



## Personnel Committee

December 4, 2020

### Minutes

The meeting was called to order at 10:38 a.m. by Governor O'Brien. The meeting was held in virtual format and livestreamed at wayne.edu. Secretary Miller called the roll. A quorum was present.

**Committee Members Present:** Governors Barnhill, Busuito, Gaffney, Kelly, and O'Brien; renèe hoogland, Faculty Representative, Ricardo Villarosa, Faculty Alternate Representative; Hussein Bazzi, Student Representative and Hafsa Qureshi, Student Alternate Representative

**Also Present:** Governors Kumar, Stancato, and Thompson; President Wilson; Provost Clabo; Vice Presidents Burns, Cooke, Lanier, Lindsey, Lessem, Schweitzer, Staebler, and Wright; and Secretary Miller

### APPROVAL OF MINUTES, JUNE 21, 2019

**ACTION:** Upon motion made by Governor Busuito and supported by Governor Gaffney, the Minutes of the June 21, 2019 Personnel Committee Meeting were approved as presented. The motion carried.

### STRATEGIC PLAN 2016 - 2021 UPDATE: DIVERSITY AND INCLUSION

Marquita Chamblee, Associate Provost for Diversity and Inclusion, and the University's Chief Diversity Officer, was introduced, and presented an update to the committee on the Strategic Plan's efforts centered on diversity and inclusion, and on other university initiatives in this area. Dr. Chamblee advised that diversity inclusion is found throughout the entire strategic planning document, including in the mission and vision of the university. Operationally, diversity and inclusion had to be considered in the allocation of resources across the university, and in the development and assessment of initiatives. She added that not only does DEI have its own strategic focus area, but it is also deeply embedded in the other strategic focus areas, including student success, teaching excellence, and community engagement. The strategic plan has two goals in this area, that include 11 objectives and 18 initiatives that are completed or in place. The two overarching goals are:

1. Leverage our diversity to create a diverse and inclusive campus where every group and individual feels valued;
2. Implement and enhance academic programs focused on cultural, language, and global competencies.

Creating a sense of community has been a really important goal. Learning communities and engagement groups have been important tools to help build a sense of belonging for everyone in our community. Examples of some of these groups include employee engagement groups, the Black Faculty and Staff association, the Latinx Faculty and Staff Association, and QWSU, which is the LGBTQ Faculty and Staff Association. These groups allow individuals with common cultural identities to come together and provide information and support to one another and to our students. To celebrate an increased understanding and awareness of DEI, the Champions of Diversity and Inclusion awards were created to recognize and honor members of our university community, to spotlight some of the good work that people are doing across campus to support DEI. In terms of recruitment strategies, the PhD pipeline project was created, in collaboration with the Office of Institutional Research and the Office of Equal Opportunity. The project tracks institutions across the country that are producing PhDs, by gender and race, which helps to assist in recruiting underrepresented faculty.

In terms of the second goal, to implement an enhanced academic program focused on cultural language and global competencies, Dr. Chamblee advised that there are a number of initiatives underway. In terms of international initiatives, these programs include study abroad, engagement with faculty partners and institutions around the world and providing other international opportunities for engagement within the global community. These will be the topic of a future report from the Office of Educational Outreach and International Programs. In terms of domestic initiatives, Dr. Chamblee advised that throughout the year, the university hosts a variety of programs, trainings and initiatives that build awareness and enhance understanding. Examples include sessions on multicultural competence for academic advisors, housing personnel and other constituents. The General Education Oversight Committee has approved over 50 courses on global learning and dozens of courses on diversity and inclusion that are available to students. There are a significant number of social justice focused courses that are offered through CLAS and are part of an effort to provide students an opportunity to learn and take some coursework in this area. A multi-cultural development curriculum is currently being designed to enhance cultural literacy and build awareness. The Office of Multicultural Student Engagement (OMSE), established in 2015, provides student engagement opportunities that go across the spectrum of students from doing work with admissions in high school students to doing outreach to prospective students. OMSE meets all incoming students during orientation, and provides educational programming for RAs in the residence halls for peer mentors, graduate teaching assistants and other groups. It also supports two learning communities, The Network, which is directed primarily toward African American men, and RISE, which is a program for self-identified women of color. Other campus engagement initiatives include campus-wide dialogues offering participants opportunities to share their feelings, express needs, and a way to envision what actions might be taken to make Wayne State a more inclusive campus. The University also observes a National Day of Healing from Racism every year on the Tuesday following MLK day, which is an initiative created by the Kellogg Foundation. The day includes a series of events focusing on how to address issues in systemic racism.

