

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION  
MINUTES  
OCTOBER 19, 1993

Present: C. Morton, L. Woodard (for Ann Spencer), P. Hyer, V. Tran, V. Reilly, L. Moore, E. Braaten, L. Roy, J. Hiller, R. Oderwald, R. Purdy, B. Purswell, D. Travis, R. Stith, C. Eggleston, B. Pendergrass, R. Hayman, L. Graham, J. Snell, C. Pinder, C. Burger, B. Whitlock, K. Tarnoff, G. Holtzman, T. Dillaha.

Dr. Cornel Morton called the meeting to order at 2:00 p.m.

1. GREETINGS AND INTRODUCTIONS

Dr. Cornel Morton asked everyone to introduce themselves, describing which units they represented.

2. ADOPTION OF THE AGENDA

The agenda was adopted as presented. Dr. Morton explained that the minutes were not available from the September 21 meeting due to Ms. Bobbi Lowe's extra busy schedule over the past few weeks. The minutes will be available shortly. Dr. Morton reiterated that the last meeting was a very lengthy one and that most of it was a review of projects that are currently underway, as well as various reports.

3. DISCUSSION OF THE CHAIRPERSON FOR THE COMMITTEE

Dr. Morton shared that he had been the Director of the EO/AA Office for the past four years and that during the last year of his tenure in that office, he had doubled as the Executive Assistant to the President by virtue of Dr. McComas' wishes. There has been an extensive search ongoing and the final decision has been made as to the new director of the EO/AA Office. The position was offered to, and has been accepted by, Ms. Kay Heidbreder. Kay is currently on a trip to China and will return to the campus on October 19, 1993, at which time she will assume her new assignment. Dr. Morton and Ms. Heidbreder discussed some of her new duties before her departure to China and Ms. Heidbreder hoped Dr. Morton could persuade the committee to delay selecting a chair until she returned. Even though she would prefer to participate in the selection process, she did not have strong reservations if the committee decided they did not want to make that choice.

Dr. Morton acknowledged his enjoyment at working with the committee over the past four years.

After some discussion among committee members, a motion was passed to delay the choosing of a chairperson until Kay Heidbreder is able to attend. Ms. Lowe will send out a membership roster to each committee member, indicating which members are eligible to assume the role of chairperson, thus allowing members to begin to think about selecting a chairperson. According to the Constitution, ex officio members, administrators and students are ineligible to assume the role of a chairperson.

Once the Committee has selected a chairperson, that name will be presented to the President of the University for appointment. In the past, the Director of the EO/AA Office has automatically been the chair of this committee. However, this is a newly formatted committee in so far as its charge and membership.

Several members of the Committee expressed interest in Ms. Heidbreder's present role at the University. Dr. Morton shared that she is presently Associate Legal Counsel, working with Jerry Cain, and has been at the University for about 11 years, after having spent about a year in the private sector. She has worked with the Office of EO/AA quite extensively in the past few years.

#### 4. CONTINUATION OF REPORTS ON PROGRAMS/ACTIVITIES

Dr. Pat Hyer presented her report on faculty hiring goals, as well as activities and programs currently underway. She shared that faculty hiring goals are quite similar to staff goals, especially in the procedures for determining the affirmative action goals for the University in compliance with the federal executive order. Dr. Hyer provided extensive handouts to the Committee members, explaining each handout in great detail. Dr. Hyer explained that her data is one of the mechanisms for providing some kind of accountability to the deans for how their hiring practices are being implemented.

A discussion ensued regarding the retention problems at Virginia Tech. It seemed to be widely recognized that the recruitment procedures have certainly improved, but that the retention issue is still a major one. A lively discussion surrounding this issue ensued. Several committee members shared their concerns in this area. Dr. Charles Pinder expressed his concerns that there was more of an emphasis on recruitment and not on retention and/or upward mobility.

Dr. Cornel Morton shared the following ongoing programs/issues with Committee members:

- o The Faculty Workshop Program will again be offered this year. Dr. Johnnie Miles and Dr. Richard Bambach will serve as facilitators. Dr. Morton feels that the workshops go a long way in nurturing diversity, especially among instructional faculty. The student panel that comes in and speaks to the faculty have some very revealing things to share.
- o The Breakfast With...Program, a very fine program which more and more departments are participating in, will be offered again this year. There are openings for speakers and if any committee members have suggestions regarding potential speakers, please recommend them to Michele Holmes in the EO/AA Office.
- o The Minority Newsletter. This project has expanded dramatically over the past two years and is now distributed across the Commonwealth, as well as in our own community. Michele Holmes in the EO/AA Office is very happy to receive comments, suggestions, and articles for this project.
- o Dr. Morton reported that the perceptions of faculty who participate in the campus climate workshops is that our university is willing to change but that the change will be very slow because we are very conservative, very traditional, very white-male dominated, and very selective.
- o Dr. Morton hopes that as the Committee members think about what type of work they might do this year, they will address policy implications and administrative institutional culture implications.
- o Dr. Morton feels that there are not outward signs of alarm, but that we are sitting on a tension-filled community. He feels we have very strong leadership among the minority students but that we

still need to pay close attention to all students' needs for cross-cultural interaction.

- o The EO/AA Committee was restructured, in part, to persuade and encourage a proactive posture. The new membership has been designed for closer representation with the colleges.

