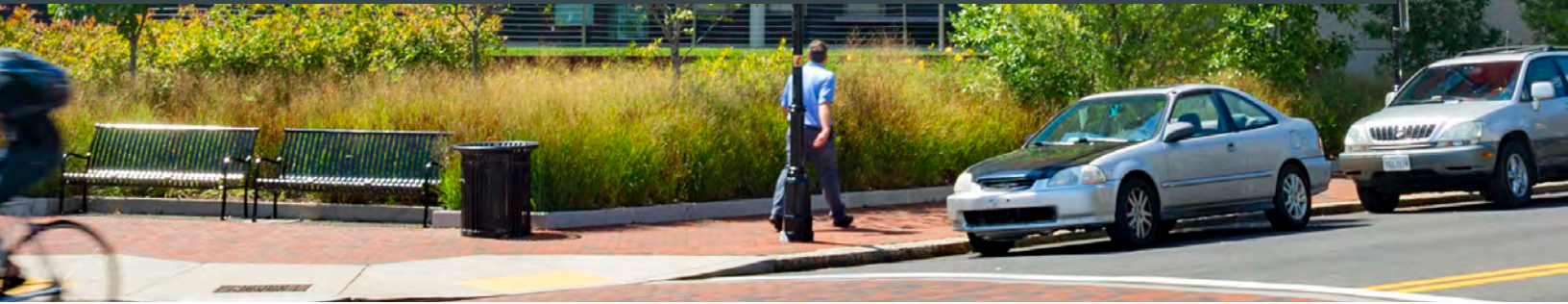




2020-2021 CULTURE AND CLIMATE REPORT

Prepared for VCU School of Medicine



VCU Office of Institutional Equity,
Effectiveness and Success

TABLE OF CONTENTS

Overview of Survey 3

Campus Climate Indexes 4

Index Scores and Participation Rates..... 6

Diversity Index..... 9

Inclusion Index 16

Engagement Index..... 21

Performance Index 26

Significant Differences 34

Recommendations..... 35

IExcel EducationAddendum

OVERVIEW OF SURVEY

The Office of Institutional Equity, Effectiveness and Success (IES) administers the Organizational Campus Culture and Climate (OCCS) Survey every 18 months to VCU faculty and staff. The OCCS is a multi-index tool to monitor and record institutional and unit-level progress toward diversity, equity and inclusion goals. The multi-index tool collects employment and survey data from several sources including VCU Human Resources, Institutional Research & Decision Support (IRDS) and academic and administrative unit leaders and faculty and staff.

After the survey is completed, the Diversity Driving Excellence measurement model (Figure 1) is applied to the data, operationalizing the concept of how institutional diversity and inclusive culture and practices promote greater engagement. And where engagement, in turn, drives performance excellence.

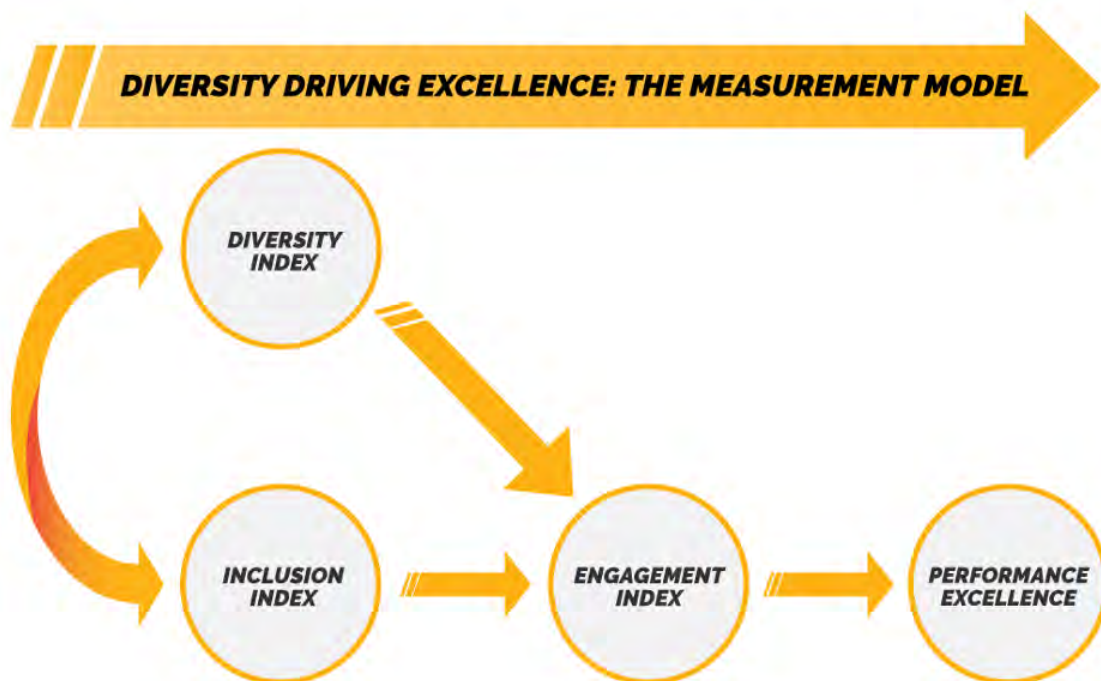


Figure 1: Diversity, Inclusion and Engagement Model

CAMPUS CLIMATE INDEXES

The **Diversity Index** is comprised of three measures: compositional diversity, representational equity, and systems diversity. Compositional diversity reflects the extent to which faculty and staff within administrative and academic units reflect VCU's broader student population. Representational equity reflects the extent to which gender and gender identities are represented in leadership positions within units. Systems diversity is an assessment of the extent to which a unit's policies, practices, priorities and procedures reflect VCU's strategic commitments to diversity and inclusion.

To capture inclusion, also known in this instance as the **Inclusion Index**, IES developed its campus culture and climate survey based on a framework used in the U.S. Office of Personnel Management (OPM) Federal Viewpoint Survey and an extensive review of existing measures of engagement and inclusion at VCU. We surveyed faculty and staff to assess perceptions of the extent to which academic and administrative units are perceived to have a fair, open, empowering and cooperative environment.

The **Engagement Index** captures perceptions of leadership integrity within units. The **Performance Index** measures global satisfaction and perceptions of unit productivity.

SUMMARY OF EACH INDEX



DIVERSITY INDEX

Compositional Diversity

Probability of selecting two underrepresented minority (URM) employees.

Representational Equity

Proportion of female and male employees in leadership roles.

Systems Diversity

Diverse vocabulary used within advertisements, plan progress, search ad quality and curriculum handbooks.



ENGAGEMENT INDEX

A measure of the conditions of the work environment conducive to engagement.

Leaders Lead

Employees' perceptions of the integrity and efficacy of senior leadership.

