

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY
AND AFFIRMATIVE ACTION
Minutes for September 14, 1994

Present: D. Alexander, C. Burger, E. Champagne, E. Creamer, J. Do, L. Graham, J. Hiller, E. Holford, P. Hyer, S. McDermott, L. Moore, R. Purdy, V. Reilly, L. Schaefermeyer, E. Scott, R. Stith, D. Travis, S. Trulove, Resource members: M. Flynn, M. Holmes, C. Porter, R. Rios, B. Watford, L. de la Rosa.

CALL TO ORDER: Dr. Holford called the meeting to order at 1:05 p.m.

INTRODUCTIONS: Committee members, resource members, and EOAA Office personnel introduced themselves. Dr. Holford noted that Michele Holmes, EOAA Specialist, handles faculty search issues and prepares the university's state (SCHEV) and federal affirmative action plans. Any questions concerning the plans may be directed to her. EOAA Compliance Officer Rene Rios, who investigates discrimination/harassment claims, distributed a sheet that outlines the Office's compliance procedures. Dr. Holford stressed that adherence to a procedural timeline is a top priority when conducting investigations; any deviation will be promptly explained to all parties involved.

INTRODUCTION OF NEW CHAIR: Dr. Janine Hiller, chair for the 1994-95 meeting year, provided a background of her qualifications. She is an attorney and professor of business law, and she has previously served on the EOAA Committee. She chaired the College of Business diversity committee and has done research on affirmative action and discrimination issues. Dr. Hiller has a great interest in working with the Committee and has suggestions for its organization and goals.

FUTURE MEETING DATES: After discussion, the Committee agreed to meet the second Wednesday of every month, from 1:00 - 3:00 p.m. Future meetings will be held in either the CEC or Squires Student Center for reasons of accessibility (members to be informed of exact locations at a later date). Members who cannot attend meetings are urged to select alternates to ensure that every university constituency is represented.

Dr. Holford announced that the Commission of Faculty Affairs did not have a representative in attendance at today's meeting. Their first meeting is not until September 23, at which time a representative will be chosen.

FOCUS OF EOAA OFFICE: Dr. Holford gave a brief overview of the Office's activities and procedures. The Office operates independently and doesn't answer to any specific college or chain of command, other than the President. It strives to function in a timely, professional and thorough manner, as reflected in the formalized compliance process. Members who hear of complaints or who have questions are encouraged to speak with her or Rene Rios; they are also asked to refer concerned people in their colleges or administrative areas.

Secondly, the Office is now monitoring both the number and nature of complaints received and its own timely progress. The information is gathered into quarterly reports for submission to the President and various vice presidents. Dr. Holford then summarizes the activity into an annual report. These will be made available to Committee members (names and particulars in reports to be anonymous).

Faculty searches are also tracked in regard to pool size, gender, and complexion; also, how many searches are ongoing, in which colleges, and the results of those searches.

The Office's third concern is programming. Jane Elliott, a nationally-known educator in racism, will appear November 1 with a daytime seminar for

selected college faculty and staff and an evening lecture for the campus at-large. Details will be forthcoming. The "Breakfast With" program no longer exists. Instead, fewer speakers will be sponsored, with less emphasis on awareness and more on how to take ownership of the issues.

PRIOR FOCUS OF EOAA COMMITTEE: Last year the Committee agreed to form subcommittees as a method of handling its large size and of covering various issues. Occasionally, they would meet at the beginning of the meeting time allotted the entire Committee. Dr. Holford stated that the results were, overall, quite satisfactory.

BRIEF UPDATES FROM 1993-94 SUBCOMMITTEES: Dr. Pat Hyer said that the Policy Subcommittee focused on revising the sexual harassment policy, particularly to prohibit consensual relationships that involve an imbalance of power between the parties. After their draft received approval from the EOAA Committee it was presented to the Commission on Faculty Affairs which passed it on May 13. On September 19, it will be introduced to University Council; their decision will be made by early October.