#### 5. ISSUES AND PROGRAMS FOR 1993-94 ACADEMIC YEAR

Areas/items of concern expressed from Committee members:

- o Dr. Carol Burger expressed interest in the development of a Women's Center at Virginia Tech.
- o Dr. Ellen Braaten is most interested in a proposal for a master plan of physical accessibility at Virginia Tech. She shared that in her 20 years at the University, Va. Tech has been reactive to the problem but not proactive. Dr. Braaten feels that there is a perception that handicapped people are not able to do as much as non-handicapped individuals and that this perception needs attention.
- o Ms. Leslie Graham responded to Dr. Braaten's concern by sharing that her college is conducting studies regarding laboratory accessibility for handicapped students. She feels there is definitely a movement toward accessibility.
- o Dr. Cornel Morton also responded to Dr. Braaten's concerns by discussing the Americans with Disabilities Act (ADA) Management Committee and ADA Advisory Committee.
- o Dr. Virginia Reilly wanted to share with Dr. Braaten and the Committee the goals of the Disabled Student Services Office. She is hopeful that disabled students will get more involved in leadership roles. Her office is open to any and all suggestions for improving conditions at Virginia Tech. She is currently trying to set up mentoring programs for handicapped students. Dr. Reilly feels that people with hidden disabilities may even have a more difficult situation than those with visible handicaps. She wants to work to increase awareness and training programs on campus climate regarding the handicapped.
- o Dr. Lucinda Roy was most interested in what this Committee does exactly; does it have actual goals/challenges; or is it mainly a discussion forum. She wondered if the Committee could have any practical effect on the community. Dr. Roy expressed her frustration at serving on committees where no significant changes are actually made.
- o Dr. Morton responded to Dr. Roy by sharing that while significant contributions to university policy (sexual harassment and family leave) have been made, in the past this Committee has mainly been a place where people express disdain, share ideas, and have an opportunity to vent their frustrations. He hopes the Committee would work this year to effect change on policy level and administrative levels. He feels the Committee must be more active in order to make tangible differences.
- o Things the committee might do:
- o The Committee, in general, feels that sub-committees might be very useful.
- o Dr. Larry Moore suggested that the Committee work as a "family" when attending conferences, etc.; for example, they might attend a

conference as a "group" rather than as individuals. Dr. Moore also felt that the Committee might develop several subgroups to study

retention in all areas -- graduate and undergraduate students, faculty, classified staff.

- o Dr. Richard Oderwald expressed interest in the College of Forestry participating in a recruitment and retention of graduate students program.
- o Dr. Janine Hiller shared her College's approach. A standing committee on multicultural diversity was instituted three years ago and integrated into the College's strategic plan. The committee defined goals and assigned responsibility for their implementation. In 1992-93, the committee received reports from administrators and others concerning the progress towards those goals. The committee was a part of this process and assessed its progress as well. The administrators accepted the recommendations of the committee following the assessment. Overall, progress has been made towards reaching the goals, but some areas are slower than others.\*
- o Dr. Pay Hyer passed out a handout entitled "Possible Roles and Projects for the New EO/AA Committee." This handout defined possible task forces as well as on-going functions and needs that the EO/AA Committee might wish to address.
- o Mr. Richard Hayman expressed his interest in the Committee studying the classified staff system where the grievance procedure is the only mechanism for classified staff to voice their complaints. He would like to see classified staff be able to have their concerns dealt with in various ways, as well as have the committee dig into discriminatory behavior. Mr. Hayman was very interested in modifying hiring goals regarding classified staff also.

The Committee meeting adjourned at 3:30 p.m.

Respectfully submitted,

Bobbi J. Lowe  
Executive Secretary

\* Paragraph amended per EO/AA Committee request / klp

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION  
MINUTES  
NOVEMBER 16, 1993

Present: K. Heidbreder, A. Spencer, P. Hyer, V. Reilly, L. D. Moore, E. Braaten, L. Roy, J. Hiller, E. Holford, T. Dillaha, R. Oderwald, R. Purdy, B. Purswell, R. Stith, C. Eggleston, B. Pendergrass, J. Snell, C. Pinder, V. Tran, K. Tarnoff, G. Holtzman.

Guests: Dr. Cornel Morton, Executive Assistant to the President and former director of EO/AA; Michele Holmes, EO/AA Specialist; Muriel Flynn, Employment Services Manager.

Kay Heidbreder called the meeting to order at 2:05 p.m.

GREETINGS AND INTRODUCTIONS: Kay Heidbreder formally introduced herself to the committee as the new director of Equal Opportunity/Affirmative Action.

She stated she is excited and challenged at the prospect of her new position. While she realizes the committee can act as a forum in which to express frustrations, she also hopes it can accomplish some positive things.

She feels the committee made a wise decision last year in deciding that the Director of EO/AA would not automatically serve as chair; this amendment encourages more participation by everybody.

Ms. Heidbreder presented four areas of particular interest to her. These are certainly not meant to limit the committee's scope, but rather to initiate discussion.

1. Retention: Recruitment is only a first step in creating a diverse workplace and student body. The bigger and more difficult issue is retention: what can and should the university do to retain qualified women and minorities?
2. ADA: While the committee has previously discussed the issue, she's not sure that the university is fully prepared for all of the challenges the act engenders. While she realizes the existence of the ADA Management Committee and its purpose of examining and implementing the act, she sees the EO/AA acting as a "watchdog" over it.
3. Title IX: Ms. Heidbreder perceives this as another issue of timely relevance. A subcommittee was appointed last year to survey and review the Athletic Department. She encourages the EO/AA Committee to monitor the Department's progress as it moves toward implementation of the subcommittee's recommendations.
4. Activities of various colleges: Ms. Heidbreder stated that the committee was intentionally restructured to be composed of individual college representatives in order to produce a distinct and varied pool of resources. She hopes that the meetings may serve as a crosscheck of current college activities, provide a common ground for discussion and perhaps foster joint ventures.

ADOPTION OF THE AGENDA: The agenda was adopted as presented.

REVIEW OF MINUTES: Minutes for the April and October meetings were submitted for approval. Secretary Bobbi Lowe, who took minutes for in September and is now on leave, will submit those minutes for approval upon her return to work.

Dr. Janine Hiller requested a change in the October minutes, asking for a more precise wording of her college's activities. With that exception, April and October minutes were approved.

SELECTION OF CHAIRPERSON: Ms. Heidbreder nominated Dr. Elyzabeth Holford, who accepted. Dr. Holford provided a brief background of herself. She was a practicing attorney for eight years prior to joining Virginia Tech. With interests including health and physical education and marketing, she has been with the College of Education for six years; and as an associate professor, she teaches sports law and ethics. She has been active on other university committees and chaired the Title IX committee.

Dr. Holford then expressed her four substantive areas of interest for the committee.

