

Equity, Diversity & Inclusion at Vanderbilt



REPORT FROM CHANCELLOR NICHOLAS S. ZEPPOS **SEPTEMBER 2018**



VANDERBILT
UNIVERSITY

DIVERSITY & INCLUSION AT VANDERBILT

Updates on Select Achievements and Current Initiatives

SEPTEMBER 2018

Dear members of the Vanderbilt community,

I am honored to be part of a Vanderbilt community that embraces equity, diversity and inclusion. Together, we have built an institution that doesn't shy away from civil discourse, but welcomes ideas and perspectives different from our own. Our commitment to fostering an open environment that values and supports every student, faculty and staff member stands strong. We believe that diversity is our strategic advantage and that the global issues facing our society today can only be solved when everyone has a seat at the table.

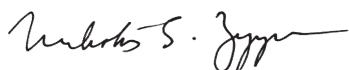
Over the past year, our nation and world have faced many challenges, including natural disasters, mass shootings, xenophobic immigration policies and more. As a Vanderbilt community, we supported each other and remained unified through our shared values of equity, diversity and inclusion.

I'm proud of the many great initiatives and ongoing institutional efforts that have elevated our university over the past year, including additional support for our first-generation students, the opening of the Student Center for Social Justice and Identity, commemorating the 50th anniversary of Perry Wallace and Godfrey Dillard integrating SEC men's basketball, and our continuing focus on treating all people with the dignity and respect that allows them to thrive and succeed.

Since I was appointed chancellor a decade ago, Vanderbilt has broken new ground in equity, diversity and inclusion. We celebrate our progress while recognizing that our journey is far from complete. This work will be difficult at times, and we won't always agree. However, I am confident that as a community, Vanderbilt will always choose to come together. Amid the great social and political divisions rocking this country, we know that there is much more that ties us together than divides us.

This annual report exemplifies our strong dedication to inclusive excellence and provides an opportunity to reflect on our achievements from the past year. I look forward to working with you as we continue to create the beloved community we aspire to be.

Sincerely,



Chancellor Nicholas S. Zeppos

SELECT ACHIEVEMENTS AND CURRENT INITIATIVES



PEOPLE

Building Our Community, Expertise and Outreach for Inclusive Excellence

At its heart, Vanderbilt is its people—our students, faculty, staff, alumni and the community. Fostering a deep and lasting environment where diversity, equity and inclusion are embedded is part of the work of a great academic institution, not as afterthoughts, but as primary motivating forces for each person and collective on this campus. Imbuing every act and enterprise with the principle of inclusive excellence will strengthen the university in innovative and sustainable ways that improve the lives and livelihood of the entire Vanderbilt family.

Select Achievements, Current Initiatives and Upcoming Efforts

1. Hired new leadership to assist Vanderbilt in leading our efforts to create a more diverse and inclusive environment across the university.
 - [James Page](#), new vice chancellor for equity, diversity and inclusion and chief diversity officer
 - [Melissa Thomas-Hunt](#), Vanderbilt's first vice provost for inclusive excellence
2. Continued supporting leadership pipelines by intentionally increasing training and development.
 - [Vanderbilt Leadership Academy](#)
 - [Chancellor's Higher Education Fellows](#)
 - [Chancellor's Faculty Fellows](#)
 - Vanderbilt Professional Fellows program
 - [Academic Pathways Postdoctoral Fellowship program](#)
3. Continued commitment and support of mental health and wellbeing efforts
 - Transitioned from the Psychological and Counseling Center to the new [University Counseling Center](#), including hiring Director Todd Weinman.
 - Launched the new [Student Care Network](#), a holistic, inclusive system of health and wellness services and resources for all students. The network includes the Office of Student Care Coordination, Center for Student Wellbeing, University Counseling Center and Student Health Center.
 - Hired additional staff across the Student Care Network, including new Student Care Manager Lisa Clapper. Of these new hires, 71 percent are women, 36 percent are persons of color and 29 percent are URMs.
 - Continued promotion of campuswide [GO THERE](#) campaign for all faculty, staff and students.
 - Hosted faculty and staff GO THERE Stories event.
 - Expanded mental health resources for student-athletes.

