VIRGINIA COMMONWEALTH
BOARD OF VISITORS
STRATEGIC TASK FORCE
==**12:00 PM – 2:00 PM**==[1]
FEBRUARY 17, 2022
SCOTT HOUSE
909 W. FRANKLIN ST., RICHMOND, VIRGINIA
& VIRTUAL

DRAFT

AGENDA

1. **CALL TO ORDER & WELCOME**   **Mr. Keith Parker**, *Chair*
   12:00 p.m. – 12:05 p.m.

2. **PUBLIC COMMENT PERIOD**   **Ms. Chelsea Gray**, *Assistant*
   12:05 p.m.   *Secretary & Board Liaison*

3. **BOARD RETREAT PRIORITIES**   **Mr. Keith Parker**, *Chair*

   a. **DIVERSITY, EQUITY & INCLUSION FOR**   **Dr. Aashir Nasim**, *Chief Diversity*
      ONE VCU   *Officer and Advisor for ONE VCU*
      i. **FACULTY & STAFF DIVERSITY**   **Dr. Meredith Weiss**, *Vice President for*
                                                 Administration

      12:05 p.m. – 1:15 p.m.

   b. **CULTURE OF CARE &**   **Dr. Tomikia LeGrande**, *Vice President*
      QUEST RECALIBRATION   *for Strategy, Enrollment Management*
      1:15 p.m. – 1:30 p.m.   *and Student Success*

4. **STRATEGIC PARTNERSHIPS**   **Dr. Tomikia LeGrande**, *Vice President*
   1:30 p.m. – 2:00 p.m.   *for Strategy, Enrollment Management*
                                                 and Student Success

5. **ADJOURNMENT**   **Mr. Keith Parker**, *Chair*
   2:00 p.m.

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[1] The start time for the Board of Visitors meeting is approximate only. The meeting may begin either before or after the listed approximate start time as Board members are ready to proceed.

Diversity Driving Excellence Enterprise-Wide

Aashir Nasim, Ph.D.

Chief Diversity Officer and Advisor for ONE VCU

Brief Overview

- VCU Quest 2025 Strategic Plan Recalibration

- Theme IV: Diversity Driving Excellence (Enterprise-Wide)

- Organization and Infrastructure

- Exemplars
  - Goal: Matrix Organization
  - Strategy: Culture and Climate
  - Metric: Faculty and Staff Hiring Benchmarks

Diversity Driving Excellence Enterprise-Wide

Vision

Diversity Driving Excellence
Enterprise-Wide

Goals

A **comprehensive and cohesive** organizational infrastructure adapting to the evolution of DEI across academic and medical enterprises	A **conscientious** drive to lead in setting national, state and professional standards for institutional civil rights compliance and best practices	A **cultivated** institutional culture and climate that is diverse, inclusive, engaging and performance-oriented	A **competitively inspired** enterprise for inclusion in clinical care, curriculum, scholarship and practice	A **collaborative** and purposive **communication** loop that elevates awareness and discourse between the enterprise and communities

Strategies

Change Management	NADOHE Standards	Organizational Culture and Climate (Biennial)	VCU Faculty and Student Pipeline Initiatives	ONE VCU – Richmond MSA Conference Trainings
Budget, Communication and Policy Infrastructure	Decision Processes Employee Hiring, Diverse Suppliers	Phases I-IV Education, Training and Remediation	Curricular Transformation	Community Outreach Initiatives
Continuous Improvement and Sustainability of DEI Practices	Model Accountability and Professional Standards	Employee Management Systems Integration	Education and Health Equity	Standardization of Community Advisory Councils
Development of DEI Leadership	Establishing Trends in National Prominence	Integration of DDI Performance Plans	Scientific Equity, Medicine and Ethics	Return on Investment / Return on Trust Initiatives

Metrics

Team Formation and Onboarding ONE VCU Principles of Community **Team Process and Practice Fidelity** DEI Career Pathways	**CDO Adherence** Diverse Hiring and SWaM Benchmarks **Institutional Reporting** Accessibility **Patient Safety and Satisfaction** Awards and Recognition	**ONE VCU and Unit-Level Dashboard and Reporting** Continuous Improvement Measures **DEI Professional Development Efficacy and Effectiveness**	**URM and Minority Students Recruited in Health Professions** Cluster Hiring Initiatives **Badging, Certificate and Credentialing** Enhancement of URM PI Transdisciplinary Research	**Certification Programs and Workshops** Dialogue Programs and Lecture Series **Publicly Accessible Databases**