1. One is for all members, particularly those with personnel, administration, the provost's or president's offices, to keep an eye out for policies that may contradict EO/AA policy. Rather than routinely bringing these matters only to Ms. Heidbreder's attention, they should be presented before the members for their input as representatives of the university community.
2. Another interest is the different diversity committees in the colleges and administrative offices. Dr. Holford hopes the committee will take an active and educational role towards them and that it will be a clearinghouse for sharing information. Also, that it will track their activities and thereby help them avoid needless duplications of effort or scattered approaches to the same objectives.
3. Dr. Holford said that while there are efforts being made to change the culture at Virginia Tech on issues of diversity, she envisions a university-wide, focused, educational approach. Possible formats include setting up experimental projects in different colleges or administrative areas; another is the use of outside consultants, although this would require funding and ideological sponsors.
4. Her fourth interest is Title IX. She'd like to see a continuation of that committee's achievements because Title IX addresses problems endemic not just in athletics, but also in the rest of the university. Because the Athletic Department is so visible, it's a good place to begin tackling these issues in a coordinated manner.

She would like the committee to develop a framework for its monitoring to take an active role and really define what monitoring by committee is. Such a framework is necessary for making ideas come to fruition this academic year, and if not, to effectively carry over into next year's work.

Ms. Heidbreder called for other nominations for chairperson; none were submitted. The committee voted, and Dr. Holford was elected chair of the EO/AA Committee. The meeting was then turned over to her direction.

DISCUSSION OF CONCEPTUAL ISSUES: Dr. Holford asked members if they had any conceptual issues they'd care to discuss.

Ms. Heidbreder said that in speaking with other members, it was commonly expressed that the tasks of the committee are so large that the formation of subcommittees might be a more efficient way of handling conceptual issues.

Dr. Charles Pinder said that issues of retention and upward mobility definitely must be addressed, possibly by a task force.

On this matter, Dr. Laurence Moore said that he has been working with Uni-

versity Development on the concept of developing a university-wide plan wherein all colleges would affect a "joint face" on Virginia Tech and ap-

proach industry to solicit funds to support various recruitment and retention programs. Virginia Tech would gain national name recognition as a university dedicated to the concepts of recruitment and retention. He suggests the formation of a subcommittee to discuss the concept with University Development and administration.

Dr. Pat Hyer said that under Dr. Holford's monitoring category, she sees a key business of the committee to essentially monitor the compliance activities of the EO/AA office. She said that members have previously expressed interest in getting involved in and better understanding the affirmative action plan.

In response, Ms. Heidbreder said her office is preparing to put together the 1994 university affirmative action plan. Also, the state is requiring an affirmative action plan, due January 15. The finalized document will be presented before the State Board of Education. She invites any member's input or assistance.

Dr. Ellen Braaten said the committee has so many goals that they must be narrowed down in order to achieve anything this academic year; therefore, she endorses the formation of subcommittees. She proposed one on diversity and inclusivity; one on culture and climate; and another to deal with advocacy and retention.

Dr. Hyer interjected that timeliness is of importance (e.g., Title IX), and that some subcommittees will have more priority than others.

To promote timeliness, Dr. Holford suggested the initial formation of a subcommittee to study just what is the best format for this committee to use in monitoring an initiative; and that, once a status report of various college activities is made, the committee discuss how it can be a force in coordinating those activities.

Dr. Hyer raised the situation of university policies that won't necessarily fall under the immediate purview of this committee, but at some point may be reviewed by it (e.g., sexual harassment policy). She asked what role or priority would these policy issues have with the committee.

Ms. Heidbreder responded that they should be brought before the committee which would then decide whether to deal with them as a whole or refer them to a subcommittee for recommendations.

Dr. Lucinda Roy said the larger issues of the committee's vision and policy-making should be dealt with by the committee as a whole, but that task-oriented issues should be handled by subcommittees. She agreed that all the chairs of the colleges' diversity should meet together; but she feels an especial need for a task force to study minority student retention.

Dr. Cornel Morton said that in the past the committee has been able to identify very specific tasks that can be assigned to small groups and completed in short time, while the committee concurrently involves itself with broader issues. He agrees with Dr. Holford that effective monitoring is a real issue, and he feels that it should be applied to the recruitment of minority enterprise businesses.

FORMATION OF SUBCOMMITTEES: At this point, Dr. Holford offered a recap of the meeting. One recurring issue is retention. She feels it can best be addressed by a task force and should encompass all students and employees, as well as racial and gender-related issues.

Another issue is the formation of a coordinating committee on university

diversity efforts. Dr. Holford would like it to find out what the existing structures are, not only in the colleges, but also in the administrative offices and anywhere else in the university community. It was agreed that,

for the present, the issue of recruitment would fall under this subcommittee, although it may later require more exact attention.

A policy subcommittee was proposed. Susanna Short (new assistant dean of students) and Carol Burger (Women's Research Institute director) were recommended for inclusion in a discussion of the sexual harassment policy.

Dr. Holford returned to her idea of a monitoring subcommittee. Its purpose would be to design a framework for monitoring (the ADA Management Committee, Title IX, minority enterprise businesses, etc.). Dr. Cornel Morton volunteered his services.

By meeting's end, four subcommittees were defined with tentative membership as follows (all EO/AA members are urged to align themselves with a subcommittee suitable to their interests):

RETENTION TASK FORCE

Charles Pinder (chair)  
Jennie Reilly  
Muriel Flynn  
Rita Purdy  
Theo Dillaha

DIVERSITY COMMITTEES

Lucinda Roy (chair)  
Barbara Pendergrass (co-chair)  
Ellen Braaten  
Richard Oderwald

POLICY COMMITTEE

Pat Hyer (chair)  
Golde Holtzman  
Kay Heidbreder  
Ann Spencer  
Susanna Short  
Carol Burger  
Randall Stith  
Karen Tarnoff

COMMITTEE ON MONITORING

Elyzabeth Holford (chair)  
Cornel Morton  
Richard Oderwald

At the next meeting the EO/AA Committee will meet briefly as a whole and then break into subcommittees. Dr. Holford said this will be a one-time occurrence; thereafter, subcommittees will meet outside of regularly scheduled EO/AA meetings, which will be reserved for group reports.

NEXT MEETING IS SCHEDULED FOR DECEMBER 9, 1993

AT 2:00 P.M.

