

# **Diversity Administration Review Report: Recommendations**

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## Introduction

While embracing and fostering diversity remains as relevant today as it has been for decades, the context for the practice of this value is dramatically changing. It is clear that many dedicated people on our campus are actively working to enhance the development of diverse academic, social, and cultural activities. In support of these and future initiatives, Interim President Willard (Sandy) Boyd convened a committee of faculty and staff in fall of 2002, and charged them to do the following:

- Conduct an institutional audit to assess the current state of diversity-related initiatives.
- Review current UI diversity-related initiatives.
- Review of diversity-related “best practices” in CIC institutions.
- Identify strategies that will support the University’s continuous progress and support of the diversification of faculty, staff, and students.
- Identify strategies that will enable faculty, staff, and students to increase their global and individual understanding and mutual respect.
- Present a proposal/report that sets forth these strategies to the next President for his/her review and consideration.

The Ad Hoc Diversity Group committee members were Charlotte Westerhaus, Assistant to the President, Director of Affirmative Action and ADA Coordinator (convener); Robert Kelch, Vice President for Health Affairs; Mark Schantz, General Counsel; Philip Jones, Vice President for Student Services and Dean of Students; Joe Coulter, Director of Opportunity of Iowa and Associate Provost for Diversity; Sue Buckley, Associate Vice President, Human Resources; Carolyn Colvin, Associate Dean, College of Education and Chair, Diversity Committee; and Dan Teets, Chair, Human Rights Committee.

In the January, 2003, an inventory of University diversity initiatives was completed and reported to Interim President Boyd. Twenty-one surveys were sent to University-wide diversity related standing committees, volunteer committees within college and units, and volunteer constituency councils. A summary of survey findings is attached as Attachment 2. In addition, a summary of the diversity-related best practices in the CIC is attached as Attachment 3.

The Committee recommended that the University conduct an institutional diversity study/audit in order to obtain the baseline data to support new and effective diversity initiatives. The Committee recommended that the study be conducted in the spring of 2003, that the survey participants be faculty, staff and students, and that the proposed assessment tools be as follows: 1) faculty – focus groups by college 2) staff – electronic diversity questionnaire and 3) students – electronic diversity opinionative.

In the spring of 2003, newly installed President David Skorton reviewed the Ad Hoc Diversity Committee’s recommendations and thereafter, convened an additional committee. The specific charge to the Diversity Administration Committee was to:

- Review central administration structures aimed at improving diversity at regent and peer institutions (Iowa State University, University of Northern Iowa, and Big Ten)
- Suggest changes in central administrative structures and responsibilities aimed at improving effectiveness and efficiency of diversity efforts at The University of Iowa

The Committee Members are Charlotte Westerhaus, Assistant to the President, Director of Affirmative Action, and ADA Coordinator (convener); Philip Jones, Vice President for Student Services and Dean of Students; Joe Coulter, Director of Opportunity of Iowa and Associate Provost for Diversity; William Welburn, Assistant Dean, Graduate College; Chris Brus, Director, Women in Science and Engineering; Philip Kutzko, Professor, Mathematics; Sue Buckley,

Associate Vice President, Human Resources; and Carolyn Colvin, Associate Dean, College of Education and Chair, Diversity Committee.

The following report contains information regarding the present state of central administrative structures at The University of Iowa, Iowa State University, the University of Northern Iowa, and institutions within the Big Ten Conference. In addition, the report sets forth recommendations regarding changes in the present diversity-related administrative structures and responsibilities at The University of Iowa.

## **The Present State of the Current Central Administration Structures at Peer Institutions**

A cursory review, limited to central administration structures and responsibilities at peer institutions, is attached to this report as Attachment 1.

### **Present State at the University of Iowa**

Presently, central administration structures and responsibilities are as follows:

#### **Office of the President**

Office of Affirmative Action

#### **Provost**

Associate Provost, Diversity

- Opportunity at Iowa

Associate Provost, Faculty

- Dual Career Network

#### **Vice President for Research**

Women in Science and Engineering

#### **Vice President for Student Services and Dean of Students**

Student Disability Services

Student Support Services

Women Resource and Action Center

#### **Vice President for Finance and Operations**

Human Resources

- Faculty and Staff Disability Services
- Dual Career Network
- Immigration Services

## **Identified Administrative, Strategic, and Climate Issues**

Prior to formulating any recommendations or changes to the present state of central administrative structures, the Committee identified the following administrative, strategic, and climate issues which need to be addressed in order to improve the effectiveness and efficiency of diversity efforts at the University of Iowa.

### **Administrative issues**

- Lack of coordination of efforts and communication related to diversity among academic and administrative leaders.
- Decentralized diversity administration/leadership/efforts; the result -- the focus on diversity is easily lost.
- Low visibility and unnecessary duplication of diversity efforts throughout the campus.
- Confusion as to what diversity is (lack of consistency) - varies across the campus.
- The Committee questioned the strength of the "political will" where issues of diversity are involved ("talk the talk" vs. "walk the walk").
- Lack of accountability/responsibility related to performance evaluations of central academic/administrative leadership.
- Lack of dedicated financial resources within departmental budgets (the exception to this is financial aid for students).