Dr. Hiller reported that the focus of the Diversity Subcommittee was a grant writing workshop held this past summer and funded in part by an EOAA Office grant. Lucinda Roy, associate dean, is continuing this program in the College of Arts and Sciences.

Ms. Jenny Reilly stated that the Retention Task Force had planned to set up focus group studies, beginning with faculty and then staff and students. They were to conduct a pilot group this past summer, but orientation and other duties prevented its completion.

Dr. Holford reported that the Monitoring Subcommittee's primary concern was to monitor the EOAA Office and to promote the issuance of quarterly reports. Secondly, the group was interested in, but unable to address, the very few minority business contracts with the University.

FOCUS OF THE 1994-95 EOAA COMMITTEE: Dr. Hiller said that important goals of her directorship are year-to-year continuity; that subcommittees undergo some structural changes; and that they focus early on in the year on specific, achievable projects. She suggested that the Monitoring Subcommittee be expanded to include programming so that it may assist Dr. Holford in program planning, as well as receive her office's quarterly reports.

Dr. Hyer said that at last year's final meeting it was suggested that the disbanded Campus Climate Committee be revived. Dr. Holford concurred, stressing that it was a topic of common concern to all the subcommittees and should be dealt with in a direct way. A discussion ensued about which subcommittee was to co-opt campus climate. The Committee agreed to Dr. Susan Trulove's suggestion that the concept and history of campus climate efforts be briefly discussed at the next meeting.

FORMATION OF SUBCOMMITTEES: Dr. Hiller proposed that the monitoring subcommittee expand to include programming; that the diversity subcommittee include campus climate; that the policy subcommittee continue; and that the retention task force become a subcommittee because "task force" implies it has been formed to accomplish only a particular task whereas "subcommittee" suggests a continuum of purpose, i.e., to study retention at all levels. The Committee passed this proposal.

OTHER BUSINESS: Mr. Scott McDermott raised the point that very few students are knowledgeable about EOAA issues, activities and complaint procedures, nor do they know that this Committee and the EOAA Office exist and represent the entire university community, students included. Whereas faculty and staff are kept informed via Spectrum, he recommends that student awareness be increased through articles in the Collegiate Times and the Independent.

Ms. Carol Burger affirmed that publicizing the Committee is important, and that in the past the student newspapers have been amenable to this. She

suggested the EOAA Office produce a monthly column that presents and resolves hypothetical EOAA situations.

ADJOURNMENT: Dr. Hiller adjourned the meeting at 2:15 p.m. Members spent the rest of the allotted time meeting as subcommittees.

Minutes respectfully submitted,
Karen L. Poe, EOAA Committee secretary

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY
AND AFFIRMATIVE ACTION
Minutes for October 12, 1994

Present: E. Braaten, E. Champagne, J. Hiller, E. Holford, P. Hyer, S. McDermott, L. Moore, R. Oderwald, R. Purdy, V. Reilly, R. Sumichrast, S. Trulove. Resource members: L. de la Rosa, C. Porter, R. Rios, B. Watford.

CALL TO ORDER: Chair Janine Hiller called the meeting to order at 1:08 p.m.

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

ADOPTION OF THE MINUTES: Minutes for the September 14, 1994 meeting were approved.

REPORTS FROM SUBCOMMITTEES:

- o Diversity: Chair Ellen Braaten gave a brief background on the defunct Campus Climate Committee. Established in 1990, it was to report to the President, but as it eventually felt unempowered and that it was duplicating the efforts of the Committee on Human Rights and Social Responsibility, it disbanded. It later planned to reorganize within the EOAA Committee at the President's request, but this did not occur. The Diversity Subcommittee now incorporates the concerns of campus climate.