PRESIDENT'S BOARD ROOM, 210 BURRUSS HALL



UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION  
MINUTES  
DECEMBER 9, 1993

Present: K. Heidbreder, A. Spencer, P. Hyer, V. Reilly, L. D. Moore, L. Roy, E. Holford, T. Dillaha, R. Purdy, B. Purswell, D. Travis, C. Eggleston, B. Pendergrass, R. Hayman, C. Pinder, C. Burger, K. Tarnoff, P. Ozolins (for E. Braaten). Resource members: Dr. Cornel Morton, Muriel Flynn, Susanna Short.

CALL TO ORDER: Dr. Holford called the meeting to order at 2:05 p.m.

ADOPTION OF THE AGENDA: The agenda was adopted as presented.

ADOPTION OF MINUTES: Minutes for the November 17th meeting were adopted with the following corrections: the additions of Karen Tarnoff and Randall Stith to the Policy Subcommittee.

SUBCOMMITTEE PROGRESS REPORTS:

- o POLICY SUBCOMMITTEE: Dr. Hyer said her group has identified five or six problems with the sexual harassment policy itself which they will start exploring at their next meeting (January 11th). They will also examine the affirmative action policy. They are very interested in exploring, in great depth, methods to disseminate information on these and other policies.

Dr. Hyer asked if members could suggest other problematic policies for their agenda. Muriel Flynn (Employment Services Manager/Personnel Services) raised the issue of the state recruit policy. Up until spring 1992, state agencies were able to advertise positions as promotional opportunities for their own employees, rather than opening them up to the general public. The state legislature reversed this policy on behalf of affirmative action, but Mr. Flynn feels it often defeats affirmative action efforts within the pool of existing university personnel. The Committee agreed to discuss this issue further once a new director of the Department of Personnel and Training is appointed.

- o DIVERSITY SUBCOMMITTEE: Dr. Pendergrass reported that her subcommittee plans to establish a campus-wide communication network to encourage the cross-fertilization of ideas and the sharing of resources. They will compile a mailing list and PROFS ID list of everyone formally and informally involved in diversity issues, including all college representatives and graduate school administrators. EO/AA Committee members are urged to contribute to this list.

Secondly, the subcommittee recognizes the resource value of Dr. Moore and some others who have been pioneers in diversity and who have undertaken initiatives to secure resources beyond what the university can provide. They must learn from them what opportunities exist and how to pursue them. Dr. Moore has agreed to conduct a workshop in March whose purpose will be to develop a directory of practical resource information.

- o RETENTION TASK FORCE: Dr. Pinder distributed a copy of Joyce Williams-Green's "Executive Summary of the 1991 University Retention Committee Report", which framed his group's discussions. To the report's six major areas of investigation, they added the concerns of graduate students, staff, and persons with disabilities. The thirty-six recommendations will serve as a starting point for their study, and they highlighted six areas of particular interest. They feel the uni-

versity should continue to emphasize academic advisement, to broaden its scope, develop more specific goals, and become more representative of the university. The faculty reward project has addressed advising as a major theme, but additional recommendations are in order. The retention task force expressed concern over the recent policy which states that scholarships cannot be limited to one specific racial/ethnic group; the university needs to study its ramifications. Further concerns are the lack of upward mobility and the particular concerns of black faculty; they will gather data to support their investigations. On a more practical note, the task force wonders if they can affect policy changes or institute policies, and to what extent. Dr. Holford said she believes it's possible, once the EO/AA Committee finds or creates the proper channels.

- o MONITORING SUBCOMMITTEE: Dr. Holford reported that the group was able to name eight issues to tackle this year. They dealt with three issues at their meeting and returned to the Committee with specific requests on two of them.

MONITORING THE EO/AA OFFICE: They delineated appropriate and inappropriate things for the EO/AA Committee as a whole to review in the structuring and conduct of the office. They felt it would be inappropriate for the Committee to involve itself in the actual specifics of cases or the day-to-day processes. The subcommittee DID propose that the EO/AA Office institute a semester briefing, to include the types and number of cases, the cases' time for resolution, their manner of resolution, a detailing of educational efforts each semester, and information about informal inquiries. Kay Heidbreder countered that the sexual harassment policy prohibits the tracking of informal inquiries for reasons of confidentiality, so that complete disclosure will not be possible.

Dr. Hyer interjected, as a relevant point, that her subcommittee had discussed the effectiveness of the faculty search policy. She suggested that the EO/AA Office make a briefing of the data it collects in faculty search efforts.

In proposing a semester briefing, Dr. Holford cited potential benefits of continuity in terms of information and data for future committees to use, as well as the office itself; and, over time, the information will serve as an indicator of any trends in the office that the Committee is or is not addressing.

Dr. Holford formally presented the motion as follows: that the EO/AA Office provide a semester briefing to include the types of cases; the number of cases; the time for resolution; the manner of resolution; educational efforts; and any other pertinent information requested by the EO/AA Committee. The Committee voted and the motion was passed.

TITLE IX REPORT: Dr. Holford stated that the Athletic Committee has reviewed the report, and that Athletic Director Dave Braine is developing a Title IX Equity Compliance Implementation Plan for presentation to the Athletic Committee, probably in mid-January. The monitoring subcommittee felt it would be appropriate for the plan to also be presented to the EO/AA members, since gender equity is an issue that is integral to this Committee's mission.

Therefore, they sought authorization from the Committee to draft a letter to Minnis Ridenour (with a copy to Dave Braine) requesting that the EO/AA Committee be allowed input into the plan, sometime before it goes before the Board of Visitors in February; and that EO/AA Committee members be invited to attend the presentation before the Athletic Committee.

Dr. Hyer moved that the Committee draft such a letter. The Committee

voted and the motion was passed.

MINORITY ENTERPRISE BUSINESS PROGRAMS: Aspects discussed in the subcommittee's meeting included the bidding process, small business support, record keeping in purchasing, and within purchasing, the lack of support for a position to monitor minority business purchasing. The group will ask Mino Damanpour to meet with them for further discussions.

Dr. Spencer suggested they ask Ms. Damanpour to expound on procurement act issues, because it's an area heavily mandated by the state.