### **Strategic Issues**

- Diversity is a strategic goal is not integrated into all University systems.
- Recruiting efforts for diversity may go well but retention is still a challenge.
- Pipeline (bringing in and retaining diverse faculty/staff) is dry as compared to where we were 5-10 years ago.

### **Climate Issues**

- Diversity at UI is on the margin of priorities, even though in general, faculty, staff, and student populations endorse the concept.
- Search practices for senior administrative positions, particularly as they relate to the Provost search but applies to all searches -- a sense that although diversity is important, committee members feel obligated and subsequently use the same historical standards to evaluate merit of candidates. Refusal to think and act outside the box.
- Demographics of UI faculty, staff and students, as well as present demographics within Iowa are a challenge.

## **Consensus Recommendations Regarding Central Administrative Structures and Responsibilities**

The Committee conscientiously and vigorously discussed a wide variety of proposed initiatives. The following are six (6) consensus recommendations regarding changes to present central administrative structures and responsibilities aimed at improving effectiveness and efficiency of diversity efforts at the University of Iowa. These recommendations are consistent with President Skorton's goal to strengthen the University's ability to provide a humane and technologically advanced community in which diverse students, faculty, and staff, working and learning together are able to achieve excellence.

### **1) Change the name of the office from the Office of Affirmative Action to the Office of Equal Opportunity and Diversity**

#### **Rationale:**

- Reflect the office's current mission, programs, educational offerings, and consultation expertise.
- Enhance the concept and visibility of diversity within the Office of the President.

#### **Committee Outcome:**

- Consensus and endorsement to change the name of the office from the Office of Affirmative Action to the Office of Equal Opportunity and Diversity.

**2) Create new programmatic agenda within the Office of Equal Opportunity and Diversity to improve the effectiveness and efficiency of diversity efforts at the University of Iowa**

**Rationale:**

- Administrative Issues
  - Increase coordination of efforts and communication related to diversity among academic and administrative leaders.
  - Recognize decentralized diversity administration/leadership/efforts while providing expertise that enhances the focus on diversity.
  - Increase visibility and decrease duplication of diversity efforts throughout the campus.
  - Aid in clarifying the broad concept, as well as reality of what diversity is.
- Strategic Issues
  - Integrate diversity as strategic goal into all University systems.
  - Support recruitment and retention efforts.
  - Focus on remedying the pipeline issue.
  - Implement diversity-focused search practices.
- Climate Issues
  - Elevate diversity into the administrative mainstream.
  - Focus on search and screen practices for all employees, including senior administrative positions.
  - Increase the collaboration of administrators, staff, faculty and students.

**Committee Outcome:** Consensus and endorsement of the following new initiatives:

**Equal Opportunity Initiatives:**

Health Care Relations Group, Faculty Diversity Relations Group, and Staff Diversity Group –

The goal of these groups is to support the University’s efforts to be a national leader in recruiting and retaining a diverse community of faculty, staff, and students. A particular focus of the Groups is to review and recommend, as appropriate, search and selection policies and procedures for the University and its colleges and departments. Upon the approval of the President, these policies and procedures will be implemented and monitored by major unit heads (Presidents, Vice Presidents, and Deans) at the college and major unit level with the assistance of the Office of Equal Opportunity and Diversity. The Groups, therefore, serve as an advisory resource to the Office of Equal Opportunity and Diversity.

Equal Opportunity Specialist within UIHC – This additional position would perform the identical responsibilities as the Equal Opportunity Monitor presently within the Office of Equal Opportunity and Diversity, except it would be located within UIHC.

**Compliance Initiatives**

Sexual Harassment Prevention – An additional professional should be added to the Office of Equal Opportunity and Diversity in order to aid in the investigation and resolution of sexual harassment complaints and provide educational resources to the campus regarding implementing effectual preventive measures. This professional would also collaborate with the resources provided in the Rape Advocacy Prevention Center.

### **Diversity Initiatives**

Dual Career Network – This unit would continue present responsibilities while supporting and enhancing the increased hiring of dual career partners or spouses as faculty and staff, while enhancing diversity on campus. In addition, the unit would report to the Office of the Provost, and the Office of Equal Opportunity and Diversity in order to enhance the coordinated efforts in employing dual career partners or spouses.

Student Relations Program – This program would establish collaborative relationships to enhance student retention (undergraduate and graduate) in the following areas:

- Diversity Leadership Retreat (working with the Office of Student Life and the Graduate College).
- Diversity Leadership Internship Program.
- Intergroup Dialogue Series.

- 3) Create a mechanism for the Office of Equal Opportunity and Diversity to regularly meet with the Vice President's Council and the Dean's Council. This would support UI conceptualization of diversity initiatives as individual unit and/or school responsibilities rather than the purview of a single person's role and function or office's mission, while at the same time creating coordinated oversight and communication on these initiatives to ensure their continued quality, growth, and success**

#### **Rationale:**

- Sharpen the focus on diversity.
- Heighten visibility regarding diversity.
- Decrease the lack of consistent communication.
- Enhance administrative accountability.
- Promote accountability - collectively responsible for the success of the totality of equal and diversity undertakings across campus.