Supervisors Support

Supervisors value and respect employees.

Intrinsic Work Environment

Employees' feelings of motivation and competency regarding their role in the workplace.



INCLUSION INDEX

Behaviors related to inclusive environments.

Fair Environment

Employees are treated fairly and equitably.

Empowering Environment

Employees have resources, support to excel, opportunities to influence decisions and participate in meaningful and authentic ways.

Open Environment

Management supports diversity in all ways.

Cooperative Environment

Management encourages communication and collaboration.



PERFORMANCE INDEX

A measure of performance and satisfaction in the work environment.

Global Satisfaction

Overall employee satisfaction.

Performance

Perceptions of unit productivity.

INDEX SCORES AND SURVEY PARTICIPATION RATES

SCHOOL OF MEDICINE

Diversity Index

2.50

1.45 (2019)

Inclusion Index

3.77

3.60 (2019)

Engagement Index

3.83

3.76 (2019)

Performance Index

4.01

3.85 (2019)

VCU OVERALL

Diversity Index

2.96

Inclusion Index

3.77

Engagement Index

3.88

Performance Index

3.96

SUB-UNITS INDEX SCORES

UNIT	INCLUSION INDEX	ENGAGEMENT INDEX	PERFORMANCE INDEX
Anatomy	3.38	3.42	3.64
Anesthesiology	3.77	3.70	4.13
Biochemistry	3.50	3.69	3.83
Biostatistics	3.29	3.47	3.89
Center for Society and Health	4.39	4.40	4.68
Dermatology	4.42	3.83	4.21
Emergency Medicine	3.92	4.01	4.05
Family Medicine	4.36	4.23	4.41
Health Behavior and Policy	3.94	3.83	4.06
Human and Molecular Genetics	3.62	3.94	3.98
Internal Medicine	3.82	3.74	3.95
Microbiology and Immunology	3.52	3.38	3.65
Neurology	3.95	3.93	4.06
Neurosurgery	3.48	3.81	4.29
Ob Gyn	4.16	4.02	4.13
Ophthalmology	3.77	3.48	4.06
Orthopedic Surgery	4.11	4.11	4.31
Pathology	3.90	4.04	4.09
Pediatrics	3.74	3.68	3.95
Pharmacology and Toxicology	4.23	4.26	4.28
Physical Medicine and Rehabilitation	4.00	3.92	4.03
Physiology and Biophysics	3.34	3.51	3.49
Psychiatry	3.70	3.45	3.83
Radiation Oncology	3.67	3.55	4.12
Radiology	3.85	3.93	4.30
School of Medicine	3.97	3.82	4.11
Surgery	3.55	3.39	3.78

SURVEY PARTICIPATION RATES

By demographic breakdown

CATEGORY	NON-RESPONDENT RESPONSE RATE		RESPONDENT RESPONSE RATE		TOTAL
	N	%	N	%	N
EMPLOYEE GROUP					
Adjunct Faculty	15	78.95	4	21.05	19
T&R Faculty	711	75.24	234	24.76	945
University/Academic Professionals	709	78.52	194	21.48	903
TOTAL	1435	76.86	432	23.14	1867

YEARS OF SERVICE AT VCU					
Less than 2 years	335	81.71	75	18.29	410
2-4 years	320	77.48	93	22.52	413
5-7 years	166	73.13	61	26.87	227
8-10 years	147	75.00	49	25.00	196
11-15 years	176	74.89	59	25.11	235
16-20 years	109	75.69	35	24.31	144
21-25 years	60	74.07	21	25.93	81
More than 25 years	122	75.78	39	24.22	161
TOTAL	1435	76.86	432	23.14	1867

RACE / ETHNICITY					
American Indian / Alaskan	4	66.67	2	33.33	6
Asian	235	84.53	43	15.47	278
Black/African American	147	79.46	38	20.54	185
Hawaiian / Pacific Islander	1	100.00	.	.	1
Hispanic/Latino	52	73.24	19	26.76	71
International	110	84.62	20	15.38	130
Two or More Races	28	84.85	5	15.15	33
Unknown	6	85.71	1	14.29	7
White	852	73.70	304	26.30	1156
TOTAL	1435	76.86	432	23.14	1867

GENDER					
Female	729	73.64	261	26.36	990
Male	702	80.50	170	19.50	872
TOTAL	1431	76.85	431	23.15	1862

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed on subsequent pages, but are counted towards the unit's overall index scores.

DIVERSITY INDEX

Total index score

2.50

↓ VCU overall: 2.96

Rated on a scale of 0-5, the diversity index is comprised of three main factors: compositional diversity, representational equity and systems diversity.

DIVERSITY INDEX SCORE BREAKDOWN

Employee Compositional Diversity Score

0.50

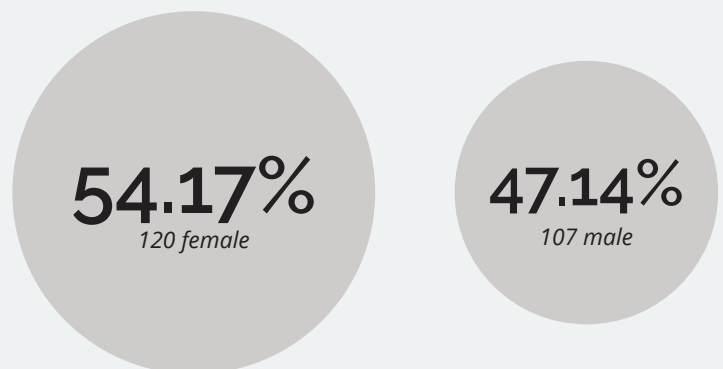
Probability of selecting two underrepresented minority employees (URM).



Representational Equity Score

1.00

Proportion of female and male employees in leadership roles.



Systems Diversity Score

1.00

Diverse vocabulary used within advertisements, plan progress, search ad quality and curriculum handbooks.

0.2

Does your unit have an up-to-date strategic plan for diversity, equity and inclusion or incorporate diversity, equity and inclusion goals and objectives in the unit's strategic plan?

0

Opportunity funds for faculty, staff and students.

0.2

In what ways do your unit formally incentivize or reward diversity, equity and inclusion activities among faculty, staff and students? Please describe one or more activities, e.g., incentivization or rewards.

0

Recruitment of underrepresented minority faculty, staff and students.

0.2

In the past 12 months, has your unit, or any of your constituent units (not individual faculty, staff or students), received any awards or recognition (external to VCU) for activities related to diversity, equity and inclusion?

0.2

Does your unit include the following language or similar wording in all faculty and staff position search announcements? Note: This may include your constituent units. Also, this is not in reference to mandatory AA / EEO statements.

0

Culture of appreciation activities.