Dr. Morton said he feels the university has fallen short of its goals, particularly in terms of purchases of goods. He recognizes that the state doesn't permit much flexibility, but would like to consider the possibility of the subcommittee working with Purchasing to come up with creative ways to encourage minority businesses, and to develop ways to make it more likely that minority businesses will have an easier time (e.g., workshops). He stated that, from past experience, it appears that such efforts are not institutionally valued.

The meeting was adjourned at 4:10 p.m.

NEXT MEETING IS SCHEDULED FOR JANUARY 19, 1994  
2:00 - 4:00 P.M.  
CEC, CONFERENCE ROOM B

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION  
MINUTES  
FEBRUARY 16, 1994

Present: E. Holford, E. Braaten, C. Burger, C. Eggleston, M. Flynn, L. Graham, R. Hayman, K. Heidbreder, J. Hiller, G. Holtzman, P. Hyer, L. D. Moore, B. Pendergrass, R. Purdy, V. Reilly, L. Roy, J. Snell, R. Stith, V. Tran, B. Whitlock, T. Fairbanks, T. Dillaha.

CALL TO ORDER: Dr. Holford called the meeting to order at 2:05 p.m.

ADOPTION OF THE AGENDA: The agenda was adopted as presented.

ADOPTION OF MINUTES: Minutes for the December 9, 1993 meeting were approved with minor corrections.

UPDATE FROM THE CHAIR: Dr. Holford commented on the restructuring efforts in the College of Education and the proposed reductions in force. She strongly encourages the University to retain its primary charge as a keeper of intellectual thought and place a lesser emphasis on the aspect of the University as a business. Also, Dr. Holford charged Kay Heidbreder to review any reductions in force to ensure that women and other minorities are not disproportionately affected.

Secondly, as Dr. Holford will be involved with this restructuring, she will have less time to devote to the Committee. She asked members if they wished to assign someone else as Chair; they declined. Therefore, because of time constraints, she authorized subcommittees to meet more often than once a month; to divide into subgroups during the first hour of the two remaining Committee meetings; and to establish at least one goal, attainable by semester's end or able to be carried over to 1994-95.

INTRODUCTION OF NEW MEMBERS: Terry Fairbanks, a student in Industrial and Systems Engineering, has replaced Karen Tarnoff as Graduate Student Assembly representative. His userid is FAIRB; telephone 953-0492 or extension 1-9084.

Muriel Flynn introduced Colleen Porter, Personnel Practices Analyst, who may occasionally serve as his substitute.

DISCUSSION OF EO/AA OFFICE'S MINORITY NEWSLETTER: Ms. Heidbreder reported that the University's Gay, Lesbian and Bisexual Caucus has requested that the scope of the MINORITY NEWSLETTER be expanded to include all groups covered under the EO/AA statement and not strictly concern itself with ethnic issues.

The Committee agreed that such changes would be in keeping with its goal of practicing diversity within the University community and should be made effective with the Fall 1994 newsletter. Dr. Roy recommended that, as a matter of propriety, the Black Caucus be notified of the proposed change.

In addition, the Committee suggested renaming the newsletter to reflect this broadened format. Possible names include: the EO/AA OFFICE NEWSLETTER, APPRECIATION OF DIFFERENCES, or the DIVERSITY NEWSLETTER. Ms. Heidbreder encourages members to submit other alternatives.

DISCUSSION OF AFFIRMATIVE ACTION AWARDS: A voluntary selection committee was established to review and make final nominations from all applications received. This committee, composed of Barbara Pendergrass, Leslie Graham and Virginia Reilly, will present their recommendations at the March EO/AA meeting. A method of presenting the awards will also be discussed.

DISCUSSION OF INCENTIVE GRANTS PROGRAM: Dr. Hyer announced that calls for grant proposals are being accepted through April 8th. She is asking members to volunteer for the five-member Review Committee. The obligation involves one review meeting of approximately three hours length to meet within ten days after the April 8th deadline.

Dr. Hyer also distributed copies of a study funded through the Incentive Program, entitled "Defining Barriers to Advancement for Women Faculty at Virginia Tech," by Laurie Desiderato, Ph.D.

#### REPORTS FROM SUBCOMMITTEES:

- o POLICY SUBCOMMITTEE: Dr. Hyer distributed their proposed revisions to the University's sexual harassment policy. They recommend that a statement proscribing consensual relationships be added to the ethics section of the Faculty Handbook.

Their second proposition is the inclusion of line management into the policy, i.e., that management should be aware of, and will be held accountable for, instances of sexual harassment. Ms. Heidbreder said this is the current direction of the law and that such responsibility is good not only for policy reasons, but also for legal reasons.

Some members expressed the opinion that the terms "position of authority" and "manager" as used in the revision are too vague and should be more specifically defined to include the several possible relationships characterized by an imbalance in power.

The subcommittee will work to further refine the sexual harassment policy.

- o DIVERSITY SUBCOMMITTEE: Dr. Roy distributed reports outlining strategies for improving diversity within the Colleges of Engineering and Veterinary Medicine. Her subcommittee is attempting to collect similar project materials from other colleges and offices in order to track diversity activities. They intend to set up a campus-wide computer network and present a workshop this spring concerning the application process for external grants.

Dr. Roy stated that many colleges and departments haven't developed diversity initiatives. Dr. Moore said that while college administrators are aware of diversity mandates, faculty members aren't always informed of these discussions. He proposed that a group of three or four EO/AA Committee members be available to meet with interested faculty and departments.

Dr. Reilly asked the subcommittee to keep the disabled in mind as a constituent group when monitoring diversity projects or developing workshops.

- o RETENTION TASK FORCE: Dr. Purdy stated that this subcommittee will focus on retaining minority faculty, staff and graduate students and will utilize the pool of data already collected by the University. Mr. Flynn suggested that workshops to train supervisors in sensitivity to diversity issues be resumed as a means to stem the high turnover rate.

A second interest of the subcommittee is why minority undergraduate students don't utilize the services and opportunities already in existence.

- o MONITORING SUBCOMMITTEE: Dr. Holford said the group was unable to meet. However, at this time she reiterated the directions for the other subcommittees: she stressed the importance of continued work on the sexual harassment policy; that the goal of establishing an

intra-university network for discussion of diversity is a worthy one; that, pending a more strenuous mandate from University administration on diversity, a grants workshop and three to four-member group to meet with different departments are good methods of implementing policy.