Dr. Chamblee added that the most significant OMSE engagement over the past few years was diversity campus climate study conducted in early 2018. The survey results were presented to the campus community in April of 2019 and they are continuing to analyze the data for each of the schools and colleges, with a goal of developing recommendations based on what is learned from the study.

An outgrowth from some of the data identified in the climate study, the University is creating a process for reporting and responding to people who have experienced incidence(s) of bias or hostility based on one of their identities. Individuals do not know where to go when they witness or experience such an incident. Another important initiative, the Social Justice Action Committee, was launched by President Wilson in June 2020. Dr. Chamblee provided an overview of the structure of the committee, which is comprised of the chairs of seven working groups, along with other key leaders on campus, which include the President, Provost, the President of Academic Senate, a member of the Board of Governors and the Chief of Staff. The committee's charge was to examine policies, procedures and practices to identify and eliminate bias across the campus and then to recommend specific actions for immediate, medium and long term implementation to advance social justice and equity for everyone. The Committee convened their first meeting in early July, with many working groups meeting weekly. The goal was to complete work and submit recommendations to the President by November 2020. The reports are being compiled and the recommendations are being prioritized by those things that are immediately actionable. There is excitement and anticipation for what will come from these initiatives as the university moves forward. Dr. Chamblee's presentation concluded and the floor opened for questions.

With regard to the climate study, Governor Thompson asked what was learned about the experiences of students and faculty and staff of color as far as being included in the campus, and what the preliminary recommendations might be to address issues identified. Dr. Chamblee advised that there was not a lot of difference in the way people reacted based on race. One of the identity groups that did express concerns was those who identify as having a disability. There is an accessibility working group looking at how to support this population, both in terms of physical support as well as in other areas. They are still analyzing the qualitative data, which will provide more information about current concerns, and some of their experiences that may not have been identified in the quantitative data from the climate study. That could be the focus of a future presentation.

Mr. Villarosa commented on a concern from the Senate Policy Committee related to faculty participation and shared governance as it relates to some of the recommendations coming from the SJAC. The focus on hiring and retention of diverse faculty and staff has wide impact on the institution, and one of specific interest by the Senate. Some of the recommendations coming from SJAC discuss the creation of new administrative structures, and he raised a question as to whether the university would be better served by allocating additional resources to the Chief Diversity Office and OMSE rather than in creating new structures that would/could potentially be duplicative and need funding. Shared governance is very important, and not necessarily represented by the limited

participation of academic representatives on the working groups, or in the new administrative structure that has been outlined in the recommendations. He added that these important goals are shared by the Senate, but wondered if there was an alternative way to address them. Dr. Chamblee thanked Mr. Villarosa for his comments, and advised that the recommendations coming forward still need refinement. There will likely be further refinement on the concept of the DEI Council, and she advised that among other universities, it is not unusual for there to be a separate diversity/equity and inclusion committee or council. She added that she wants to be as engaged as possible, including with the Academic Senate, and believes that the Council can be formed in ways that provide necessary attention to these issues, and she thinks it can serve a very important function. She reiterated that there are a number of models, and they are still discussing what will work best here at Wayne State.

Governor O'Brien reiterated the importance of Dr. Chamblee's work and the Office of Diversity and Inclusion, and stressed that it needs adequate funding, which should be addressed in the upcoming budget cycle. It is integral to the mission of the University, and needs to be supported if it is to work on these important issues so critical to our students and to the university community. Governor Thompson agreed that this is a priority and important for the mission of the university, and should be funded accordingly. Governor O'Brien thanked Dr. Chamblee and Mr. Savalas and encouraged them to keep up their good work.

## **AFFIRMATIVE ACTION STATUS REPORT**

Louis Lessem, Vice President and General Counsel, provided a brief introduction to the next presentation. He advised that this has been an extraordinary year for the Board and for the University. One of the consequences of the pandemic has been a delay in the presentation of the 2019 Affirmative Action Status Report. The report and presentation for today's meeting has been modified, in reflection of these challenges, and contains highlights for 2019. It does not have details for 2020, which will be presented at a later date. He then introduced Nikki Wright, Associate VP for the Office of Equal Opportunity, for the presentation.

Ms. Wright thanked the committee for their time, and advised that the goal of today's presentation is to provide an overview of the university's affirmative action status in 2019 with the hope of coming back with a full report on the university status in June. The June presentation would include an update on Title IX.