0.2

In the past 12 months, have units within your division or office undertaken any reviews, formal or informal, of curricula, guidelines, or handbooks; policies, practices, procedures or programs that may impact our university's goals and objectives related to diversity, equity and inclusion?

0

Professional development activities focused on diversity, equity and inclusion.

0

Faculty, staff, student affinity groups and organizations.

Affirmative Action (AAP) Data

This section provides a high-level overview of Affirmative Action data - key metrics illustrating the unit's overall performance in the following areas: availability of qualified minorities and women, any adverse impacts, and the utilization and hiring rate goals for individuals with disabilities and protected veterans.

Hiring

Availability is an estimate of the number of qualified minorities or women available for employment in a particular Job Group. This analysis compares the number of employed, qualified minorities or women at VCU in a particular Job Group based on availability in the labor market.

259

Number of total hires throughout 2020-2021.

47.88%

Percentage of minority hires from total hires.

62.16%

Percentage of female hires from total hires.

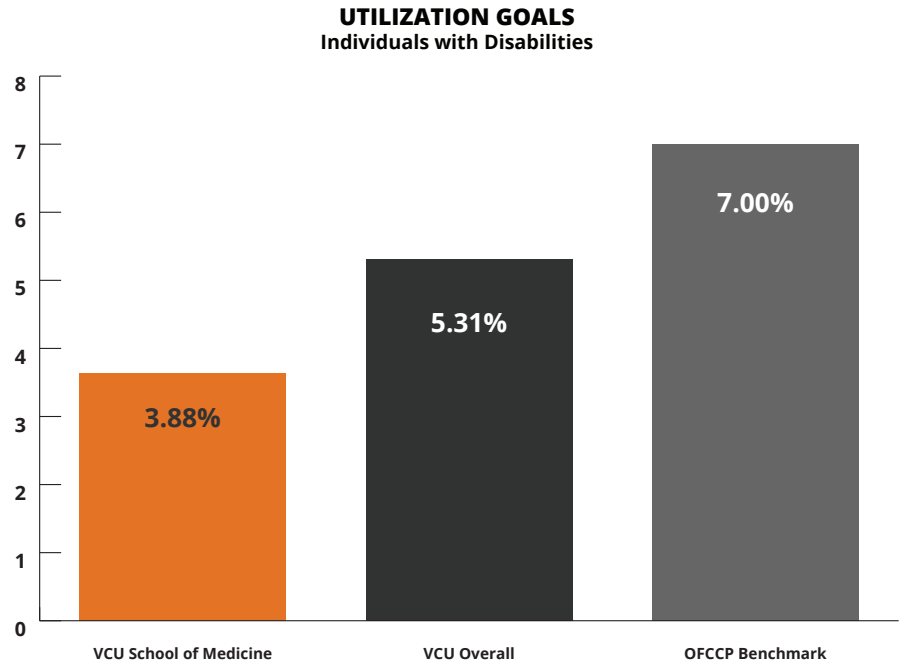
Minorities and Women

The unit hired 259 individuals throughout the plan year to include 47.88% minorities and 62.16% females. An analysis of the hiring data and workforce composition indicated placement goals for numerous areas, including the following:

Affirmative Action (AAP) Data (cont.)

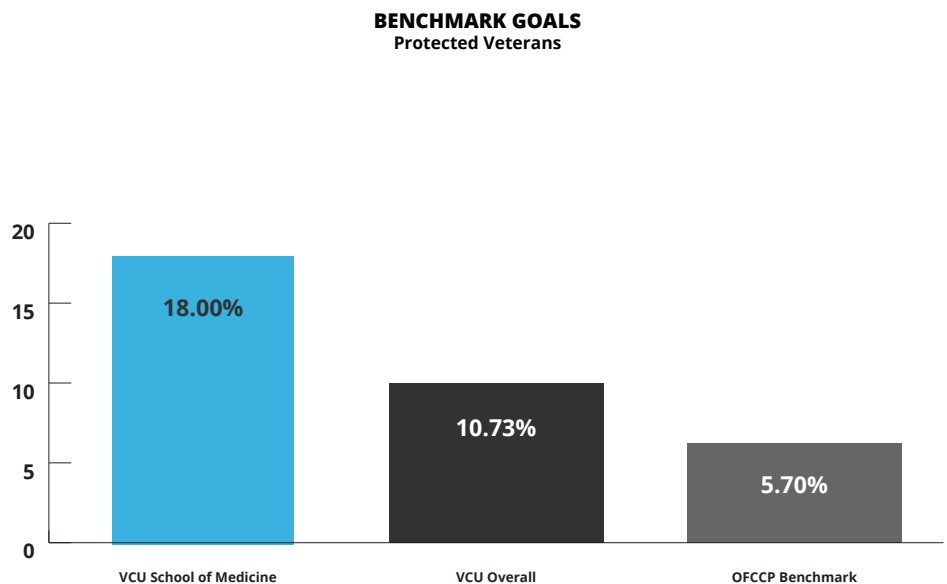
Utilization Goals - Individuals with Disabilities

The utilization rate for individuals with disabilities for the unit was 3.88% compared to an average of 5.31% for the entire university. The overall Utilization Goal for individuals with disabilities set by the OFCCP is 7%.



Benchmark Goals - Protected Veterans

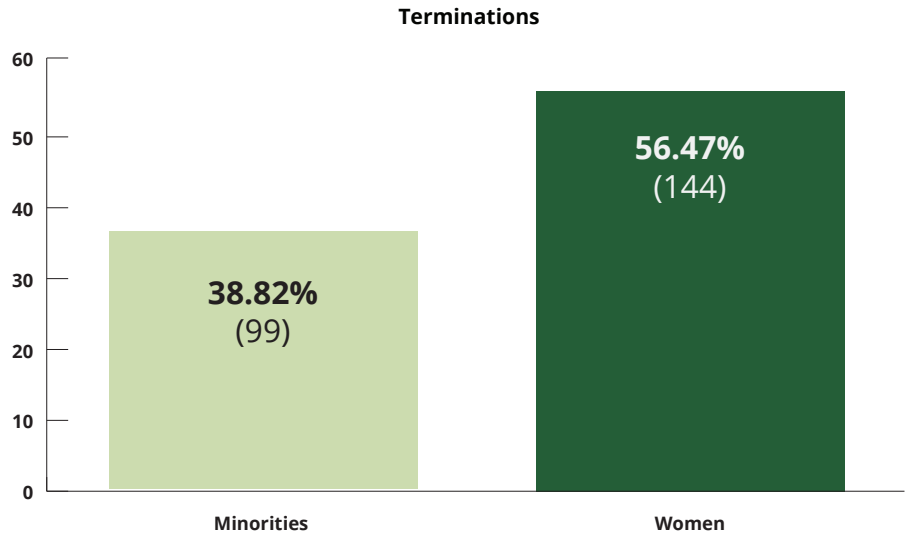
The hiring rate for protected veterans for the unit was 18% compared to an average of 10.73% for the entire university. The overall Hiring Benchmark for protected veterans set by the OFCCP was 5.70%.



