical concepts, the environment, our key messages, media, life span, branding, baseline communication, strategies, and assessment. In addition, a website was created to communicate the work and progress of the Diversity Council. Sections include: UC's Mission Statement, History, Meet the Council, Support System, Committees, Minutes, Diversity Inventories, a PowerPoint Presentation on UC's diversity initiative, Resources, Recommendation Status, and Announcements.

Revise the University Mission Statement to include a commitment to diversity.

The Mission Statement was vetted by several groups including the Diversity Council, the President's Cabinet, and the Council of Deans before being presented to the Board of Trustees. The Mission Statement was approved by the Board on January 29, 2008.

CAMPUS LIFE AND CLIMATE

Engage the university in a process to define diversity.

Diversity Council Chair Cynthia Berryman-Fink and Chief Diversity Officer Mitchel Livingston visited with all Governance groups to provide information on the initiative and to encourage them to begin a dialogue in their respective areas with special attention to how they are incorporating the value/principle of diversity into their work.

✓ **Create a plan to showcase images of diverse cultures.**

The Campus Life & Climate committee proposed an idea to accomplish this through the creation of the Diversity Ambassador Award. Recipients were announced and recognized during the UC Diversity Conference in April 2009.

✓ **Develop and distribute diversity publications (Future of Learning, African American experience, etc.)**

Some of these publications have been distributed at different programs. The African American Experience (timeline) was included into the registration packet for the African American Alumni Reunion and shared during prospective donor visits. The Future of Learning has been shared with alumni, donors, and community partners. Further distribution is planned for FY 09.

Elevate RAPP.

A graduate assistant position was funded from March to June 2008. Additional funding (\$60,000) for a full-time program coordinator is pending Board approval in June 2008. During FY 09, two sessions will run simultaneously to increase student participation in the program.

Reaffirm the university's commitment to the existence of the African American Cultural & Research Center and clarify the separate issue of a multicultural center for broader interests.

In a letter to AACRC Director Eric Abercrombie dated January 14, President Zimpher reaffirmed the existence of the African American Cultural & Research Center, suggesting the name be changed to Resource Center to more accurately reflect the work of the Center and indicating that it didn't preclude the exploration of developing a Multicultural Center for other underrepresented groups. A meeting is scheduled for July 2 to discuss next steps for the AACRC.

Inventory diversity training.

A university-wide assessment was conducted of all diversity initiatives at the college and unit levels. Reported initiatives were coded under the following 10 categories: course, facility, grant/scholarship/sponsorship, highlight of student/faculty/staff, policy/practice, program, research, service, training, and publication. The two areas with the highest frequency for concentrated effort were program and course. A specific inventory on training is planned for FY 09 based on needs of HR and facilitator cost.

Develop a community dialogue regarding recommendations of the Just Community Task Force

The Diversity Council will act on recommendations from the Just Community Task Force to align the Just Community Initiative with the university's Diversity Initiative.

Expand the concept of cultural competence to include greater focus on race and ethnicity.

Vice President & Chief Diversity Officer Mitchel Livingston, Diversity Council Chair Cindy Berryman-Fink and Senior Vice President & Provost Tony Perzigian met on January 16, 2008 for discussion.

✓ **Reactivate the Racial Incidents Team.**

The Racial Incidents Team was reactivated under the name of the Racial and Other Discriminatory Incidents Team during 2009, per a recommendation from the Diversity Council's Campus Climate Subcommittee.

✓ **Encourage greater levels of involvement by students of color in student organizations, campus life, and leadership positions.**

This is planned for FY 09.

✓ *** Expand efforts of the Women's Center to support LGBTQ students through a full-time staff person and GA**

Funding for the GA was continued, despite budget cuts. Conversations with various stakeholders are underway regarding a full-time staff person.

✓ **Ensure that ethnic students are involved in committees/groups working to enhance safety/security.**

RECRUITMENT & RETENTION

Implement Incentive Funding Program.

Graduate School Dean, Neville Pinto led this program in which colleges, departments and units submitted proposals to fund diversity initiatives in their areas targeted at student recruitment and retention. Collaborative proposals for broader impact were encouraged. Awards were made to successful proposals winter 2009.

Share the findings from the National Survey of Student Engagement (NSSE) and Student Satisfaction Inventory (SSI).