Braaten reported that the Diversity Subcommittee will assist a group of students in presenting diversity issues of concern to them, including disabilities, ethnic background, and gender preference in order to heighten awareness among faculty and staff. This is intended as a pilot program for the spring semester. The student presentations will first be made to academic departments (the goal is six this coming spring) and then to the staff in student-interactive departments. It will be a panel format, anecdotal, and last no more than 45 minutes. Holford said that because the program is student-driven and involves directly-affected students, it should make a more powerful statement; and she praised the frontal approach of reaching their target audience at department faculty meetings rather than indirectly with deans. Braaten added that by addressing the departments in a group setting, no one member is singled out with the implication of needing the most corrective action; a more positive impact should result. Hyer suggested that if the students are not already involved with MAPS (Multicultural Awareness Program in the Office of Student Affairs), they may want to consider receiving their assistance.

- o Retention: Chair Bevlee Watford said they are still gathering information on faculty and staff retention efforts. Joyce Williams Green and Norrine Spencer gave presentations on focus groups they ran in the past. Amid their findings, gender-based and ethnic-based groups recounted various discriminatory occurrences and reasons for dissatisfaction. Conversely, non-minority males reported no knowledge of any adverse actions. Personnel has given the subcommittee staff retention figures; the Provost's Office has given them their current faculty affirmative action report; and they received a good response from a memo sent to deans, directors and department heads which asked for details of any past, present or future retention practices. Ninety-five percent reported informal efforts, e.g., they make themselves readily available to discuss any concerns. This indicates that formal retention procedures don't exist. The subcommittee will assimilate the information received and develop departmental retention activity plans--procedural guidelines that must be implemented.

Hyer recommended that Williams Green's and Spencer's data be widely disseminated; that they relate their information pertaining to staff at a meeting of the Commission on Classified Staff Affairs; and that a piece appear in the EOAA Office's Diversity Newsletter and in Spectrum. Watford said that great care to ensure anonymity would have to be taken because some anecdotes are so easily recognizable.

- o Monitoring and Programming: Holford announced that Jane Elliott, nationally-known speaker on racism, will make two campus appearances on November 1. From 9:00 a.m. to noon, she will present a closed seminar to forty faculty and staff by invitation of those deans who are cosponsoring the event; and at 7:00 p.m. she will appear to the general public at Donaldson Brown/CEC. Holford said that while it may appear unusual to have a white person discuss racism, Elliott makes no pretense of knowing the painful experience of oppression and racism. Rather, she is speaking to (quoting Elliott) "white people and their insensitive mouths." Future programming will not follow this same vein, but hopefully this approach will reach a previously untouched audience.
- o Policy: Hyer said that University Council unanimously passed the revised sexual harassment policy. President Torgersen has decided not to pass it along to the Board of Visitors since it is a revision of an existing policy. The subcommittee will now assist Holford in composing a training manual and developing methods of dissemination. Hyer thinks a President's policy memorandum may be issued to all employees and graduate students. Trulove said that graduate students could be reached via the GSA's own electronic mail system. Watford suggested this be sent university-wide via e-mail, in sections and over time, rather than as hardcopy (paper). She said that people would tend to file the revision away without reading it while e-mail installments would keep the issue fresh in the readers' minds. Hyer said she prefers paper because the policy should be kept "in hand" as a reference, although an e-mail note may be sent to deans, directors and department heads stating that the policy is being sent hardcopy and to review the highlighted areas. Hyer said the subcommittee would consider all distribution methods.

OTHER BUSINESS: Holford distributed the EOAA Office's July 1 - September 30, 1994 quarterly report. A footnote mentions a two-page attachment; however, this was not included as the confidentiality of the involved departments is being protected. She said she met with the deans at the Deans' Council and reviewed and clarified the EOAA faculty search procedures with them; this was also done with the Vice Presidents. Some members of both groups were unaware of the procedures. Holford has offered to work with departments to ensure compliance, even beyond Michele Holmes' regular initial meetings with search committees.

Holford said the quarterly report raised a concern that the position applicant pools are predominantly composed of white males who, in turn, are most often hired. She stated that more vigorous advertising must be effected in terms of where departments advertise and what groups are being reached. Secondly, informal networking at national meetings and toward minority professional organizations should be encouraged.