4. **Students:** Recruit, Retain and Ensure Success

- Continued diversity increases in the demographics of our student population, recruiting a [45 percent minority first-year class in 2017](#).
- [Launched pronoun selection option in YES](#) for students to self-identify using preferred pronouns.
- Established the first cohort of 86 Russell G. Hamilton scholars, a new program designed to build a pipeline of outstanding, diverse Ph.D. leaders.
- Launching the new Graduate Leadership Development Institute to provide state-of-the-art leadership training to more graduate students to prepare them for careers in academia and beyond.
- Expanded programming with the new [Student Center for Social Justice and Identity](#), including many new opportunities for first-generation students through the Office of Transitions.
 - Launched [FirstVU](#), Vanderbilt's only student-led, first-generation student organization.
 - Collaborated with the Office of Parent and Family Programs to expand resources for first-generation students and their families.
 - Launched "Student Success Series" to assist these students as they transition through various stages of their careers.
 - Expanded printed resources for first-generation and transfer students, as well as published the FirstVU brochure.
 - Planned and executed special training sessions for FirstVU executive board.
 - Launched monthly "First Gen Fridays" in collaboration with the BCC, Career Center and GEO Study Abroad Office, which celebrate and connect first-generation undergraduate students to graduate students, professional staff and senior administrators who were all first-generation students.
- Increased hiring of student workers from diverse backgrounds across all divisions of the university.
- Expanded internship opportunities across the university that includes top administrative offices. Examples include the Athletics Graduate Fellows Program and a new paid internship in the Office of General Counsel.
- Continued programming focus on diversity, inclusion and resilience at [The Martha Rivers Ingram Commons](#).
 - Selected *Strong Inside: Perry Wallace and the Collision of Race and Sports in the South* as 2017-2018 Commons Reading (second year in a row).
 - Continued incorporation of modules of resiliency into Vanderbilt Visions curriculum.
 - Recruited the largest percentage of VUceptors identifying as an ethnic or racial minority (56 percent) since the inception of the Visions program.
 - Held the 11th annual Lawson Lecture featuring acclaimed sports journalist and author Sally Jenkins, Coach Stephanie White and Associate Athletic Director Candice Storey Lee.
- Offered walk-in hours at the Career Center for various identity-based offices, including LGBTQI Life, Black Cultural Center, International Student and Scholar Services and the Inclusion Initiatives and Cultural Competence Office.
- Coordinated an art exhibit on women and resilience at the Margaret Cuninggim Women's Center and expanded programming on pay equity by hosting two additional salary negotiation workshops and developing a series on gender, work and money to coincide with Equal Pay Day.
- Received one of Campus Prevention Network's 2017 Prevention Excellence Awards through Project Safe's efforts.
- Increased membership by 65 percent in the National Pan-Hellenic and Intercultural Greek Councils, consisting of seven historically African American fraternities and sororities and two multicultural sororities.
- Launched a monthly learning community through the Center for Teaching on disability and learning to explore principles of inclusive teaching, university design for learning and instructional accommodations.
- Select school and college-based initiatives (for more detail, see Highlights of Academic Affairs' Efforts to Advance Inclusive Excellence: Office of the Provost Report)
 - [College of Arts and Sciences](#): Recruited a new cohort of faculty of which at least 33 percent advanced inclusive excellence, and continued support for its signature Bridge programs with Fisk and Tennessee State universities.
 - [Blair School of Music](#): Showed dramatic improvement through continuing efforts to diversify its student body, with 41 percent minority entering students in 2018 compared to 30 percent in 2017.
 - [Divinity School](#): Currently boasts a student body that is 38 percent racial/ethnic; the Public Theology and Racial Justice Collaborative held inaugural Summer

Institute on “Reclaiming Our Time: Public Theology, Racial Justice and the Fight for Democracy.”