ACCOUNTABILITY

Institutional Equity Council

Aashir Nasim — CDO and Advisor for ONE VCU

Vision

Senior Leadership Team AVPs, Chief of Staff, IE Council Vice Chairs	**Cleopatra Magwaro** Associate VP		**Camille Burnett** Associate VP	**To Be Determined** Associate VP

Goals

Comprehensive and Cohesive Infrastructure	**Compliance and Best Practices**	**Culture and Climate**	**Clinical Care, Curriculum and Scholarship**	**Community Collaboratives**

SHARED RESPONSIBILITY / **Strategies**

| Teams	Compliance and Best Practices	Culture and Climate	Clinical Care, Curriculum and Scholarship	Community Collaboratives
Team A Leads — **VCU HR** | VCUHS HR | All 3 VCU Hospitals | Provost Op, IRDS, SEM | **EEO** | Procurement | Clinical Expert	Faculty and Staff Hiring; Executive Searches; Diverse Suppliers; Enrollment Patterns	Diversity Index [Compositional / Demographic Diversity]	VCUHS Pipeline & Faculty Pipeline Initiatives	ONE VCU – Richmond MSA; Conferences and Workshops; Certification Programs
Team B Leads — **Title IX** | EEO | ADA | Athletics | IRDS | Student Affairs | All 3 VCU Hospitals | **I&C** | Inclusive Excellence | Faculty Expert	Federal and State Compliance; Title IX and Non-Discrimination; Institutional Compliance	Diversity Index [Representational Equity / Proportional Leadership]	Q Collective; Call Me By My Name [Gender Identify, Pronouns Database]	Community Outreach Initiatives
Team C Leads — **ADA** | **Provost OCPE**, IRDS, Ombudsperson | VCUHS HR | Facilities | EEO | Inclusive Excellence | Clinical Expert	Accommodations and Accessibility; Employee Relations	Inclusion Index [Fair, Cooperative, Open and Empowering Environments]	IExcel Education; VCU Learning and Development; Center for Teaching and Learning Excellence (CTLE)	Standardization of Community Advisory Councils; Certificate Programs
Team D Leads — EEO | **VCUHS Health Impact** | IRDS | DAR | Research | Inclusive Excellence | Libraries | **CE** | Faculty Expert	Equity and Opportunity; Informal Dispute Resolutions; Restorative Justice	Engagement Index [Intrinsic Work, Leader's Lead, Supervisor Support]	Education and Health Equity; Patient Care Satisfaction; Scientific Equity and Ethics	Dialogue Programs; Lecture Series
Team E Leads — **Inclusive Excellence** | Govt Rel | HR | IT | **IRDS** | Research | UR | CE | MCV & CMH Physician Group | Faculty Expert	Institutional Accountability; DEI Standards and Expectations; Data Integrity	Diversity Index [Systems Diversity]; Performance Index [Performance, Satisfaction]	Diversity and Inclusion Data Integration; Grant Proposals and Projects	Publicly Accessible Databases; DEI Communications; Publications