Affirmative Action (AAP) Data (cont.)

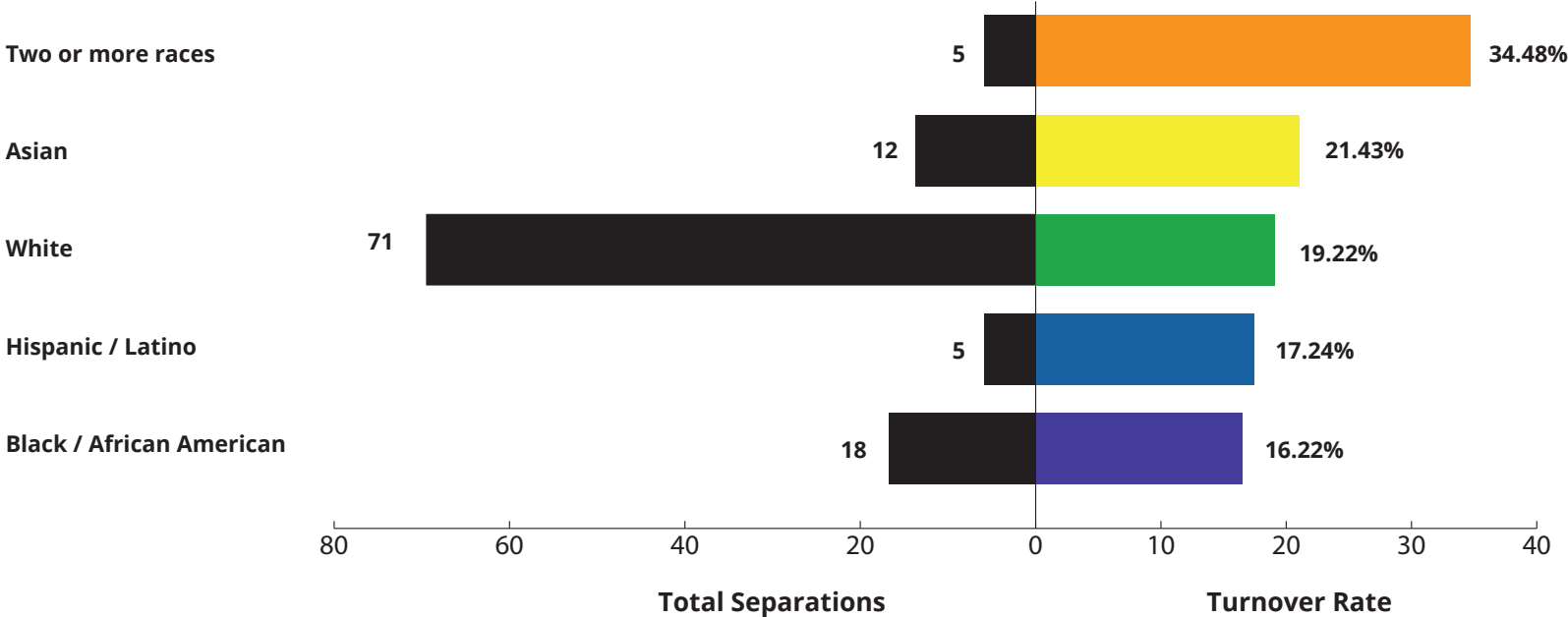
Terminations

The unit had 255 terminations take place throughout 2020-2021 to include 38.82% minorities and 56.47% females.

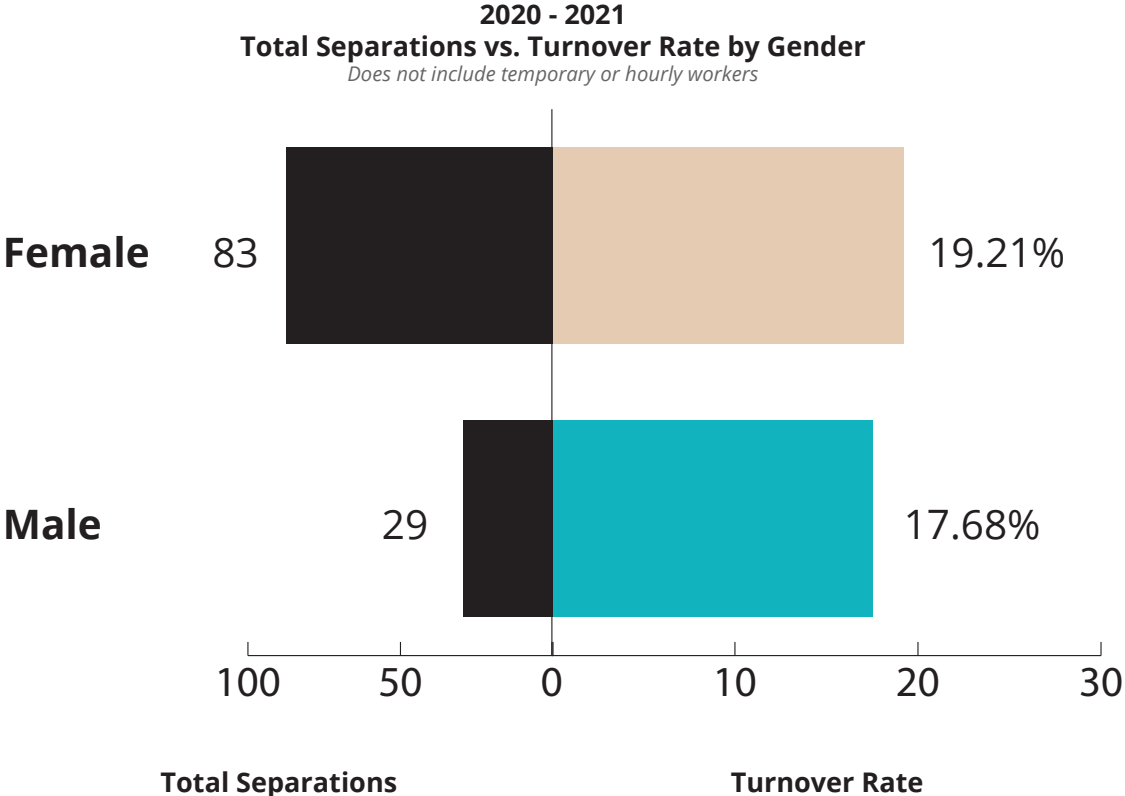


VCU Human Resources Data

2020 - 2021
Total Separations vs. Turnover Rate by Race and Ethnicity
Does not include temporary or hourly workers



VCU Human Resources Data (cont.)