ADJOURNMENT: Hiller adjourned the meeting at 2:05 p.m. Members spent the remaining allotted time meeting as subcommittees.

Next meeting is scheduled for Wednesday, November 9, 1994
1:00 p.m. - 3:00 p.m.
CEC, Executive Conference Room

Respectfully submitted,
Karen L. Poe
EOAA Committee Secretary

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY
AND AFFIRMATIVE ACTION
Minutes for November 9, 1994

Present: D. Alexander, C. Burger, E. Champagne, E. Creamer, T. Fairbanks, M. Flynn, L. Graham, C. Haas (for R. Oderwald), R. Hayman, J. Hiller, E. Holford, M. Holmes, M. Lee, J. Martin (for E. Scott), L. Moore, Clarresa Morton, V. Reilly, R. Rios, L. Schaefermeyer, R. Sumichrast, D. Travis, S. Trulove.

CALL TO ORDER: Subcommittees met from 1:00 p.m. to 2:00 p.m. The entire committee convened at 2:00 p.m. Chair Janine Hiller called the meeting to order at 2:05 p.m.

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

ADOPTION OF THE MINUTES: Minutes for the October 12, 1994 meeting were approved.

REPORTS FROM SUBCOMMITTEES:

- o Diversity: Chair Ellen Braaten gave a brief background on the defunct Campus Climate Committee. Established in 1990, it was to report to the President, but as it eventually felt unempowered and that it was duplicating the efforts of the Committee on Human Rights and Social Responsibility, it disbanded. It later planned to reorganize within the EOAA Committee at the President's request, but this did not occur. The Diversity Subcommittee now incorporates the concerns of campus climate.

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- o Retention: Chair Bevelee Watford said they are still gathering information on faculty and staff retention efforts. Joyce Williams Green and Norrine Spencer gave presentations on focus groups they ran in the past. Amid their findings, gender-based and ethnic-based groups recounted various discriminatory occurrences and reasons for dissatisfaction. Conversely, non-minority males reported no knowledge of any adverse actions. Personnel has given the subcommittee staff retention figures; the Provost's Office has given them their current faculty affirmative action report; and they received a good response from a memo sent to deans, directors and department heads which asked for details of any past, present or future retention practices. Ninety-five percent reported informal efforts, e.g., they make

themselves readily available to discuss any concerns. This indicates that formal retention procedures don't exist. The subcommittee will assimilate the information received and develop departmental retention activity plans--procedural guidelines that must be implemented.

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- o Policy: Hyer said that University Council unanimously passed the revised sexual harassment policy. President Torgersen has decided not to pass it along to the Board of Visitors since it is a revision of an existing policy. The subcommittee will now assist Holford in composing a training manual and developing methods of dissemination. Hyer thinks a President's policy memorandum may be issued to all employees and graduate students. Trulove said that graduate students could be reached via the GSA's own electronic mail system. Watford suggested this be sent university-wide via e-mail, in sections and over time, rather than as hardcopy (paper). She said that people would tend to file the revision away without reading it while e-mail installments would keep the issue fresh in the readers' minds. Hyer said she prefers paper because the policy should be kept "in hand" as a reference, although an e-mail note may be sent to deans, directors and department heads stating that the policy is being sent hardcopy and to review the highlighted areas. Hyer said the subcommittee would consider all distribution methods.

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ADJOURNMENT: Hiller adjourned the meeting at 2:05 p.m. Members spent

the remaining allotted time meeting as subcommittees.

The December 14, 1994 meeting is cancelled
as if falls during exams week
Next meeting is Wednesday, January 11, 1995
1:00 p.m. - 3:00 p.m.
CEC, Executive Conference Room

Respectfully submitted,
Karen L. Poe
EOAA Committee Secretary

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY
AND AFFIRMATIVE ACTION
Minutes for January 18, 1995

Present: C. Burger, E. Champagne, E. Creamer, L. Graham, J. Hiller, E. Holford, P. Hyer, M. Lee, L. Moore, R. Oderwald, B. Pendergrass, C. Porter, V. Reilly, R. Rios, L. Schaefermeyer, E. Scott, R. Stith, D. Travis, B. Watford.