OTHER BUSINESS: Richard Hayman mentioned that some housekeeping staff are upset at being classified as essential personnel, which requires their working in inclement weather when other personnel are exempt. He stated they feel they have an EO/AA grievance based on classism. Ms. Heidbreder responded that the complaint is a departmental management or personnel issue and that the EO/AA Office doesn't have authority to intervene. The matter was tabled for possible later discussion.

The meeting was adjourned at 4:10 p.m.

NEXT MEETING IS SCHEDULED FOR WEDNESDAY, MARCH 16, 1994

SUBCOMMITTEES WILL MEET FROM 2:00 - 3:00 P.M., IN THE FOLLOWING CEC ROOMS: POLICY SUBCOMMITTEE - EXECUTIVE CONFERENCE ROOM; RETENTION TASK FORCE - COMMITTEE ROOM; DIVERSITY SUBCOMMITTEE AND MONITORING SUBCOMMITTEE IN CONFERENCE ROOM G, WHICH WILL BE DIVIDED TO ACCOMMODATE BOTH. THE GROUP WILL RECONVENE AS A WHOLE FROM 3:00 - 4:00 P.M. IN THE EXECUTIVE CONFERENCE ROOM.

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION  
MINUTES  
MARCH 16, 1994

Present: C. Burger, T. Dillaha, C. Eggleston, T. Fairbanks, M. Flynn, L. Graham, R. Hayman, K. Heidbreder, J. Hiller, M. Holmes, G. Holtzman, P. Hyer, L. D. Moore, B. Pendergrass, V. Reilly, L. Roy, A. Spencer, R. Stith, V. Tran, B. Whitlock, E. Braaten, D. Scott (for C. Pinder). Guest: Elizabeth Creamer.

CALL TO ORDER: Ms. Kay Heidbreder, substituting as chair for Dr. Holford, called the meeting to order at 3:00 p.m.

ADOPTION OF THE AGENDA: The agenda was adopted as presented.

ADOPTION OF THE MINUTES: Minutes for the February 16, 1994 meeting were approved.

REPORT OF THE AFFIRMATIVE ACTION AWARD SELECTION COMMITTEE: Ms. Michele Holmes reported that of the 14 nominations, the following were selected as recipients: individual award - Dr. Thomas Hunt for his work with the University Honor System, the Education Committee of the Montgomery County NAACP, and the Social Justice and Diversity Committee at Virginia Tech; campus organization and group award - the Native American Program of the YMCA for programs and activities developed to promote awareness, understanding, and appreciation of the Native American ways of life; department/college/unit award - the Physical Plant Department for employing the disabled and developing a training program for disadvantaged high school students. Members are invited to attend the awards presentation on April 13, 2:00 p.m. in Alumni Hall of the Donaldson Brown Center.

CALL FOR VOLUNTEERS FOR INCENTIVE GRANTS REVIEW COMMITTEE: Dr. Hyer said the committee will have one three-hour meeting within ten days after the April 8 due date for proposals. Dr. Moore and Dr. Braaten agreed to serve, leaving two positions open. Dr. Hyer will draft from the remaining pool of EO/AA Committee members.

REPORTS FROM SUBCOMMITTEES:

- o RETENTION TASK FORCE: Ms. Delores Scott reported that the subcommittee intends to conduct focus group studies on underrepresented segments of the faculty and administrative population, with a pilot program this summer and the actual studies to begin in the Fall of 1994. They asked the Committee for direction as to which segments to examine. Ms. Heidbreder suggested those groups covered under the university's non-discrimination statement, as it includes a sexual orientation clause, which federal law does not. Dr. Hyer recommended that the subcommittee choose and complete at least one focus group study with an acute retention problem. She offered to share what personnel data she has.
- o DIVERSITY SUBCOMMITTEE: Dr. Roy announced a diversity grants writing workshop to be held April 26 in the CEC, starting at 7:30-8:30 a.m. with a breakfast, and the workshops to follow from 8:30-11:30 a.m. The subcommittee intends to invite Dr. Moore, Julie Sina, Val Giddings and others who have been successful in diversity grant writing efforts to help participants produce about six different proposals, at least in outline form. The event is free, sponsored by the EO/AA Office and perhaps Arts and Sciences, with anticipated attendance of 30 people, by invitation only, and with all colleges represented.

Dr. Moore hopes the workshop will act as a springboard for bringing all the colleges together for a diversity initiative that is university-wide: Tech would apply for external corporate funding as a university,

and not individually. The coordinated effort would likely result in increased grant awards and more innovative programs.

Dr. Roy said the subcommittee also wants to assemble its own file of past successful proposals to use as models.

- o MONITORING SUBCOMMITTEE: Ms. Carol Eggleston reported that they will make recommendations for next year's subcommittee to oversee minority business involvement in Purchasing and to monitor the EO/AA Office. Regarding Title IX, the subcommittee did send a letter to Minnis Ridenour in January asking that the EO/AA Committee be allowed to participate in Title IX discussions.
- o REVISIONS TO SEXUAL HARASSMENT POLICY: Dr. Hyer presented her subcommittee's draft revisions which are intended to remove implementation problems and bring the policy into compliance with federal law. A discussion on the consensual relationship policy ensued.

Ms. Brandy Whitlock, Student Government Association representative, wished the Committee to know that a common peer reaction to the consensual relationship proposals is discomfort with the insinuation that women students in particular are not intelligent enough to make their own decisions, are viewed as potential victims, and need to be protected from exploitation, as they are unable to do so themselves.

Members responded that research suggests students, by virtue of their status, are highly vulnerable; that the prohibition protects not just female, but also male students; and that third-party interests need to be protected (e.g., favoritism/preferential treatment).

Dr. Roy asked what action would result, per the policy, if a faculty member were to engage in a consensual relationship with a student while in a position of authority. Dr. Hyer and Ms. Heidbreder said that that member would be asked to remove himself from either the relationship or that position, and failure to do so could result in the sanctions contained within the policy.