Virginia Commonwealth University
Staff demographics

VCU Board of Visitors Strategic Task Force
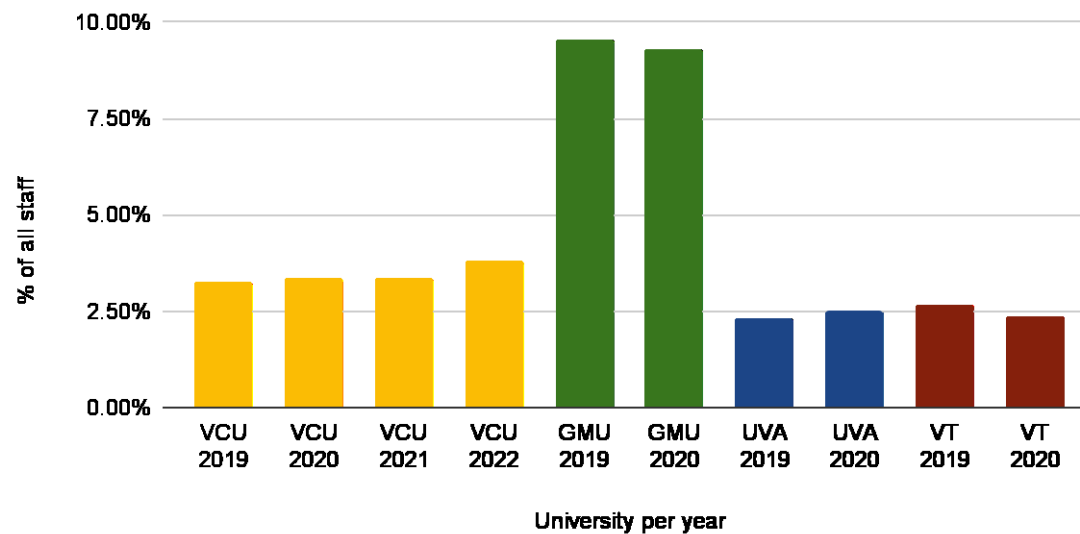
February 17, 2022