CALL TO ORDER: Subcommittees met from 2:00 p.m. to 3:00 p.m. The committee convened as a whole, 3:00 - 4:00 p.m. Chair Janine Hiller called the meeting to order at 3:10 p.m.

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

ADOPTION OF THE MINUTES: Minutes for the November 9, 1994 and November 29, 1994 meetings were approved.

DISCUSSION OF EOAA OFFICE ANNUAL REPORT: Elyzabeth Holford distributed copies of the report and discussed its findings (copies are available from the EOAA Office). Strictly reporting the numbers, there were 31 initial consultations (those that didn't develop into informal or formal complaints). She explained that the category "other" refers to those consultations or complaints that don't fall within the office's parameters or don't fit any particular subject matter. Twenty out of 24 informal complaints were resolved. Nine formal complaints were active over the period, all but one completed. Holford explained the difference between informal and formal complaints. Informal complaints are handled the same as formal ones in that complete investigations are undertaken; however, a formal report is not issued. Complainants are told that both types are equally important, and it is ultimately their decision on how to pursue the matter. If it were a generalized, department-wide problem, for example, it would be addressed as such and the individual complainant would not be singled out, should the complainant so desire. In a case wherein the circumstances are so specific that the complainant would be easily identified, the office may suggest that she/he go forward with a formal complaint. Informal complaints are normally resolved within three weeks, and formal within six. Three Virginia Tech employees filed external complaints with the EEOC and DPT, two of them bypassing the EOAA Office.

As an aside, Holford said that some allegations of discrimination are actually misperceptions attributable to poor management style, and often the two are hand-in-hand.

Holford said that disciplinary recommendations and actions have been wide-ranging, from verbal warnings to group two actions. She wishes to dissuade anyone from the notion that consequences do not accompany inappropriate behavior. Secondly, while the EOAA Office can only make recommendations, it wants administration to recognize that it stands 100% behind its investigations and wants a relationship of reciprocal support with them. She said there has been tremendous administrative follow-through. And third, all reports issued from the Office include a notice that the Office at anytime may return and reevaluate the situation.

Regarding faculty searches, the annual report shows that gains were made by white females. However, minorities did not fare as well as white males predominate the hiring pools. Holford said search committees, deans and department heads need to focus on this matter, and outreach to minority

organizations and pipelines must be emphasized.

Holford concluded by reporting on other EOAA Office activities this past year. Innovative inter-office procedures were developed; the 1994 federal and state affirmative action plans were completed, and the 1995 versions should be finished by the end of February; strong programming is a goal to be worked within tight budget constraints; the revised sexual harassment policy was guided through the governance system; and the sexual harassment training manual was completed with training sessions for administrators and faculty scheduled to begin this February. These sessions will be held on a regular basis.

REPORTS FROM SUBCOMMITTEES:

- o **Monitoring/Programming:** Erin Champagne said the subcommittee answered the questions submitted to Hiller earlier in the year by a faculty member. They asked Holford to convey them to Hiller. The group discussed possible speakers for spring semester. Because of budget constraints, their options are three less expensive speakers or just one or two who are costlier yet better-known. They may pursue Derrick Bell and will try to get one or two other speakers, perhaps minority CEOs. Pat Hyer said several deans have mentioned bringing in minority speakers to their colleges; she suggested the subcommittee confer with them when making any decisions.
- o **Retention:** Bevelee Watford reported they are establishing a task force to address faculty and staff retention. They received a detailed summary from Hyer about the disbursement of the \$500,000 allocated some years ago for retention efforts. Watford said that in the future they will investigate past endeavors for more conclusive findings, asking just how successful were these previous activities? How greatly did they effect university retention and affirmative action? Can small-scale, proven efforts be duplicated with a university-wide model? Essentially, they want to avoid repeating what has proved unsuccessful. She added that the changes the university is undergoing have made retention more relevant since hiring is restricted, and that it may be prudent to work closely with the Provost's Office.
- o **Policy:** Pat Hyer said they continued to discuss ways to disseminate and make understood the sexual harassment policy. They are developing the poster campaign and methods of outreach to graduate students. Elizabeth Creamer has put the policy on the university GOPHER system, and the President's Office distributed it to 7,000 people, including graduate students.
- o **Diversity/Campus Climate:** Barbara Pendergrass reported they are working on the student diversity panel. Presentations will begin next fall rather than this spring; the remainder of this semester will be spent fine-tuning the program and identifying a pilot department. She said it was suggested that they appear at the graduate teaching assistants' fall orientation.

A related effort is to begin a series of articles in Spectrum to be titled, "Listening to Student Voices." The first will profile three disabled students; eventually representatives of all minority groups will be featured. White students will not be excluded. The articles will have an interview format, with photographs, in which students will relate their university experiences. Besides being instructive, they will highlight experiences that have been positive and helpful. Three or four articles may appear this spring and will resume in the fall. Susan Trulove is promoting this. Pendergrass said Spectrum was chosen because of its wide circulation.

Hyer had reservations that Spectrum would devote so much space to the series. She suggested it appear in the Diversity Newsletter, should

Spectrum not cooperate, or be published there also. Leslie Graham asked that the series also profile nontraditional students.

OTHER BUSINESS: The committee agreed to spend the entire two hours of the February 8 meeting to a presentation of the sexual harassment training seminar. Holford announced that on February 22 President Torgersen will sponsor a one-day conference on racism; a faculty panel moderated by Dr. Robert Belle of SCHEV will speak from 9:30 to 11:30 a.m.; a student panel will meet 1:30 to 3:30 p.m., moderator yet unknown. Both will be held in Squires Brush Mountain Room. At 7:30 that evening, Lani Guinier will appear in Squires Colonial Room, speaking on "Why We Need a National Conversation on Race." A reception will follow.

ADJOURNMENT: There being no further business, Chair Hiller adjourned the meeting at 4:05 p.m.

Respectfully submitted,
Karen L. Poe
EOAA Committee Secretary

UNIVERSITY COMMITTEE ON EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION
Minutes for April 12, 1995

Present: C. Cachaper, E. Champagne, M. Flynn, J. Hiller, E. Holford,
M. Holmes, P. Hyer, L. Moore, C. Porter, R. Purdy, V. Reilly, R.
Rios, L. Schaefermeyer, E. Scott, B. Watford, D. Young.

Call to order: Subcommittees met (at their option) from 2:00 - 3:00
p.m. The committee convened as a whole, 3:00 - 4:00 p.m. Chair Janine
Hiller called the meeting to order at 3:06 p.m.

Adoption of the agenda: The agenda was adopted as presented.

Adoption of the minutes: Minutes for the January 18, 1995 meeting were
approved.

Reports from subcommittees: Hiller prefaced this by asking that the
subcommittee chairs submit to her a written annual report of their
groups' activities. This will assist continuity into next year and
build a history of subcommittee achievements.

Monitoring/Programming: Chair Erin Champagne said that, because of
budget constraints, they will not sponsor a speaker this spring.

Diversity: Laurence Moore reported that they worked in two areas this
past year. Primarily, they devised methods to foster sensitivity toward
diversity in faculty and staff at the unit level. Allied to this, they
have developed a series of four articles to appear in Spectrum this
spring dealing with the visibly and invisibly handicapped, African
Americans, and gays and lesbians. (Hiller asked for an official note in
the minutes praising Susan Trulove for writing the disability articles.)
This will resume next fall with other defined groups including women,
Hispanics, Muslims, and Jews. Members suggested profiles on older,
nontraditional students and multiracial students. The subcommittee
plans to institute a sensitivity session at this summer's new faculty
orientation. Among next year's goals is a paper on how to prepare and
conduct meetings that will accommodate people with disabilities. They
will also move forward with the student diversity panel.