- **School of Engineering:** For the second year in a row, the majority of new faculty hires have contributed to racial and ethnic diversity.
 - **Graduate School:** Established new meeting series with the Graduate Diversity and Inclusion subcommittee of the Graduate Student Council; launched monthly salons to discuss *Hidden Figures*.
 - **Law School:** Ranked No. 1 among the nation’s top 20 law schools for African American representation; the current class set an all-time record for total minority students (35 percent), Hispanic representation (10 percent) and Asian representation (17 percent).
 - **School of Medicine:** Created a Mentoring Committee Report Form within Basic Sciences, as well as hosted numerous postdoctoral recruiting events with the intent of enhancing diversity among postdoctoral fellows.
 - **School of Nursing:** Established six new internships through collaboration with Morehouse Medical School Undergraduate Health Science Academy.
 - **Owen Graduate School of Management:** Organized MBA orientation diversity programming and also supported student participation in Management Leadership for Tomorrow and Forte conferences, which yielded early job offers.
 - **Peabody College:** Raised current Ph.D. commitments to 27 percent underrepresented minorities.
 - Increased emphasis on diversity and cultural experiences for student-athletes, as well as summer programming.
 - Annual Civil Rights Weekend
 - Annual MLK Day Trip
 - Summer Bridge Program
 - Pre-Flight program
 - Summer internships
 - Annual international service trip partnering with Soles4Souls
 - Varsity international trips
 - Study abroad opportunities
5. **Staff:** Recruit, Retain and Ensure Success
- Actively recruited and hired an increasingly diverse workforce across all divisions of the university.
 - Forged partnerships with Nashville community organizations as well as other universities to enhance programming and recruit diverse top talent. For example, established partnership with Girl Scouts and STEM programs to increase awareness of various roles and deepen talent programs in STEM fields.
 - Made significant changes to PTO, holidays and starting wages for staff and adjusted pay ranges for union positions.
 - Significant increases in hourly wages for both Dining union staff (average increase of 9.38 percent) and Vanderbilt Child and Family Center teachers and associates (average teacher increase of 17 percent).
 - PTO changes
 - Dining: The new union contract, effective November 2017, includes paid PTO for winter break and a PTO policy consistent with that of non-union employees.
 - Child and Family Centers: Staff schedules adjusted to align with the university calendar, including closure of all centers over the university’s winter break, effective FY19.
 - Increased efforts to recruit a diverse staff, engage with the community and create an inclusive environment.
 - Enhanced recruitment efforts in support of Dining Services and the need to hire 75+ staff leading up to and during summer 2018, in preparation for the new academic year and the opening of E. Bronson Ingram College.
 - Campus Dining hired 23 staff by diverse recruitment efforts and through establishing relationships with local and national organizations that support minorities, women, individuals with disabilities and veterans.
 - Recruited minorities, men and LGBTQI candidates for teacher positions at the Child and Family Centers.
 - Remained focused on diverse recruiting at Vanderbilt University Public Safety as well as promotional opportunities and upward mobility. In 2017, 67 percent of new hires and 60 percent of promotions were URMs.

- Conducted extensive advertising of vacant staff and professional positions across targeted, minority-focused media to increase the number of diverse candidates who apply to Vanderbilt.
 - Blacksinhighered.com
 - Recruitmilitary.com
 - Hispanicsinhighered.com
 - Diversityinc.com
 - Womensports.org
 - Blackenterprise.com
 - USMilitaryPipeline.com
 - Veterans Connect
 - VetReady
 - Disability Connect
 - Latinos in Higher Ed
 - Workplacediversity.com
 - Launched the Vandy Talent social media platform to enhance digital career marketing efforts to reach a more diverse and representative audience.
 - Provided staff development and continuing education for staff skill-building as well as career paths for service employees to advance into skilled crafts. These include the Campus Dining partnership with the Art Institute of Nashville and the Child and Family Centers Early Childhood Education leadership and career pathways.
 - Created a department handbook in the Title IX and Student Discrimination office to promote consistency and transparency in its policy and procedures, as well as a professional development initiative.
 - Hosted second annual Facilities Field Day: Putting Diversity into Action event for staff.
6. **Faculty:** Recruit, Retain and Ensure Success
- Launched [Chancellor's Chair Challenge](#), increasing recruitment and retention of diverse faculty through a yearlong, multimillion-dollar investment which established 18 new endowed chairs.
 - Established Diversity Delegates, appointed by the deans of each college and school, which meet regularly to share best practices and collaborate and promote their respective inclusion efforts.
 - Offered workshops to assist in faculty recruitment and development.
 - Nearly 60 faculty members attended one of four workshops on "Finding and Attracting Top Talent: Best Practices for Faculty Searches."
 - [Office for Inclusive Excellence](#) offered an interactive theater workshop to address faculty search dynamics.
 - Launched Faculty Insights workshops as well as a lunch series, small group workshops on Principles of Dialogue for Professional Development/Building Collegiality and monthly community writing studios.
 - Tracked faculty recruitment and retention data for tenure-track and tenured appointments.
 - 34 new faculty hires beginning fall 2018.
 - 53 percent of new hires were female.
 - 24 percent of new hires were URM.
 - Administered 36 retention cases during the 2017-2018 year, 19 of which advanced diversity in their departments. The university retained 16 of the 19 (84 percent of group, overall retention rate was 81 percent).
7. Engaging Diverse Alumni
- Hosted second annual [Chancellor's 'Dores of Distinction](#) Alumni Advisory Board meeting as well as providing various opportunities for board members to engage with students, faculty and staff across campus.
 - Increased recruitment of diverse alumni to serve as chapter presidents.
 - Recruited diverse members of the [Alumni Association](#) Board, with 38 percent URMs.
 - Featured greater diversity in Commodore Classrooms program speakers, as well as ongoing support of the Association of Vanderbilt Black Alumni Association and LGBTQI alumni.