Consensual relationships between tenured and untenured faculty was raised. The tenured member would have to remove him/herself from any committee in which, for example, a decision about reappointment was being made. Similarly, if a student were to take a class, someone other than the involved faculty member would have to grade the student, or the student would have to change sections, or some other method of resolution would be found.

The discussion shifted to how narrowly or how broadly to define and spell out those relationships wherein an "ability to influence" exists.

In reviewing the first sentence of the Consensual Relationships subsection, Mr. Terry Fairbanks said that "direct" should be inserted in front of supervision and evaluation so as to more narrowly define the scope.

Ms. Heidbreder disagreed, stating that the broader interpretation is necessary because of the wide range of ways in which influence can be improperly exercised over another person.

Dr. Hyer responded that according to a recent legal review article, the more narrowly proscribed prohibitions on consensual relationships could survive a legal test better than the more broadly described ones in a public institution.

Mr. Richard Hayman mentioned as a relevant side issue that the ability to influence extends beyond the confines of teacher/student and



supervisor/subordinate relationships; that, from a classified staff perspective, there exists a less obvious imbalance of power from individuals outside the direct supervisory chain who have considerable potential influence, whether over an evaluation or being able to influence a supervisor's perception of an employee's work performance.

Dr. Holtzman suggested that, as a matter of strategy for winning Faculty Senate approval, the Committee start with a narrow, strongly stated definition of relationships that will be difficult to argue against and can eventually be broadened.

As time was running short and discussion of the policy was not complete, the Committee agreed to schedule a special meeting for its continuation.

- o INCLEMENT WEATHER POLICY (Issue was first discussed at February 1994 meeting.) Ms. Heidbreder stated that according to Wyatt Sasser, Director of Custodial Services, it's a long-standing policy that all housekeeping staff are considered essential personnel in events of inclement weather, that it is so stated in position descriptions and told to staff at the time of hire.

Ms. Ann Spencer said that the issue of which members of housekeeping staff are to be designated as essential during inclement weather is currently being addressed within the entire Physical Plant by management through management channels.

Mr. Hayman responded that while he acknowledges management's prerogative to classify employees as essential, differential treatment exists between the housekeeping staff in housing/residence life and that in physical plant who are additionally required to perform snow removal, even though they are classified the same. And secondly, if weather conditions prohibit physical plant staff from reporting to work, they must forfeit an annual leave or compensatory day, unlike some other classified employees.

The concensus of Committee members was that this is not a case of classism and not within the Committee's purview; that until this year's severe winter, the inclement weather policy had probably been forgotten; that it's a communication problem or organizational issue best handled by physical plant management; and that perhaps it's a job classification matter for the state personnel system.

The meeting was adjourned at 4:10 p.m.

NEXT MEETING IS SCHEDULED FOR WEDNESDAY, APRIL 20, 1994

SUBCOMMITTEES WILL MEET FROM 2:00 - 2:30 P.M. IN THE FOLLOWING CEC ROOMS: POLICY SUBCOMMITTEE - CONFERENCE ROOM E; RETENTION TASK FORCE - CONFERENCE ROOM D; DIVERSITY SUBCOMMITTEE AND MONITORING SUBCOMMITTEE IN CONFERENCE ROOM F, WHICH WILL BE DIVIDED TO ACCOMMODATE BOTH. THE GROUP WILL CONVENE AS A WHOLE FROM 2:30 - 4:00 P.M. IN CONFERENCE ROOM E.

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY/AFFIRMATIVE ACTION  
MINUTES  
APRIL 20, 1994

Present: E. Braaten, C. Burger, T. Dillaha, T. Fairbanks, L. Graham, R. Hayman, M. Holmes, G. Holtzman, P. Hyer, R. Purdy, B. Purswell, V. Reilly, L. Roy, S. Short, R. Stith, D. Travis. Guests: Colleen Porter, Delores Scott.

CALL TO ORDER: Dr. Holford called the meeting to order at 2:35 p.m.

ADOPTION OF THE AGENDA: Dr. Hyer asked that the Affirmative Action Incentive Grants be added as an agenda item. Otherwise, the agenda was adopted as presented.

ADOPTION OF THE MINUTES: Minutes for the March 16, 1994 meeting were approved.

EO/AA OFFICE REPORT: Dr. Holford announced her appointment a EO/AA Office Director. She presented her vision for the office, beginning with the compliance process. To promote timeliness, effectiveness, and equitable response, she's developing a policy manual which will outline how complaints are investigated and provide a timeline for the office's actions. This will be made available to all parties involved in a complaint.

Secondly, Dr. Holford intends to supervise the complaint process by having bi-weekly case meetings with the office's Compliance Officer. She has also developed a compliance report format to be used for every complaint that's formally filed. The response to informal complaints will be less structured, but follow-up letters will detail what actions have been taken in an investigation.

Third, after instituting effective interoffice management, Dr. Holford intends for the office to address the two larger issues of broad-based retention and campus climate. She believes the university is past the stage of awareness and that the next step is for supervisors and department heads to take ownership of the issue of climate. Devising ways to do so will remain a directive of the Committee.

Dr. Holford stated that the office's Compliance Officer should be selected by the end of May. The basic job duty is to investigate complaints and handle any ADA issues that should arise.

The office submitted a Phase II initiative which proposed a reduction in the number of "Breakfast With" programs. Additionally, the office will coordinate with colleges, departments, and administrative units in advance so that speakers can be utilized in classes and workshops.

AFFIRMATIVE ACTION INCENTIVE GRANTS: Dr. Hyer reported that the selection committee reviewed just under thirty applications. The total amount to be dispersed is \$20,000, with individual awards of no more than \$2,500. Eleven projects covering an expanded university community are to receive funding. Dr. Hyer explained to David Travis why projects submitted by extension offices were denied. A major criterion was how closely connected to the university is the audience with which they'd be working; the audience was felt to be too intermediate, and the projects needed a more direct impact on the institution. Dr. Hyer will send feedback letters offering explanations and suggestions to those applicants not chosen.

REPORTS FROM SUBCOMMITTEES:

0 MONITORING SUBCOMMITTEE: Dr. Holford stated that the EO/AA Office will

be monitored through quarterly reports of non-confidential case load statistics, compliance activities and conflict resolutions, with the exception of informal sexual harassment claims whose tracking is prohibited by the current sexual harassment policy. Recordkeeping should pinpoint any trends and may thus affect future programming.