INCLUSION INDEX



Rated on a scale of 0-5, the inclusion index consists of four main factors: cooperative environment, empowering environment, fair environment and open environment.

Total index score
3.77
● VCU overall: 3.77

Cooperative Environment

3.66

Unit leadership encourages communication and collaboration

Empowering Environment

3.74

Faculty and staff have resources and support to excel

Fair Environment

3.72

Faculty and staff are treated fairly and equitably

Open Environment

3.92

Unit leadership supports diversity in all ways

INCLUSION INDEX BREAKDOWN BY EMPLOYEE GROUP*

Mean index and sub-index scores by unit and employee group

Sub-index	T&R Faculty			University/ Academic Professionals		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Cooperative Environment	3.54	0.78	245	3.78	0.74	202
Empowering Environment	3.56	0.89	249	3.95	0.75	207
Fair Environment	3.64	0.86	233	3.81	0.74	185
Open Environment	3.81	0.81	227	4.02	0.69	196
Total Index Score	3.64	0.77	222	3.90	0.67	179

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores.

* Denotes significant difference

INCLUSION INDEX BREAKDOWN BY YEARS OF EMPLOYMENT*

Mean index and sub-index scores by unit and VCU years

Sub-index	Less than 2 years			2-4 years			5-7 years			8-10 years		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Cooperative Environment	3.90	0.76	76	3.70	0.76	99	3.43	0.79	65	3.70	0.72	51
Empowering Environment	4.03	0.75	78	3.73	0.87	99	3.59	0.92	65	3.83	0.72	53
Fair Environment	4.01	0.67	70	3.68	0.82	92	3.53	0.81	60	3.78	0.88	49
Open Environment	4.18	0.67	75	3.94	0.82	96	3.71	0.76	61	3.92	0.82	46
Total Index Score	4.05	0.65	68	3.77	0.75	90	3.56	0.75	58	3.80	0.74	45

Sub-index	11-15 years			16-20 years			21-25 years			More than 25 years		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Cooperative Environment	3.54	0.68	62	3.56	0.88	37	3.64	0.76	20	3.69	0.80	41
Empowering Environment	3.57	0.85	65	3.54	1.03	37	3.60	0.73	22	3.87	0.78	41
Fair Environment	3.61	0.73	59	3.57	1.03	34	3.70	0.74	20	3.83	0.75	38
Open Environment	3.78	0.71	60	3.78	0.84	33	3.92	0.71	19	3.99	0.75	37
Total Index Score	3.62	0.68	58	3.64	0.91	32	3.71	0.65	18	3.89	0.70	36

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores.

*Denotes significant difference

INCLUSION INDEX BREAKDOWN BY RACE AND ETHNICITY*

Mean index and sub-index scores by unit and race and ethnicity

Sub-index	Asian			Black/African American			Hispanic/Latino		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Cooperative Environment	3.71	0.66	44	3.69	0.68	39	3.78	0.91	20
Empowering Environment	3.78	0.72	46	3.92	0.82	39	3.90	0.87	20
Fair Environment	3.69	0.77	41	3.76	0.71	38	3.86	0.89	16
Open Environment	3.83	0.76	42	3.82	0.64	39	4.05	0.70	16
Total Index Score	3.78	0.67	39	3.78	0.65	38	4.00	0.76	14

Sub-index	International			Two or More Races			White		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Cooperative Environment	3.68	0.96	22	3.18	0.86	5	3.65	0.77	318
Empowering Environment	3.61	1.15	23	2.72	1.21	6	3.74	0.83	323
Fair Environment	3.74	1.14	20	2.26	0.75	5	3.74	0.78	301
Open Environment	3.94	1.11	21	2.71	1.23	5	3.96	0.74	301
Total Index Score	3.76	1.06	20	2.65	0.87	5	3.78	0.72	288

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores. *Denotes significant difference

INCLUSION INDEX BREAKDOWN BY GENDER

Mean index and sub-index scores by unit and gender

Sub-index	Female			Male		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Cooperative Environment	3.61	0.79	274	3.73	0.74	176
Empowering Environment	3.80	0.84	279	3.66	0.87	179
Fair Environment	3.70	0.82	256	3.75	0.80	165
Open Environment	3.93	0.75	262	3.90	0.80	164
Total Index Score	3.77	0.74	249	3.77	0.74	155

ENGAGEMENT INDEX

Rated on a scale of 0-5, the engagement index evaluates work experience, how leaders lead and how supervisors support.

Total index score
3.83

↓ VCU overall: 3.88

Intrinsic work

3.82

Faculty and staff feel motivated and competent regarding roles in the workplace

Leaders lead

3.59

Faculty and staff have positive perceptions of integrity and leadership

Supervisors support

4.07

Faculty and staff have the trust, respect and support of their supervisors

ENGAGEMENT INDEX BREAKDOWN BY EMPLOYEE GROUP*

Mean index and sub-index scores by unit and employee group

Sub-index	T&R Faculty			University and Academic Professionals		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Intrinsic Work	3.67	0.68	267	3.97	0.59	224
Leaders Lead	3.46	1.05	229	3.75	0.92	186
Supervisor Support	3.84	1.02	239	4.33	0.73	201
Total Index Score	3.67	0.80	229	4.02	0.62	186

*Denotes significant difference

ENGAGEMENT INDEX BREAKDOWN BY YEARS OF EMPLOYMENT*

Mean index and sub-index scores by unit and VCU years

Sub-index	Less than 2 years			2-4 years			5-7 years			8-10 years		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Intrinsic Work	4.00	0.53	88	3.78	0.75	104	3.68	0.74	67	3.84	0.58	56
Leaders Lead	4.05	0.79	72	3.66	1.04	90	3.27	0.96	57	3.67	0.99	46
Supervisor Support	4.33	0.75	76	4.12	0.92	96	3.99	1.05	61	4.22	0.80	51
Total Index Score	4.13	0.58	72	3.87	0.76	90	3.70	0.76	57	3.89	0.71	46

Sub-index	11-15 years			16-20 years			21-25 years			More than 25 years		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Intrinsic Work	3.77	0.60	70	3.71	0.81	40	3.80	0.58	24	3.88	0.54	46
Leaders Lead	3.50	0.96	61	3.29	1.14	34	3.14	1.20	21	3.60	0.93	38
Supervisor Support	3.87	0.92	62	3.89	1.12	35	3.81	0.97	22	4.01	0.92	41
Total Index Score	3.72	0.71	61	3.60	0.93	34	3.59	0.81	21	3.85	0.71	38

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores.