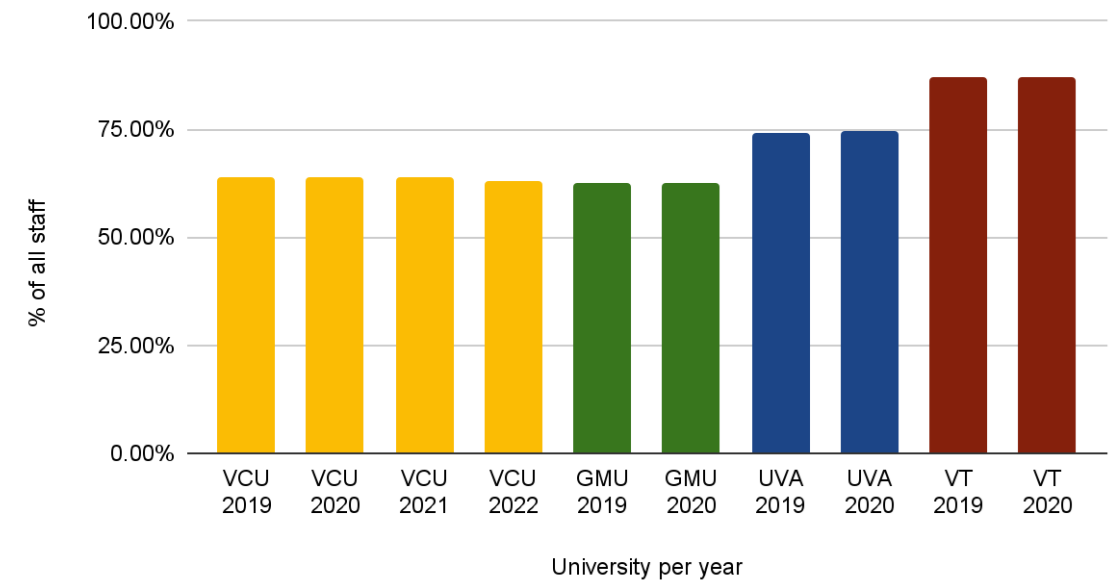Percentage of Asian Staff at VCU and Peer Institutions
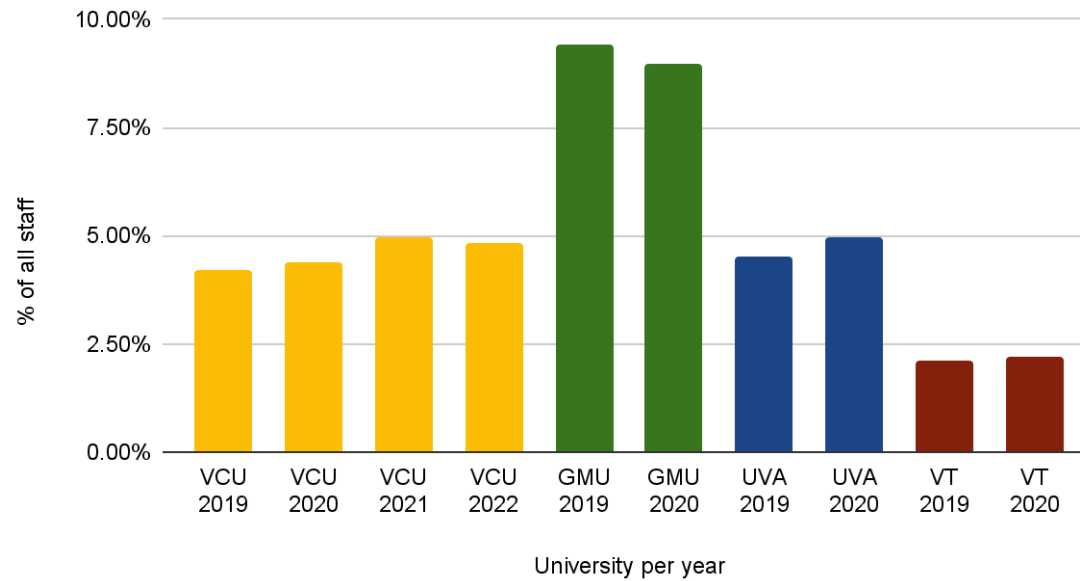
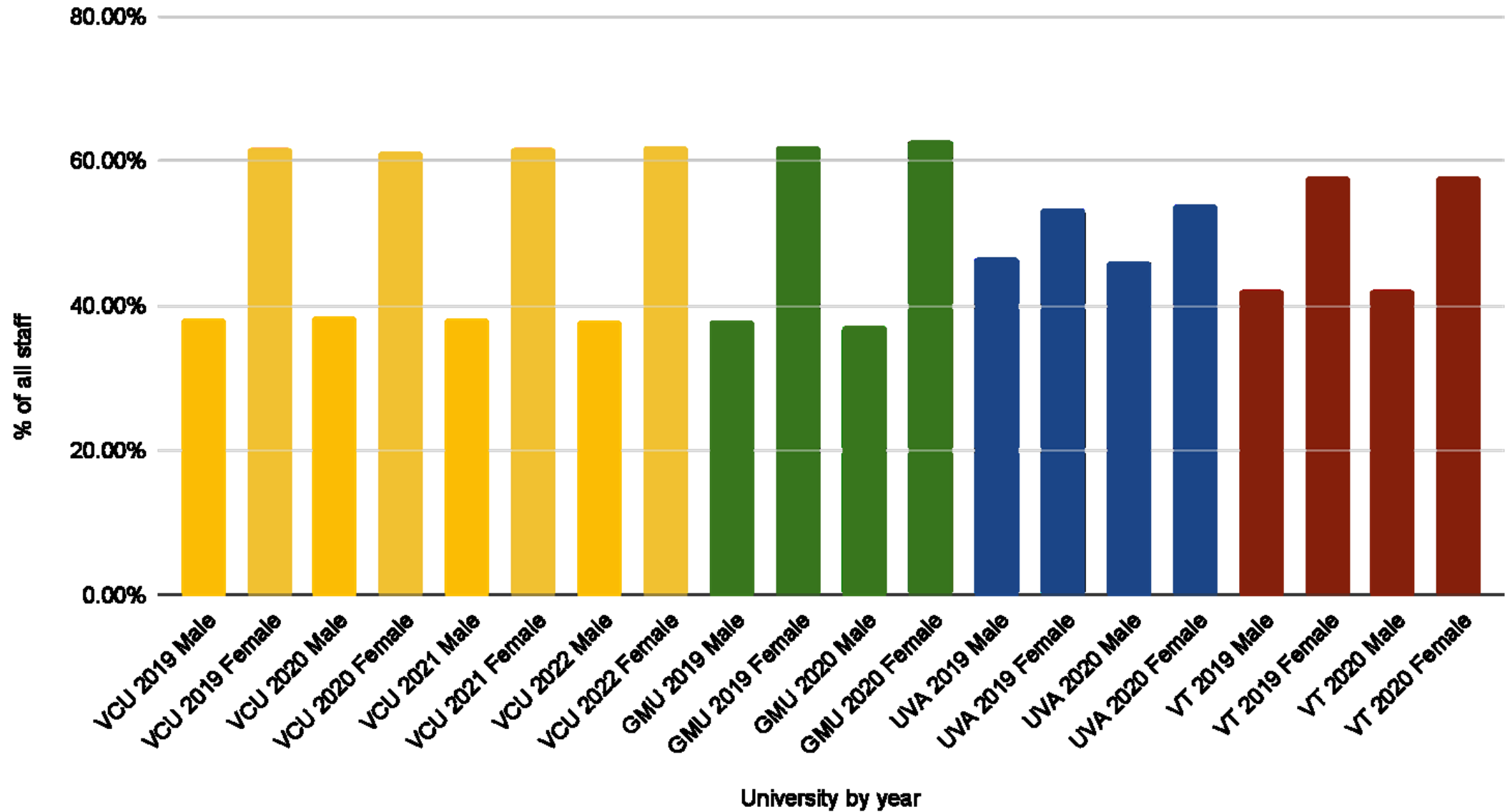Percentage of Black or