#### **Committee Outcome:**

Consensus and endorsement to create a mechanism for the Office of Equal Opportunity and Diversity to regularly meet with the Vice President's Council and the Dean's Council.

- 4) Urge President Skorton to arrange a meeting with the Diversity Administration Committee and members of the UI Foundation for the purpose of exploring ways in which funding for diversity activities may be obtained from the private sector**

**Rationale:** There is support available from the private sector for diversity activities. Specifically, business leaders have expressed a great desire to increase the number of highly qualified and trained underrepresented minority specialists who will stay in Iowa. In addition, business leaders are keenly interested in hiring UI graduates who are skilled in leading and managing diversity in Iowa, as well as in global locations outside of the state. Such support from the private sector will be especially useful in the humanities and fine arts, areas where external funding (i.e., federal funding) is in short supply. It is necessary to coordinate diversity-related fund-raising activities with the UI Foundation and in order to do this; it will be helpful for the Foundation to have input from the President as to the priority of diversity at UI.

5) Assign the diversity responsibilities for University “ P & S and Merit Staff” as follows:

**DIVERSITY STAFF**

**Distribution of Responsibility**

<b>Function</b>	<b>Office</b>	Office of Equal Opportunity & Diversity	Finance and Ops (Human Resources)	Office of the Provost	Colleges, Academic Departments, & Units	Student Services	Ombudsperson	Office of the President	VP Research	General Counsel
ADA and Sec. 504 Coordination		P	S			S	A			
Disability Support Services		A	P	S	S	S				
Staff Recruitment		P	P		P					A
Staff Development		P	P		P					
Staff Retention		P	P		P					
Equal Opportunity Initiatives		P	S		A					A
Dual Career Support		P	S	P	P					
Coordinating Efforts & Communication		P	A	S	S	S			S	
Peer Mediation		A	S		A		P			
Sexual Harassment Prevention		P	A		P	S	A			A
Personal and Social Support		P	P	P	P					
Publications and Outreach		P	P	P	P	P				
Affirmative Action Plan		P	A	A	A	A	A	S		A
Title IX Coordination		P	S							S
Equal Opportunity Compliance		P	S	S	S	S	S	S	S	A
Affirmative Action Compliance		P	S	S	S	S	S	S	S	A
Discrimination Complaint Investigation		P	A	A	A	A	A	A		A
Worklife		A	P	A	A	A	A	A		
Diversity Consultation/Research		P	A	A	A	S		S		A

<p>P = Primary Responsibility                  S = Secondary Responsibility                  A = Advisory</p>
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**Rationale:**

- Sharpen the focus on diversity.
- Heighten visibility regarding diversity.
- Decrease the lack of consistent communication.
- Enhance administrative accountability.
- Promote accountability - collectively responsible for the success of the totality of equal and diversity undertakings across campus.
- Increase the collaboration of administrators.
- Increase coordination of efforts and communications related to diversity.

**Committee Outcome:**

Consensus and endorsement to assign diversity-related responsibilities for staff as set forth in the preceding chart. In addition, the committee recommends that diversity-related responsibilities for faculty and staff should be assigned in similar and appropriate manner.

**6) Create a full-time external funding specialist to ensure that diversity-related external grants are procured and retained. In addition, the Office of Sponsored Programs should designate the effort of a staff person to coordinate the requisite matching funding with this specialist.**

**Rationale:** The University presently funds a large part of its minority efforts in the area of graduate education through federal grants. These include two large grants from National Science Foundation (“NSF”), and three Graduate Assistants in Areas of National Need (“GAANN”) grants from the United States Department of Education. There is also support from individual NSF grants and National Institutes of Health grants. The GAANN grants provide approximately 25 minority fellowships. There is a great deal more such funding available from these agencies for undergraduate and graduate minority education projects. There are several impediments to obtaining these grants. First, although time consuming, it is necessary to become familiar with their existence, as well as familiar with agency personnel involved in making funding decisions. Second, there is the necessity to match such grants with University funds. Vice President Bill Decker suggests that the Office of Sponsored Programs coordinate the matching funds efforts and that the Office of the Vice President for Research become the primary source for such matching funds. In addition, Vice President Decker proposes that Sponsored Programs designate a staff person to work directly with the proposed new external funding specialist to ensure that no minority project fails to be submitted to an appropriate funding agency due to a lack of matching funds. The funding specialist salary would be funded by a percentage of overhead and administration funding garnered from the procurement of larger grants.

**Committee Outcome:** Consensus and endorsement to create a full-time funding specialist.

In addition to the preceding consensus recommendations, the Committee explored and reviewed a variety of diversity-related issues in which consensus did not emerge.

In sum, this Report reflects the Committee’s response to its charge from President Skorton.