*Denotes significant difference

ENGAGEMENT INDEX BREAKDOWN BY RACE AND ETHNICITY*

Mean index and sub-index scores by unit and race and ethnicity

Sub-index	Asian			Black/African American			Hispanic/Latino		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Intrinsic Work	3.74	0.62	49	4.01	0.77	41	3.83	0.72	21
Leaders Lead	3.67	1.02	41	3.71	0.79	39	3.85	1.10	18
Supervisor Support	3.98	0.88	45	4.32	0.74	39	4.12	1.01	19
Total Index Score	3.80	0.78	41	4.01	0.65	39	3.92	0.87	18

Sub-index	International			Two or More Races			Whitet		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Intrinsic Work	3.81	0.86	24	3.43	1.13	7	3.81	0.62	350
Leaders Lead	4.07	1.03	19	2.72	1.16	5	3.54	1.01	294
Supervisor Support	3.93	1.21	21	2.68	0.90	5	4.08	0.91	312
Total Index Score	4.02	0.91	19	2.83	1.00	5	3.81	0.72	294

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores.

*Denotes significant difference

ENGAGEMENT INDEX BREAKDOWN BY GENDER*

Mean index and sub-index scores by unit and gender

Sub-index	Female			Male		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Intrinsic Work	3.89	0.63	299	3.70	0.69	194
Leaders Lead	3.63	0.99	254	3.54	1.04	164
Supervisor Support	4.16	0.88	271	3.94	0.99	172
Total Index Score	3.90	0.71	254	3.73	0.78	164

*Denotes significant difference

PERFORMANCE INDEX

Though unpublished, IES collects unit performance and satisfaction for VCU overall and its academic and administrative units.

Total index score
4.01

↑ VCU overall: 3.96

Performance

4.11

Perceptions of unit productivity

Satisfaction

3.89

Overall employee satisfaction

PERFORMANCE INDEX BREAKDOWN BY EMPLOYEE GROUP

Mean index and sub-index scores by unit and employee group

Sub-index	T&R Faculty			University/ Academic Professionals		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Performance	4.05	0.57	243	4.17	0.56	200
Global Satisfaction	3.78	0.86	233	3.99	0.69	196
Total Index Score	3.94	0.59	243	4.09	0.54	200

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores.

PERFORMANCE DEMOGRAPHICS - BY YEARS OF EMPLOYMENT

Mean index and sub-index scores by unit and VCU years

Sub-index	Less than 2 years			2-4 years			5-7 years			8-10 years		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Performance	4.15	0.56	76	4.13	0.61	99	4.02	0.60	65	4.20	0.55	48
Global Satisfaction	4.12	0.70	75	3.83	0.82	92	3.80	0.86	60	3.93	0.76	49
Total Index Score	4.13	0.55	76	3.99	0.62	99	3.92	0.56	65	4.11	0.55	48

Sub-index	11-15 years			16-20 years			21-25 years			More than 25 years		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Performance	4.03	0.45	62	4.03	0.70	37	4.09	0.51	20	4.22	0.47	40
Global Satisfaction	3.76	0.80	61	3.75	0.94	34	3.85	0.67	22	3.97	0.71	40
Total Index Score	3.92	0.54	62	3.90	0.71	37	3.99	0.45	20	4.13	0.48	40

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores.

PERFORMANCE INDEX BREAKDOWN BY RACE AND ETHNICITY*

Mean index and sub-index scores by unit and race and ethnicity

Sub-index	Asian			Black/African American			Hispanic/Latino		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Performance	4.17	0.59	43	3.96	0.55	38	4.17	0.64	18
Global Satisfaction	3.82	0.84	43	4.09	0.64	39	4.23	0.67	19
Total Index Score	4.05	0.60	43	4.03	0.52	38	4.23	0.60	18

Sub-index	International			Two or More Races			White		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Performance	3.98	0.70	22	3.15	0.72	5	4.14	0.54	318
Global Satisfaction	3.83	1.15	20	2.51	1.21	5	3.88	0.75	304
Total Index Score	3.89	0.83	22	2.83	0.81	5	4.02	0.53	318

NOTE: Demographic data from a source with a sample size of $n < 5$ will not be displayed here, but are counted towards the unit's overall index scores.

*Denotes significant difference

PERFORMANCE INDEX BREAKDOWN BY GENDER

Mean index and sub-index scores by unit and gender

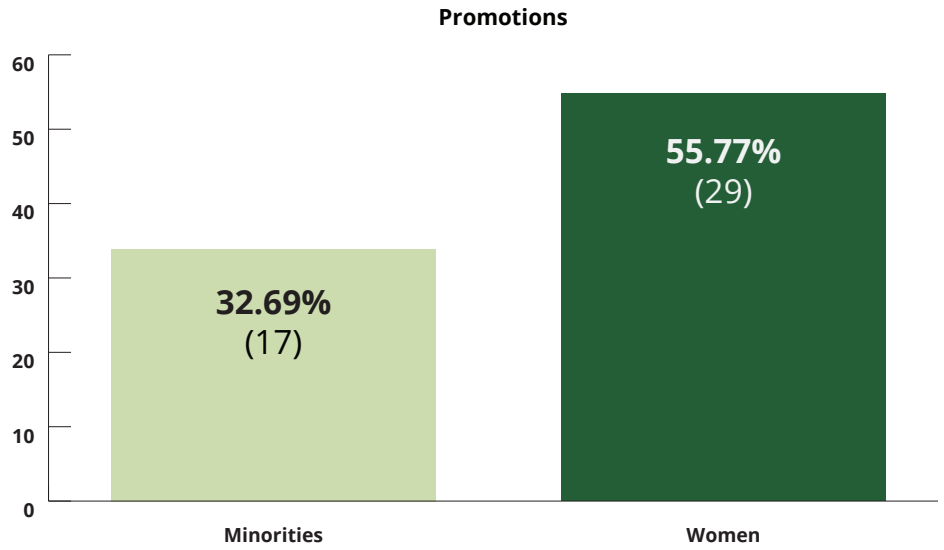
Sub-index	Female			Male		
	Mean	Std. Dev.	Count	Mean	Std. Dev.	Count
Performance	4.13	0.55	268	4.08	0.59	178
Global Satisfaction	3.95	0.75	264	3.78	0.86	168
Total Index Score	4.05	0.55	268	3.95	0.61	178

Affirmative Action (AAP) Data

This section provides a high-level overview of VCU Human Resources data as it relates to employee-related promotions and performance.