African-American Staff at VCU and Peer Institutions
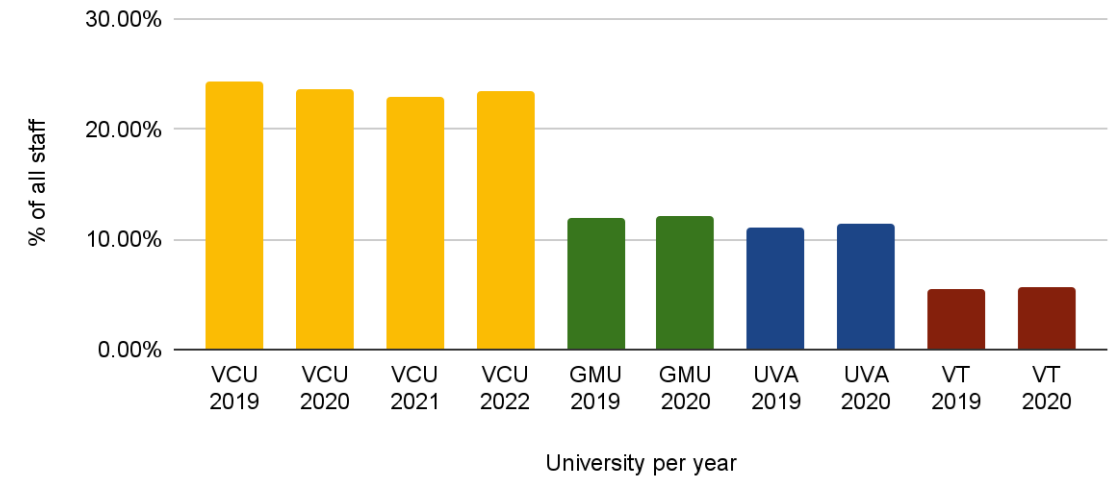
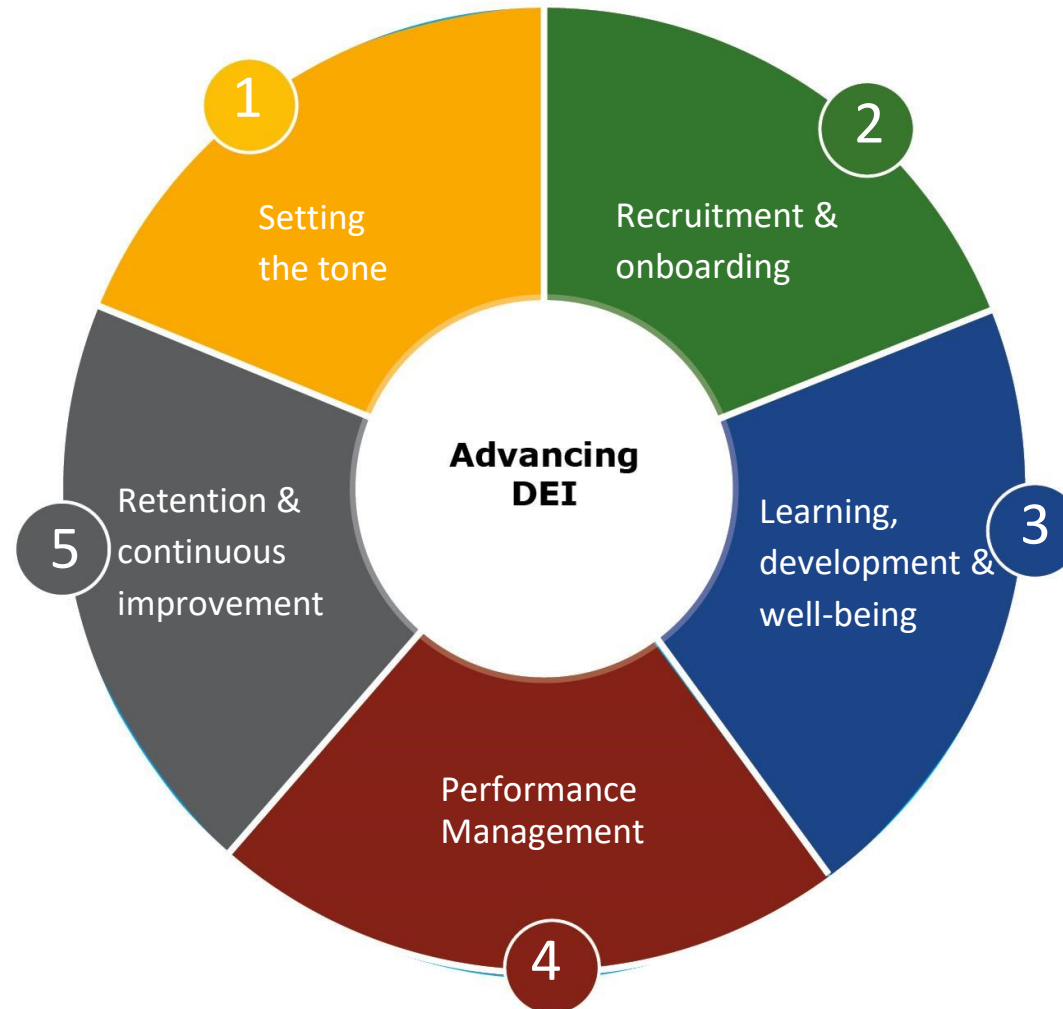Percentage of Hispanic or Latino Staff at VCU and Peer Institutions