Several university offices contributed to the information contained in this year's update, including the Office of General Counsel, the Office of Institutional Research and Analysis as well as the Division of Business and Finance Operations. The presentation highlights data collected in the areas of employment in academic and nonacademic staff, discrimination complaints and supplier diversity. Ms. Wright then reviewed a series of slides summarizing data in various categories of the report. She advised that the racial

makeup of Wayne's fulltime work force remained consistent between 2018 and 2019. In 2019 Wayne employed 4,953 fulltime employees, an increase of 37 employees over 2018. The charts show that minorities and white women are a significant portion (72%) of Wayne's fulltime population with minorities at 42% and white women at 30%. The minority population includes men and women within the race groups of Black, Asian, Hispanic, American-Indian, Alaska Native, Hawaiian, and Pacific Islander. In terms of head-count, 2019 had the highest employment of both women and minorities over the three year period 2017-2019. The number of women employed in 2019, 2740, shows an increase of 23 over 2018, and 62 more than 2017. In terms of minority employment, those data show 2096 minorities employed in 2019, 38 more than in 2018 and 58 more than in 2017. Ms. Wright next turned to EEO job categories by race and gender. Ms. Wright advised that the university employs 1,630 fulltime faculty. This includes tenure, tenure track and nontenure track employees, 709 of whom are women, comprising 43.5% of this category. In terms of minority representation, 537 of the faculty are minority. The largest category of employees is "Other professionals." That category includes positions such as accountants, analysts, certain HR professionals, EEO specialists, librarians, academic staff and advisors. In 2019, of the 2254 employees in this category, 967 were minorities, an increase of 49 employees from 2018. The category includes 1,445 women, representing 64.1% of this population, up 19 individuals from 2018. Ms. Wright highlighted similar statistics for the remaining EEO categories. The executive managerial group, which had six fewer individuals from the prior year, includes 300 people, of whom 171 (or 56.9%) are women. There are 93 minorities in this group. Women represent 49.4% of the 85 technical jobs, with 35.3% being minorities.

Ms. Wright next turned to faculty, focusing on black and Hispanic faculty. She advised that there has been a steady increase in number of black and Hispanic faculty employed since 2015. There were 169 black and Hispanic faculty in 2019, an increase of 18 since 2015, although there was a decrease of 50 total faculty during the same period. She then reviewed composition of faculty by academic rank, including full, assistant and associate professors categorized by gender and race. During 2019, 30 women and 3 minorities were promoted from assistant professor to associate professor. The university is continuing to focus on improving the hiring and retention of diverse faculty. Ms. Wright advised that she serves as the co-chair of the Faculty Hiring and Retention Subcommittee of the President's Social Justice Action Committee, with Associate Provost Boris Baltes. The committee has made several recommendations to strategically support the hiring and retention of diverse faculty which will be reviewed by President Wilson in the near future. The university is also continuing to address the hiring and retention of diverse staff. Chief Human Resources Officer Carolyn Haffner chairs the Subcommittee on the Hiring and Retention of Diverse Staff, and they have also made several recommendations that support the hiring, retention and advancement of staff.

Turning to discrimination complaints handled by OEO, during 2019, OEO opened 29 inquiries and investigated 11 formal complaints. Initial inquiries are used to determine if there's sufficient factual support for the allegations to warrant a full investigation through

the filing of a formal written complaint. Outside agency complaints are also included within the formal complaint number. Within a three-year period, 2019 had the highest number of initial inquiries at 29. While 2019 had the least number of formal complaints, at 11, Ms. Wright attributes the increase in filings to increased awareness of the existence of OEO. Looking at a 3-year comparison (2017-2019) on the category of complaints filed, the most significant changes occurred within the categories of race, sex and disability. Over the three-year period, race claims dropped by three. Sex claims dropped by two, age dropped by one, retaliation dropped by three, disability claims dropped by seven and the national origin and family claims returned to zero. The biggest change was the drop in disability claims from eight to one. Ms. Wright then asked Ken Doherty, Associate Vice President for Procurement and Strategic Sourcing, to review the information on supplier diversity.