Senior Associate Vice President Caroline Miller began sharing the findings in May 2008. Dawn Fuller, Public Information Officer, published an article (May 27) on the inventory that indicated there is a significant increase in the level of satisfaction of UC students regarding their college experiences. UC scored above the national average for four-year public institutions on five indices: campus life, instructional effectiveness, recruitment & financial aid, service excellence, and registration effectiveness. In addition, WLWT Channel 5 produced a news segment through random campus interviews with students.

*** Host STARS Conference in April 2008.**

UC hosted the 16th annual STARS (Student Achievement in Research and Scholarship) Statewide Student Research Conference April 4-6 at the Kingsgate Conference Center. The event was sponsored by the Ohio Board of Regents, STARS.

*** COFSP grant could enhance diversity participation in STEM disciplines.**

Senior Associate Vice President Caroline Miller took the lead in writing the proposal that was funded at \$4.2 million.

Hold cross-disciplinary events across campus to introduce new faculty to the community and to provide opportunity for discussion of mutual academic interests.

The Senior Vice President & Provost, the Vice President for Finance & Administrative Services, and the Vice President for Student Affairs & Services sponsored two networking receptions (Fall 2007 and Winter 2008) to welcome new employees to the university.

A series of brown bag lunches will be sponsored by the Provost's Committee on Faculty Diversity beginning in 2008-09 for new faculty.

Encourage diversity in faculty hiring.

Senior Vice President & Provost Tony Perzigian and Vice President & Chief Diversity Officer Mitchel Livingston have proposed a joint appointment between Academic Affairs and Student Affairs & Services beginning FY 09. In addition, a part-time faculty diversity coordinator is to be appointed to focus on recruiting and hiring faculty of color.

***Faculty Diversity Proposals**

The Provost's Committee on Faculty Diversity issued a call for proposals to colleges to enhance diversity efforts in their units.

✓ **Enhance faculty search committee process.**

Search committees are required to use the search procedures handbook issued by the Office of Equal Opportunity and to contact the OEO for assistance with venues for searching for faculty of color. All job ads should read, "The University of Cincinnati is committed to increasing the diversity of the university community. Candidates who can contribute to that goal are encouraged to apply and to identify their strengths or experiences in this area." RFP went out to offer financial assistance to departments in their efforts to hire African Americans and faculty of color.

Grow our own diverse faculty.

Vice Provost Karen Faaborg and Graduate School Dean Neville Pinto have proposed a loan forgiveness program for each PhD candidate who successfully completes his/her degree and joins the UC faculty. Participating departments will receive \$5,000 for this initiative. This program will be announced once funding for the loan forgiveness portion is identified.

Obtain higher level of recruitment support from key internal faculty and staff constituencies.

A group of faculty and staff worked with undergraduate admissions in planning two spring events for students of color.

Encourage involvement of alumni of color to assist in the recruitment of student of color.

Vice President/CDO Mitchel Livingston and UC Alumni Association Executive Director Myron Hughes discussed this on February 18, 2008. Both traveled to Cleveland on July 29, 2008 to meet with a contingent of African American alumni to provide university updates and request assistance in recruiting students to UC.

Support STRIVE, Summer Bridge, Gear Up, M²SE, Ohio Core, Dual Enrollment.

Per and update from Senior Associate Vice President Caroline Miller on February 14, this initiative is in progress.

Enhance partnerships/pipelines with Cincinnati State and Sinclair Community College.

Senior Associate Vice President Caroline Miller will oversee the implementation during FY 09. The estimated cost is \$3,000.

Continue inclusion of non-cognitive factors in admission.

Per an update from Senior Associate Vice President Caroline Miller on February 14, this initiative is in progress. The estimated cost for implementation in FY 09 is \$12,000. \$10,000 was approved at the June 2008 Board meeting.

Explore the possibility of academic departments doing targeted fundraising for diversity faculty hires as part of the University's capital campaign.

Action was proposed in an email from Vice Provost Karen Faaborg on January 28, 2008.

✓ **Change the academic environment and culture for success retention of new and existing underrepresented faculty by institution measures and programs.**

Senior Vice President & Provost Tony Perzigian and Vice President & Chief Diversity Officer Mitchel Livingston will oversee this initiative. The estimated cost for implementation in FY 09 is \$100,000.