- o RETENTION TASK FORCE: Delores Scott reported that they will do a pilot focus group study this summer on tenure-track faculty to include (as a mixed group) women, African Americans, Native Americans, Asian Americans and Hispanic Americans. The success of this pilot will determine the direction of their actual fall focus group study. Ms. Scott asks for the assistance of members with expertise in this area.
- o DIVERSITY SUBCOMMITTEE: Dr. Roy reported on the group's upcoming Diversity Grants Writing Workshop to be held April 26th. Attendants will first meet as a group to discuss previously successful grants of over \$50,000. They will then break into smaller groups to focus on actually writing the different parts of grants and then reconvene to discuss which foundations to apply to and why, and when, and how. The emphasis will be on the extremely practical aspects of applying for grants. Afterwards, a list of foundations that tend to fund diversity initiatives will be produced and circulated.

Dr. Roy added that this summer the College of Arts and Sciences will have a diversity grant writing team of about fifteen people; they hope to produce at least eight proposals. They also have a funding initiative to invite three junior minority faculty members to join them, each of whom will have three or four mentors to work with them on their own individual proposals. Their progress will be reported to the Committee this fall.

- o POLICY SUBCOMMITTEE: Dr. Hyer said that they have met twice, and will meet a third time (April 29), with the Commission on Faculty Affairs to discuss the proposed revisions to the sexual harassment policy. If approved, it will be introduced to the University Council this fall, as we are past the opportunity to have it considered this spring. In addition to CFA, the subcommittee has met with the Commission on Classified Staff Affairs, Commission on Student Affairs, and the Commission on Administrative and Professional Faculty; they have made contact with all the major personnel-related commissions.

This summer the subcommittee will consider how to develop an educational program for next year, may draw up a request for proposal, and draft a handbook for individuals and supervisors who might deal with sexual harassment complaints.

Dr. Holford thanked all the subcommittees for following through on their pledge to focus on specific issues and originate plans of action.

SUMMER PROGRAMMING SUBCOMMITTEE: Dr. Holford called for volunteers for this group which will discuss ideas for programming in the next year that have been brought to her attention by various people and organizations. Members will not be required to prepare any programming, but rather will act on a directional level. Susanna Short, Jennie Reilly, Terry Fairbanks, Richard Hayman, Leslie Graham and Dr. Hyer agreed to serve.

OTHER BUSINESS: Dr. Hyer asked Dr. Braaten about the status of the CAMPUS CLIMATE COMMITTEE and what, if anything, this committee should do about it next year. Dr. Braaten said it was disbanded because it felt it had no clarion call for any responsibility. Out of the 15 members, eight met on a regular basis. They discussed administering a survey, but were sidetracked by questions of to whom they were to report, how they could effect change, and how their charge differed from that of the Committee on Human Rights and Social Responsibility. They asked then-President McComas for a letter clarifying their purpose and responsibilities and offering his support, but

this wasn't received until after they had disbanded. Dr. Braaten feels that the CCC should become part of the EO/AA Committee.

Dr. Hyer proposed for next year's agenda that the EO/AA Committee rethink its structure and conscript the CCC into its ranks, citing that the EO/AA Committee is now composed of faculty and representatives from colleges who are concerned with classroom climate and who can provide leadership; that the Committee focus and re-energize the CCC and give it a charge it can manage; and that the CCC be required to report to the Committee.

Dr. Holford agreed that the CCC should become a subcommittee, but composed of members and a chair with expertise from outside the current membership. This proposal will be more thoroughly discussed in the fall.

Dr. Roy suggested as a topic for next year, ways to get SUBSTANTIAL FUNDING, externally and internally, for projects and initiatives the Committee deems significant, such as Ms. Scott's faculty retention study. Dr. Holford agreed.

Dr. Dillaha asked if there have been any changes in opinion in classifying CONSENSUAL RELATIONSHIPS as sexual harassment. While he understands the prohibition of consensual relationships between direct superiors and subordinates, and that they are also prohibited because a third party could make a charge of favoritism or bias, he feels that there should be a separate mechanism for handling charges of favoritism because sexual harassment, per se, is not really a factor.

Dr. Hyer said that nonetheless it is, by federal law and evolving case law, interpreted as sexual harassment because it could aggrieve a third party and create a hostile work environment. The adverse favoritism/bias could be perceived as harassment toward the third party that is arising out of a consensual, albeit in itself nonharassing, relationship. As an additional sanction, CFA may decide to include a statement prohibiting consensual relationships in the ethics section of the faculty handbook. Dr. Holford added that, from a legal standpoint, it's wise to have school policy reflect the law, and the university really doesn't have much choice to do otherwise.

Dr. Roy raised the issue of how the COMMITTEE CAN MAKE ITSELF MORE EFFECTIVE next year. She said while the subcommittees were a good idea, time was wasted by not being focused enough at the beginning. She suggests focusing on two or three things that will have substantial impact and stressed the importance of finding a continuum to carry the Committee's energy into next year.

Members stated that part of the problem was the reorganization of the Committee, that initially there wasn't a chairperson for some months, and that the EO/AA Office had two different directors this year.

Dr. Braaten said it would be helpful if past members were to come together with current committees at least once a year to offer advice and perspective.

Dr. Holford asked those members whose term expires this year to meet with their replacements, share information, and explain what your role has been. She said the Committee accomplished phenomenal things this year in a short amount of time.

Members suggested that the Committee expand its membership as a way to educate its target audience; that department heads be invited to sit in and discuss diversity issues and be available for direct questioning; that by only talking among ourselves, we aren't educating enough people.

Other members opposed this, stating that disinterested members would slow the Committee down; that these members would continue to be resistant; that

it could turn into a "dog and pony show"; that the whole focus of the Committee would change, and it would lose its activist stance and become "department minders". The Committee agreed next year to consider more sophisticated ways to reach the university community.

THE MEETING WAS ADJOURNED AT 4:05 P.M.

THIS WAS THE FINAL MEETING FOR THE 1993-94 ACADEMIC YEAR.