Percentage of White Staff at VCU and Peer Institutions

Percentage of Male and Female Staff at VCU and Peer Institutions

Advancing DEI through Human Resources

Appendix

Definitions and data sources

VCU staff

- All full-time and part-time University and Academic Professionals and Classified employees. Faculty, hourly, student workers, work study, post docs, and grad assistants are not included.
- Information is from Banner, VCU's employee system of record.

Peer data for GMU, UVA, VT

- Information is from the Integrated Postsecondary Education Data System (IPEDS), the primary federal entity for collecting and analyzing data related to education in the U.S.
- Using IPEDS definitions, staff is defined as non-instructional full-time staff.

VCU STRATEGIC PARTNERSHIPS

Strategic Partnerships

Other Universities

Purpose: Leverage expertise, degree program partnership, grant funding or research collaborations

- Arizona State University
- University of Central Florida
- Virginia State University
- NOVA Community College
- Reynolds Community College
- International Universities

National Organizations

Purpose: Collaborate with like-minded universities, recognition of VCU strengths & innovation, grant funding opportunities

- Association of Public and Land-Grant Universities (APLU)
- Coalition of Urban Serving Universities (USU)
- University Innovation Alliance (UIA)
- First Scholars Initiative
- Gates Foundation

Employers/ Community Partners

Purpose: Strengthen student opportunities and experiences

- Chamber RVA
- Management Round Table
- Federal Reserve Bank of Richmond
- School/ Department Advisory Boards
- Individual meetings with targeted employers to explore possibilities

Alumni

Purpose: Connect students and alumni to expand network to create meaningful relationships

- VCU Link (online community)
- Mentorship and guidance
  - Ex: African American Alumni Council and Black Male students

VCU

1