\$71,000 in Provost Office funds is set aside to implement the recommended series of measures and programs by the Provost's Committee on Faculty Diversity in 08-09.

Appoint appropriately diverse faculty mentors.

Mentors will be appointed for each diversity hire beginning with new hires in 08-09.

Provide ways to connect with the Cincinnati community.

At the current time, there is no funding to create special materials, but special marketing appeals will be made to diverse candidates for open positions beginning in 08-09.

Create job marketing materials to send to job candidates.

Action was proposed in an email from Vice Provost Karen Faaborg on January 28 2008.

✓ **Perform exit interviews with those who leave to assess and learn ways to improve the environment.**

This process will be instituted during the 08-09 academic year by the Provost's Committee on Faculty Diversity.

✓ **Use Visiting Professorships to build relationships with diverse candidates without immediately creating a long-term commitment.**

\$33,000 in Provost Office funds is allocated for this purpose; an RFP will go out to colleges in August/September '08 seeking likely candidates.

Strengthen the Department of African and African American Studies.

Dean Valerie Hardcastle will lead this initiative along with the Department Head, Joseph Takougang. A new head for this unit was hired 1/1/09 to provide leadership for this effort.

* **Grow gift dollars for undergrad and graduate diversity focused aid for academically talented students.**

Senior Associate Vice President Caroline Miller will oversee the implementation during FY 09. The estimated cost is \$500,000. A \$4 million anonymous gift was received in January 2008.

* **Grow support for Yates Scholars Program at the graduate level.**

Senior Associate Vice President Caroline Miller will oversee the implementation during FY 09. The estimated cost is \$500,000.

*** Attain funding for Minority Student Recruitment Office in the Graduate School to be more proactive.**

Senior Associate Vice President Caroline Miller will oversee the implementation during FY 09. The estimated cost is \$250,000; \$15,000 was approved and used as a recruitment initiative. Prospective graduate students were invited for campus visits during Graduate Recruitment Weekend. These students were identified by program faculty as being outstanding minority applications.

*** Undergraduate Recruitment & Retention**

- New multicultural brochure produced for the 10A class.
- Jr. Multicultural Day – special invitation to high school juniors held in April 2009; 109 participated (103% increase over the previous year).
- Salute to Excellence – Reception for admitted and confirmed students for fall 09A; 61 students (20% increase from previous year).
- Reception for Cincinnati Public Schools students who confirmed but had not completed other information; 160 participants (resulted in a 15% increase in confirms)

*** Raise funds in order to diminish the level of unmet need.**

Senior Associate Vice President Caroline Miller will oversee the implementation during FY 09. This is in progress through the Cincinnati Pride initiative and funds received in January 2008 and the June notification of receipt of Choose Ohio First Scholarships for students pursuing degrees in the STEM disciplines.

*** Continue recruitment on international undergraduates.**

Senior Associate Vice President Caroline Miller will oversee the implementation during FY 09. A revenue generating plan is in place.

*** Support of Summer Bridge programs modeled after E3 and SPARKS that support successful transitions from high school to college.**

Senior Associate Vice President Caroline Miller will oversee the implementation during FY 09. The estimated cost is \$200,000; \$25,000 was approved at the June 2008 Board meeting. Choose Ohio First Summer Bridge support for underrepresented students in the physical sciences and engineering new program scheduled for summer 2009; represents institutional match to enhance retention of underrepresented students in STEM disciplines.

*** Align with developmentally appropriate dual enrollment programs.**

Senior Associate Vice President Caroline Miller will oversee the implementation of this initiative.

✓ **Pursue cluster hires of faculty.**

This is being encouraged for ongoing searches with cross-disciplinary connections.

Increase Turner Scholars.

Develop a marketing initiative focused on increasing education abroad and international co-op opportunities for students of color.

Develop additional scholarships for students of color.

In January 2008, the University received a \$4 million anonymous gift with a request that a portion be used for scholarships for students of color. The funding was designated to the Cincinnati Pride Initiative. In addition, the University was a recipient of two Choose Ohio First Scholarship Grants. One of which will support students of color in the STEMM disciplines.

Explore more need-based programs to help students pay tuition and develop strategies to curb significant increases in tuition.

Recruit diverse students in Cleveland and Columbus.