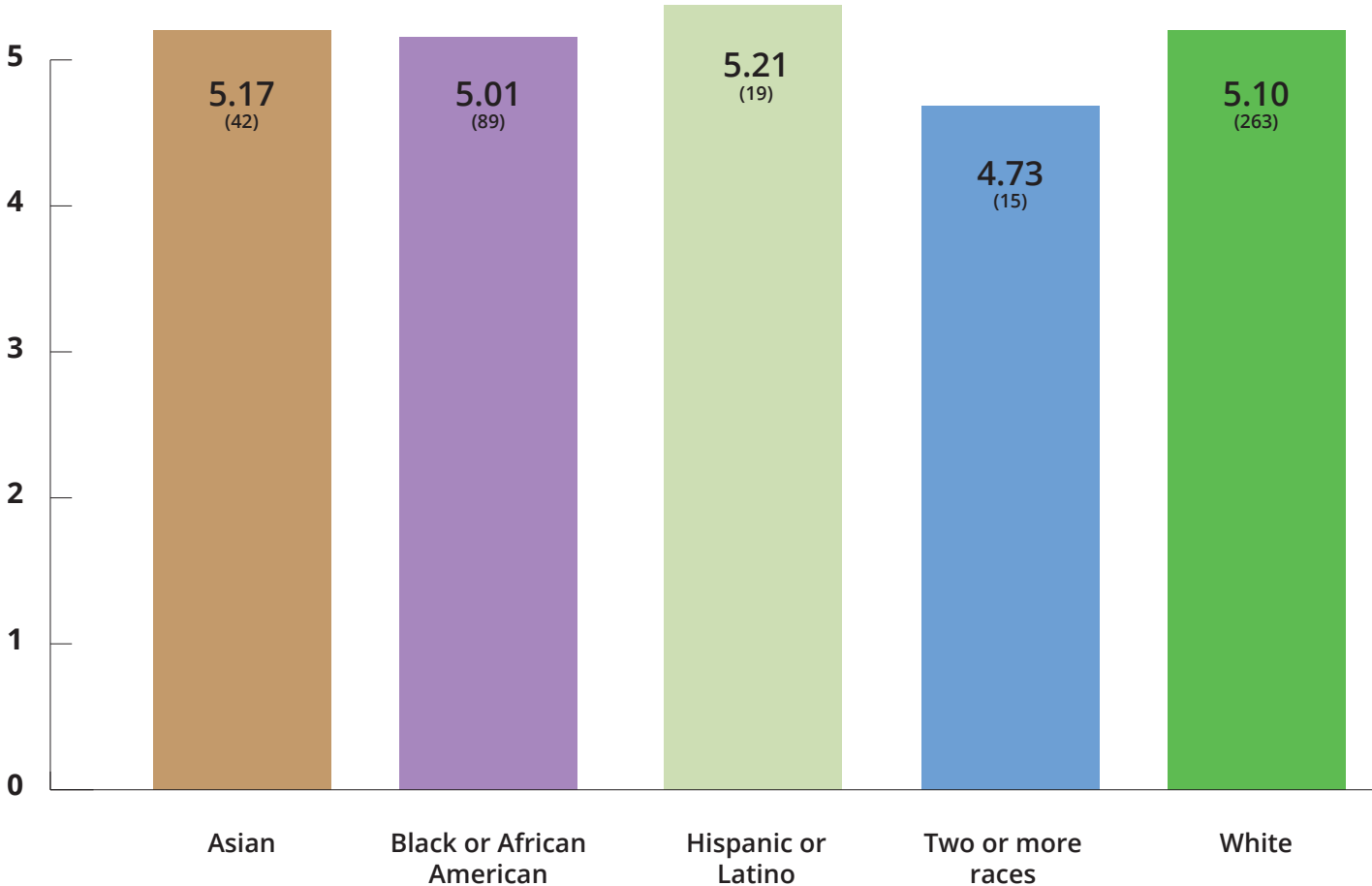
Promotions

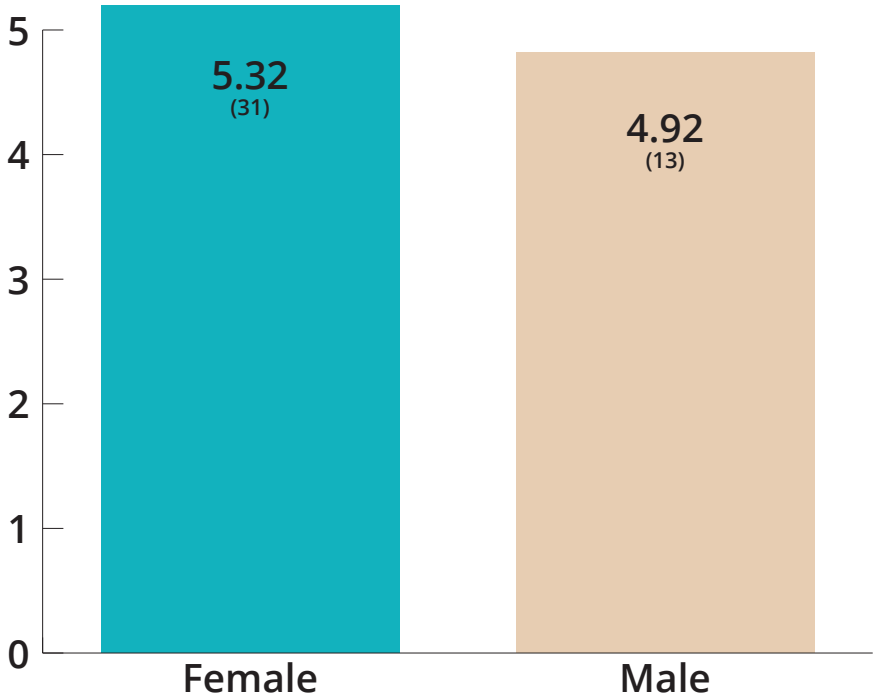
The unit promoted 52 individuals throughout the plan year to include 32.69% minorities and 55.77% females. An analysis of the promotions data did not present any statistically significant variations for this particular personnel activity.



VCU Human Resources Data

2020 Performance Ratings by Race and Ethnicity





SIGNIFICANT DIFFERENCES

AREA	INCLUSION INDEX	ENGAGEMENT INDEX	PERFORMANCE INDEX
Male - Female	Not Significant	"Significant Male < Female "	Not Significant
Adjunct Faculty - T&R Faculty	"Significant Adjunct Faculty > T&R Faculty"	Not Significant	Not Significant
University/Academic Professionals - T&R Faculty	"Significant University/Academic Professionals > T&R Faculty "	"Significant University/Academic Professionals > T&R Faculty "	"Not Significant "
Hispanic/ Latino - Two or More Races	"Significant Hispanic/ Latino > Two or More Races"	Not Significant	"Significant Hispanic/ Latino > Two or More Races"
International - Two or More Races	"Significant International > Two or More Races"	"Significant International > Two or More Races"	Not Significant
White - Two or More Races	"Significant White > Two or More Races"	Not Significant	"Significant White > Two or More Races"
Black/ African American - Two or More Races	"Significant Black/ African American > Two or More Races"	"Significant Black/ African American > Two or More Races"	"Significant Black/ African American > Two or More Races"
Asian - Two or More Races	"Significant Asian > Two or More Races"	Not Significant	"Significant Asian > Two or More Races"
Less than 2 years - 5-7 years	"Significant Less than 2 years > 5-7 years"	"Significant Less than 2 years > 5-7 years"	Not Significant
Less than 2 years - 11-15 years	"Significant Less than 2 years > 11-15 years"	"Significant Less than 2 years > 11-15 years"	Not Significant
Less than 2 years - 16-20 years	Not Significant	"Significant Less than 2 years > 16-20 years"	Not Significant

RECOMMENDATIONS

Office of Institutional Equity, Effectiveness and Success (IES)

CONTACT

ies@vcu.edu

- Recommendations will be shared at the unit presentation.