SPACES, SYMBOLS AND THE PHYSICAL ENVIRONMENT

Creating a Welcome and Accessible Environment Built for Inclusion

The physical environment at Vanderbilt is more than buildings—it is an intentional land-use plan designed to advance the university’s mission of diversity and inclusion. From symbolic spaces to practical accommodations, the campus must reflect our values. That includes regularly revisiting existing names, symbols and images across campus and actively seeking opportunities to incorporate diversity in our physical environment. A comprehensive and ongoing assessment of spaces in relation to people and culture can be a significant force in giving well-intended and well-resourced initiatives the ability to flourish.

Select Achievements, Current Initiatives and Upcoming Efforts

1. Continued FutureVU campus land-use plan to ensure that the campus is designed and prepared to uphold the university’s mission and values, including diversity and inclusion.
 - Engaged more than 1,600 individuals, including a diverse group of faculty, staff, students, trustees and community members, since launching the initiative.
 - Established FutureVU governance structure that coordinates efforts across operational teams.
 - Continued major building projects, including E. Bronson Ingram College, Residential College-A (near corner of 25th Avenue), West End neighborhood beautification efforts and expansions at Nursing and Divinity.
 - Launched additional studies including the 21st Avenue edge study as part of the Owen master plan, the Peabody master plan study, a Humanities and Historic Core study and a Science and Engineering study.
 - Launched a comprehensive ADA analysis of campus to actively incorporate an inclusive built environment consistent with FutureVU principles and objectives as well as the [Academic Strategic Plan](#).
 - Launched renovations of Peabody College’s Home Economics and Mayborn buildings, resulting in increased accessibility as well as new pedagogical and scholarship opportunities.
 - Established two sustainability operational studies including a variety of staff, faculty and students aimed at developing a vision and strategy for energy, including renewable energy and BlueSky vision.
 - Continued mobility and transportation study efforts to develop a comprehensive mobility and transportation plan for the university tied to the FutureVU vision.
 - Continued efforts with graduate and professional student housing working group, as well as continued collaboration with VSG on various land-use topics.
 - Hosted a variety of engagement events and activities, including a series of town halls and pop-up events to enhance awareness of FutureVU efforts and engage with the VU community.
2. Launched [largest-ever capital project](#), which will replace aging residence halls with innovative residential colleges to support Vanderbilt’s vision to shape the leaders of tomorrow.

- E. Bronson Ingram College opened in fall 2018.
 - Three more residential colleges will open by 2023.
3. Enhanced inclusive areas for new and renovated buildings.
 - Gender-neutral bathrooms
 - Lactation rooms
 - Braille signage
 - Interactive maps displaying accessible routes across campus
 4. Continued work to codify VU design standards for all construction projects, most of which exceed those minimally required by building codes and the ADA accessibility guidelines.
 5. Established a VUPS Mobility Safety committee through Vanderbilt University Public Safety, which has completed many projects to improve the safety of non-motorized transportation on and around campus, including crosswalk refuges and audible crosswalk indicators.
 6. Added meditation/prayer spaces in athletics venues to accommodate diverse patrons.
 7. Student Access Services conducted an Americans with Disabilities Act Amendments Act audit of retail tenants.
 8. Established a faculty standing committee for campus planning consultation to determine the themes of the new residential college art initiatives.