Mr. Doherty reviewed a chart summarizing spending with minority and women suppliers over the period 2010 to 2019. He advised that the numbers for 2019 were not as robust as they had hoped. He explained that the highpoint for diversity spend was in 2017, at 9.16%. The main contributor for that year was nearly \$10 million in diverse tier two spending for the Mike Ilitch School of Business. In 2016, the prior year, the university saw another large year with a diverse supplier for furniture for the IBio building, and a second diverse supplier for the refurbishment of parking lot 12. In terms of women owned companies, between 2010 and 2014, the university's contract with AVI Food systems, a woman owned company, accounts for that spend. He advised that in more recent years, construction spending in the Detroit metropolitan area has grown, and the number of suppliers responding to bids has been limited, impacting the dollars spent in these categories. They have been looking for opportunities to reach out to diverse firms for more business. They are currently attending four or five trade fairs a year, reaching out to suppliers to try to encourage them to come to Wayne State. They are working with the Pure Michigan Business connect, PMBC, a program through the Michigan Economic Development Corporation, to bring a trade fair to Wayne State's campus in January. The hope is that the trade fair will identify 30 or 40 companies that are eager to do business with Wayne State. In addition to that, Mr. Doherty is a member of the Council for Supplier Diversity and Professionals. About 40 major organizations belong, including for example, Secure One, Lear, Delphi and many other major service industries like Comerica, other banks, Blue Cross Blue Shield, and so on. The University will be reaching out as strategic contracts and construction bids come up and ask if anyone can identify diverse suppliers that we may not be aware of, and will then reach out with special invitations to participate in our bids. Mr. Doherty advised that he is optimistic that they will be able to improve diverse spend in the future. They will continue to attend trade fairs for the Michigan Minority Supplier Development Council, for the Asian Pacific Chamber of Commerce, and the Hispanic Chambers of Commerce, among others. The floor then opened for questions.

Professor Hoogland asked for a definition of "other disadvantage" in the chart regarding minority suppliers. Mr. Doherty explained that the category includes spend for physically disadvantaged owned businesses, LGBT and other small business categories. Professor

hoogland then asked Ms. Wright about the category “sex”. She understands it is a standardized term, but raised concerns that the term does not acknowledge the differences in gender, sex, and sexuality, and does not allow for any accountability of gender and sexual differences. Ms. Wright understands the concern, and advised that the categories are based on federal guidelines, but she would be happy to talk further with Professor hoogland about potential solutions on this issue.

Governor Gaffney suggested that Mr. Doherty may want to work closely with Rebecca Cooke and Rob Davenport on construction contracting, if that does not already occur, as local union contractors have a more diverse workforce than contractors from outside the area, and may help in this initiative. Mr. Villarosa asked Ms. Wright to add some additional context for the 29 initial complaints filed, given the earlier comment about an increased awareness of the OEO office. In reviewing the numbers for 2018, 12 of the 16 were filed by outside agencies, and he wondered whether or not that ratio was present in 2019. Ms. Wright responded that her office does a thorough investigation of all reports filed, from the pre-investigations on the initial reports to the formal complaints. She attributes the high number filed to more individuals knowing about the office and where to file a complaint. Mr. Villarosa returned to his earlier question, about the number of complaints filed by outside agencies and how many of the 29 filed in 2019 were filed by outside agencies. Ms. Wright advised that she did not have the number with her, but that it would be in the formal report when that is completed. VP Lessem added that any outside complaint, whether it has merit or not, would go to OEO to be handled. It would be characterized as a formal complaint, by virtue of the fact that it came from an outside agency. It is a consequence of the way the system is set up that, that all complaints go that office, and that they are not separately categorized.

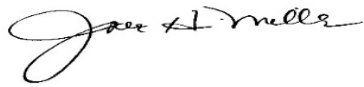
Governor Busuito asked whether the University reaches out to disabled veterans groups involved in the building industry as a possible supplier source. Mr. Doherty advised that veterans groups are included in the “other” category reported.

Governor O’Brien stressed the importance of increasing the percentage of the diversity spend, and is glad that the university realizes that their numbers need to improve, and that they are trying to make connections with the business community and minority and affinity business groups. Given the proportion of minority population in Detroit, this should be a high priority for the university, and the diversity spend needs to include women, Latino, black, and disadvantaged. She encouraged Mr. Doherty to reach out to members of the Board for assistance, contacts and resources, as many have information that could help in this area. In turning to the status report, Governor O’Brien commented on the low number of Latino faculty, and believes that the university should make stronger efforts to have its faculty body look like the community it is trying to serve. She added that she believes the Faculty Senate is prepared to work with the administration on this issue, and urged Provost Clabo to work closely with the Senate. She believes that the university has the power to do better, and indicated that she is confident that it will.

**ADJOURNMENT**

With no further business, the committee adjourned at 11:46 a.m.

Respectfully submitted,



Julie H. Miller  
Secretary to the Board of Governors

DRAFT