Policy: Pat Hyer distributed a summary of the subcommittee's activities
this year to aid the EOAA Office in the dissemination and training
related to the revised sexual harassment policy. Recently they met with
Dr. Peggy Turner's graphics class, which developed a poster campaign on
the harassment theme. Five posters intended for different purposes and
appropriate settings were selected. The Provost's Office may assist the
EOAA Office in getting them printed and distributed next fall.

Hyer said the subcommittee was asked its opinion of the Affirmative
Action Incentive Grants process. They recommend that the awards be
changed to an early fall activity rather than one so late in the spring
term. Also, they wish to raise the issue of the awards name; perhaps
"affirmative action" should be played down in the current political
environment and replaced with the less confrontational "diversity."

Retention: Beville Watford distributed copies of a resolution they
drafted and would like the entire committee to present to the
administration. She said it merely asks the university administration
to implement the retention model and plans (University Model for Faculty
Retention Activities; Guidelines for Development of Departmental
Affirmative Action Plans) already in existence.* Each clause refers to
a documented activity the subcommittee assumed this year. Committee
members questioned the 93.4% turnover rate for all staff positions that
is quoted in the resolution. The subcommittee acknowledged that the
terminology used in the clause is not correct: the 93.4% is actually

meant to reflect a ratio based on how many were hired versus how many left in the EEO categories, that is, a ratio of hires over separations. Watford and Muriel Flynn stressed that they are not intending to make this a minority issue; they are looking at overall staff retention rates and expressing the high costs associated with every turnover. They will reword this particular clause.

Hyer questioned the meaning of the phrase "...supporting this effort with appropriate levels of resources" and asked, if the resolution passes, what does it imply that the institution should do? Watford said it's unavoidable that there will be associated costs and their extent is unforeseeable; but by presenting the resolution, the committee will be expressing its opinion that the resolution is important enough to warrant the expenditures. As for how to implement it, Watford said that charging someone to head the effort would be a good start.

Hyer asked the committee's thoughts on the resolution in light of the \$12 million budget reduction. Watford said the crisis makes it even more necessary; in the long run it will be cheaper to keep the people we have than to incur the costs of replacing them.

Hiller said she met with Provost Meszaros and, without mentioning the resolution, described in general the committee's frustrations and concerns about retention. Meszaros asked to review the university model and plans and offered to discuss retention with the entire committee on April 17.

The committee couldn't vote on accepting the resolution as one to be presented at the university level because, at this point, it lost its quorum and that one clause needs revision. (When the committee grants final approval, the resolution will go before the Faculty Affairs and Staff Affairs Commissions.) However, it did approve it as an issue for presentation to Meszaros.

Affirmative Action Incentive Grants: Hyer said the committee (Richard Hayman, Mitzi Lee, Elyzabeth Holford, Elizabeth Creamer, Ellen Braaten and herself) will meet next week to make its final decisions. She distributed a list of the proposals. Total requests amount to \$32,295.60; \$20,000 will be disbursed.

EOAA Office Quarterly Report: Holford announced a correction to the page two table, Administrative- Without-Tenure Faculty Hires: "Engineering" should be deleted from the heading as the figures represent hires in administrative units for the entire university--not Engineering.

Sexual harassment training: Holford said she has received positive responses from the evaluation sheets returned after each session. The EOAA Office is averaging two sessions a week.

Other business: Holford observed that a quorum-size meeting may be called to pass the resolution so that it may move through the governance system next fall.

Adjournment: There being no further business, Chair Hiller adjourned the meeting at 4:07 p.m.

Respectfully submitted,

Karen L. Poe EOAA Committee Secretary

* see minutes for November 29, 1994 meeting.