CULTURE

Cultivating our Community's Values, Furthering Mutual Respect and Creating a Campus Culture that Embraces and Welcomes All

Vanderbilt's culture is the coalescing of action and ethos by which the organization will thrive and lead. To understand and address the human condition, Vanderbilt must be an institution that values and promotes diversity as evidence of its deep awareness of and appreciation for the broader social, historical and political contexts of society and the world. At the same time, the university strives to foster a culture that encourages the whole community to work together to tackle challenges, to innovate toward solutions and to generate discovery with impact. Excellence in both effort and result will rely on a culture of creativity that is best attained through a willingness to embrace the multitude of experiences, viewpoints and differences.

Select Achievements, Current Initiatives and Upcoming Efforts

1. Office for Equity, Diversity and Inclusion and role of the chief diversity officer.
 - Hired Vice Chancellor for Equity, Diversity and Inclusion James Page.
 - Ongoing collaboration between Page's office and all other vice chancellors and divisions.
 - Provided diversity and unconscious bias training for more than 400 faculty and staff and created customized workshops for various campus partners.
 - Provided service, consultation and representation on administrative search committees.
 - Executive director of Dining, Facilities BlueSky Advisory Committee, campus land-use advisory group, VUPS C.O.R.E. committee, Chancellor's Strategic Planning Committee on Mental Health and Wellbeing, cross-campus diversity educators committee
 - Increased continuing education and professional development for EDI staff through professional associations, conferences and trainings.
 - Anti-discrimination laws training with Office of General Counsel
 - Diversity 4.0 Institute
 - National Association of Diversity Officers in Higher Education (NADOHE)
 - Society for Diversity
 - Cook Ross Unconscious Bias Train-the-Trainer
2. Empaneled 13-member [International Strategy Working Group](#) charged with developing an international strategy to support and promote faculty research, scholarship and creative expression.
3. Established the first Equity, Diversity and Inclusion Distinguished Leader Award for Vanderbilt staff.
4. Held unconscious bias trainings for staff across all divisions, including senior leadership.

5. Made diversity and inclusion and unconscious bias education available for all Vanderbilt faculty and staff, including Alphabet Soup seminar, Attitudes Toward Differences workshop, Sexual Misconduct, Title IX training, diversity awareness and cultural competence.
6. Developed the Vanderbilt Bias Incident Response Team, composed of staff from the Equal Opportunity Office, Dean of Students and other campus partners who guide students seeking assistance handling and alleged bias or discrimination incidents.
7. Ensured our community outreach support promotes diversity and advances inclusion.
 - Enhanced enhance supplier diversity; currently 52 percent of all Vanderbilt suppliers qualify as diverse (small business, disadvantaged business enterprise, HubZone certified, 8(A) designation, or minority-, women- or veteran-owned).
 - Developing a curriculum of diversity and inclusion classes to share with community partners.
 - Continued Vanderbilt involvement in Nashville boards serving diverse communities, including Conexión Américas, Susan G. Komen, the Mary Parish Center, Big Brothers/Big Sisters, University School of Nashville, Nashville Public Education Foundation, Middle Tennessee Community Foundation, YWCA of Middle Tennessee and Country Music Hall of Fame.
8. Received Trans-Institutional Programs funding for the [Intersectional Study of Black Women and Girls in Society](#), a transdisciplinary hub of research, discovery and teaching activities combining scholars from Peabody College, the College of Arts and Science and the Law School.
9. Continued efforts of the Community Oriented Results and Expectations (C.O.R.E.) Committee, aimed at building a stronger relationship between Vanderbilt University Public Safety and the Vanderbilt community with open dialogue, problem solving, trust and transparency.
 - Created a police citizen seminar to educate about VUPS and the challenges of law enforcement in today's society.
 - Campus Community Relations and Crime Prevention Captain Leshawn Oliver attended 204 events with 38,074 positive community contacts.
10. Implemented a new organizational model that increases focus and specialized services in in the areas of equal opportunity, Title IX and accessibility through new offices: the Equal Employment Opportunity office, Student Access Services office and Title XI office.
11. Commemorated the [50th anniversary of the integration of SEC men's basketball](#), focusing on the legacy and impact of Perry Wallace and Godfrey Dillard on Vanderbilt, the SEC and the larger civil rights movement.
 - Red carpet premiere of *Triumph: The Untold Story of Perry Wallace* on campus.
 - Community premiere at Belcourt Theatre.
 - Screening and panel discussion at the National Museum of African American History and Culture in Washington, D.C.
 - Inclusion of *Triumph* in the Nashville Film Festival.
 - Numerous campus screenings, including Vanderbilt Black Law Student Association.
 - Establishment of Perry Wallace Endowed Basketball Scholarship.
12. Launched the [Sports and Society Initiative](#) to explore the intersection of sports, race, gender and culture in society.
13. Modeled and broadened the diversity and inclusion conversation through campus lectures and programming.
 - Increasing diversity in [Chancellor's Lecture Series](#) speakers (e.g., Patrick Kennedy, Carly Fiorina, Jelani Cobb).
 - Debuted chancellor's ["What's On My Mind?"](#) column.
 - Posted 19 new editions of [The Zeppos Report](#) podcast.
 - Held [Chancellor's Charter Tour](#) on Immigrant and Refugee Experience.
 - Hosted guest speaker Margot Lee Shetterly.
 - Partnered with Fisk University to increase outreach and expand offerings of the [Osher Lifelong Learning Institute](#) and Lunch Box speaker series.
 - Announced provost's visiting global fellows/scholars program.
 - Launched a 12-month series of classes on meaningful dialogue in collaboration with the Nashville Public Library and the Civil Rights Civil Society Room.
 - Hosted SEC Minority Officials Clinic.
 - Held ["I AM: Contemporary Middle Eastern Women Artists and the Quest to Build Peace"](#) exhibit in Vanderbilt Fine Arts Gallery.
 - Held workshop on redefining tokenism.
 - Opened Heritage Months exhibit at the Wond'ry.