Have the Office of Equal Opportunity and Human Resources assist and monitor all units of UC in their efforts to recruit and retain staff from historically underrepresented groups.

The Office of Equal Opportunity and HR Metrics (OEOHRM) monitors hires and promotions for new positions for all staff through review and approval on People Admin. The OEO meets with faculty search committees and provides instruction on conducting recruitments and ensures that documented good faith efforts are made to develop a diverse pool of candidates for positions. Separations are monitored through UC Flex reports and data is analyzed for adverse impact. (Gary)

Create the Center for Race, Gender & Social Justice.

Deans Hardcastle and Billionis are planning to establish the center within the College of Law in the 2008-09 academic year.

Enhance employee orientation in general, while also incorporating into it diversity as a core.

The Administration and Finance Division has engaged the services of the Convergys Corporations to assist the HR Community in strengthening and fully taking advantage of the SAP enterprise system in building its On Boarding and Hire processes. A result of this work will be an improved employee orientation process with consistent procedures across the university.

Improve workforce planning.

Workforce planning is a new concept for the unclassified and classified workforce. Human Resources has assigned directors in the Human Resources Services Center and Total Compensation and Wellness responsibility for building the business process and rolling it out within the department and across the campus when ready. There are current four key areas of focus/concentration: Policy Development, Implementation and Analysis; Work Force Assessment, Analysis and Development; Recruitment, Hiring and Retention and Compensation and Benefits Planning.

COMMUNITY COLLABORATION

Develop a program that recognized outstanding alumni of color.

In February 2007, the African American Alumni Association hosted the Onyx & Ruby Gala designed to recognize 15 alumni. Honorees were acknowledged for their roles in opening doors, setting a standard of excellence, and using their impeccable skills and talents to create opportunities for a better tomorrow. They played critical roles in shaping the personal and professional development of thousands of students. In addition, honorees were avid supporters of their communities, visionaries, and leaders of the pack. The next Gala will take place during FY 09.

Incorporate Cincinnati Community issues regarding diversity into the university's Center for the City.

Vice President & Chief Diversity Officer Mitchel Livingston proposed action in a note to Associate Vice President Mary Stagaman and Committee Co-Chair Ed Owens dated January 14, 2008. Stagaman suggested a scholar-in-residence program as a means on fostering this collaboration.

✓ **Enhance contracting processes and procedures to maximize their accessibility and understandability. . .**

Associate Vice President Mary Stagaman and Committee Co-Chair Ed Owens are taking the lead in planning a supplier diversity program for FY 09. The estimated cost of \$3,000 was approved at the June 2008 Board meeting.

* **Campus Visit Program – invite external groups to campus to tour the transformation and work in surrounding neighborhoods; includes lunch and conversation with university leadership.**

Associate Vice President Mary Stagaman and Committee Co-Chair Ed Owens are taking the lead in planning this for FY 09. The estimated cost of \$3,000 was approved at the June 2008 Board meeting.

***Recruit Diverse Student Population Using Alumni**

Invite alums who stayed in Cincinnati to learn of their UC connections in order to incorporate those strategies into a recruitment plan. Focus groups are currently in the planning process.

Encourage community involvement to attract and enroll students of color.

ASSESSMENT & ACCOUNTABILITY

* **Develop a Report Card**

Diversity Report Card has been completed and is part of the President's Report Card to the Board of Trustees fall of 2009.

Conduct periodic climate surveys.

Create center in HR to maintain and share diversity data.

The OEOHRM is responsible for developing data on diversity and for assessing progress on goals established for UC. The OEO monitors hiring and promotion activity for academic and administrative units within UC and reports are generated and meetings held to discuss results. (Gary)

✓ **Create centralized exit interview process.**

The Human Resources Department has a goal for FY 2009 to enhance and streamline the exit interview process beyond the current review of benefits available to employees departing university service. The goal is to begin collecting information more information about the work experience, determine why employees are leaving and to provide unit leaders with information that will help them going forward. At present the department is collecting data on the number of exit interviews, the ratio of exit interviews to employee separations, and the number of

separations for each organization. In addition, the department has created a set of exit interview questions it will begin to use during FY00.

Perform periodic assessment using NSSE & SSI.

The results were shared in May 2008, which indicated that UC students were enjoying favorable college experiences.

Last Updated: June 26, 2009