14. Shared our history with the campus, Nashville and national communities.
 - Hosted [Wrestling with Our Past](#) conference.
 - Commemorated the 50th anniversary of the integration of SEC men's basketball.
 - Documented the history of African American student-athletes.
 - Ensured that alumni and stakeholders heard the story of [Opportunity Vanderbilt](#) and the students it impacts.
15. Strengthened partnerships and collaborative initiatives with Fisk and other HBCUs that provide unique research, teaching, immersive learning and mentee opportunities for both Vanderbilt and neighboring students.
16. Strengthened relationships between Vanderbilt and our diverse Nashville community through sponsorships, participation and volunteer service efforts with local nonprofit organizations and special community events.
 - Tennessee Justice for Our Neighbors
 - Inauguration events for Fisk University's new president
 - Nashville LGBT Chamber of Commerce Excellence in Business Awards
 - Latin American Chamber of Commerce
 - Nashville Black Chamber of Commerce
 - Nashville Urban League of Middle Tennessee
 - Nashville PRIDE Festival
 - Buena Vista Elementary School
- Big Brothers Big Sisters of Middle Tennessee
- Habitat for Humanity
- Open Table Nashville
- Nashville Rescue Mission
- Nashville International Center for Empowerment
- Goodwill Career Solutions
- Tennessee Career Center
- Napier-Looby Bar Association
- Francis S. Guess Bridge to Equality Fund
- Nashville Lawyer's Association for Women
- University School of Nashville Horizons program
17. Lobbied on behalf of diverse populations through Public Affairs.
 - Lobbied Congress to support DACA and the plight of Dreamers.
 - Worked with the Tennessee General Assembly to defeat legislation that targeted LGBTQI community members and international students.
18. Contributed to the publication of *We Shall Overcome: Press Photographs of Nashville during the Civil Rights Era*, a book commemorating the 50th anniversary of the assassination of Martin Luther King Jr., which will be placed in Metro Nashville public schools and branch libraries.

SUMMARY AND NEXT STEPS

Blazing Our Path Toward a More Inclusive and Equitable Vanderbilt

This report benchmarks our efforts in this transformative work. There will always be more that we can do. We know there is no limit to the compassion, empathy and inclusive excellence the Vanderbilt community is capable of achieving. We must seek to become proactive rather than reactive and to continue to actively engage all members of our community on this journey. Ultimately, Vanderbilt's future promise and progress will be best achieved by a steadfast devotion to a diverse and inclusive learning environment for all.