Equity and Access Services

CONTACT

Patrick Noonan
noonanpr@vcu.edu

Director, Equal Opportunity & Affirmative Action Programs

- Excellent job hiring vets (18%) and individuals with disabilities (19%).
- Review hiring and applicant data--there were several instances of significant adverse impact indicated in the data. No broad trends, but statistical significance was indicated for several job groups.

Human Resources

CONTACT

Bobbi Gouffon
gouffonb@vcu.edu

Director of Organizational Effectiveness

- Recommendations will be shared at the unit presentation.

IExcel Education

CONTACT

Jan Altman
jhaltman@vcu.edu

Executive Director, IExcel Education

- Arrange IExcel Education seminars and trainings recommended in Targeted Success Plan. Include a follow-up session to apply what you've learned to your work and to specific challenges related to diversity, inclusion, and engagement.
- Provide incentives for learning about ways to improve diversity, inclusion and engagement in the workplace. Highlight the availability and value of IExcel's new digital badges. More information about our 8 digital badge can be found on our website at iexcel.vcu.edu.
- Encourage those in leadership positions to apply for the Diversity and Inclusion Leadership Certificate program. Our IExcel leadership certificate program provides guidance and resources on leadership as well as strategies specific to diversity, equity, inclusion and engagement.



**INCLUSIVE
E>>XCELLENCE
EDUCATION**

ADDENDUM

IEXCEL EDUCATION COURSE CATALOG

IEXCEL DIVERSITY AND INCLUSION LEADERSHIP CERTIFICATE PROGRAM

Fundamentals of Diversity & Inclusion D105

Provides an overview of the most recent and compelling developments in the field of diversity and inclusion (D&I) in the workplace.

Implicit Bias & Microaggressions D202

Contributes to diversity and inclusion education by providing participants with foundational knowledge and skills for reducing implicit biases and microaggressions.

Leading Diverse Teams D309

Learn about being an inclusive leader of diverse teams.

Building an Inclusive Community D400

Develop key leadership skills required to nurture an inclusive community.

Cultivating Inclusive Learning Environments D527

Cultivate inclusive learning environments where all learners are valued.

Diversity & Inclusion in Healthcare D604

Apply a health equity framework to issues of workforce diversity, education, hiring and retention as well as patient-centered outcomes.

Advancing Diversity & Equity in Corporate Settings D707

Create work environments that empower employees to utilize their unique strengths and diverse experiences.

IEXCEL EXECUTIVE LEADERSHIP DIVERSITY AND INCLUSION TRAINING

IExcel Executive Leadership D&I training is an interactive half-day session, designed for top leaders on-the-go, drawing on a few highlights from the 40-hour certificate program.

TRAINING

Creating An Age Inclusive Academic Workplace T218

Learn how to combat ageism, adultism and ableism from expert VCU gerontologists, and strengthen your group's ability to act as age allies.

Rehearsing For Change: Fostering Inclusivity In Academic And Administrative Units T159

Generate and rehearse responses to challenging situations related to intercultural conflict through interactive theater, role play activities, critical reflection and group dialogue.

SEMINARS AND WORKSHOPS

Combating Health Inequities S744

Equips participants with a baseline level of awareness that can inform their future engagement relative to their interests or expertise.

Cultivating an Inclusive Workspace S765

Tools for scanning power dynamics in the environment, setting inclusion-related goals for each level within the system and incorporating actionable practices toward creating a more diverse, equitable and inclusive work environment.

Deconstructing Disabilities S402

Deconstruct prevailing social, economic, political, and historical factors that limit the framing of disability within the realms of compliance and legal obligation in the context of higher education.

Disabilities and the Accessible Classrooms S922

Evaluate the resources available at VCU, explore best practices, assess practical considerations, and develop strategies for accommodating a wide range of disabilities.

IEXCEL EDUCATION COURSE CATALOG

Disability and Neurodiversity 101 S948

Teaches basics of population size, appropriate terminology (including people-first vs. identity-first language), personal disclosures of barriers, and key accessibility issues at VCU and in the surrounding community.

Experiential Exercises to Teach About Diversity, Oppression, and Social Justice S910

Participants will learn about three experiential learning models relative to teaching content on diversity, oppression, and social justice, as well as guidelines for implementation.

Feedback Conversations in Diverse Teams S937

Learn a model for respectful communication and feedback which appreciates differences and leads to inclusive dialogue.

Gender: Beyond the Binary S946

Offers terminology and definitions to guide inclusive language practices, and increased awareness of the current social and political context as it applies to genderqueer and non-binary people.

How to Incorporate Diversity Into Your Curriculum: An Instructor's Guide to Delivering Inclusive Pedagogy S560 (3-part seminar)

Best practices for revising course content to incorporate learner-centered teaching methodologies that consider multiple cultural perspectives.

Implicit Bias in Healthcare S903h

Cultivate self-awareness of implicit bias in health sciences professionals, and to help them consider the impact of their bias on patient care.

Implicit Bias in the Workplace S903w

Cultivate self-awareness of implicit bias in the

workplace, and help participants consider the impact of their bias on workplace culture.

Inclusive Recruitment Practices W556

Learn about the role of implicit bias and the impact of structural and institutional policies on recruitment, application review, and the interview process in this 50-minute workshop.

RAMmalogues

RAMmalogues, led by trained facilitators, is a monthly forum for intercultural, multigenerational, and community-wide dialogues around who we are and what matters to us.

DIVERSITY AND INCLUSION DIALOGUE FACILITATOR TRAINING

This course (16+ hours) teaches D&I concepts and core facilitation skills such as deep listening, rapport-building, and navigating tension and conflict, necessary for leading inclusive dialogue. RAMmalogues facilitators earn stipend and all participants earn an IExcel silver digital badge.

TARGETED SUCCESS PLAN

This targeted success plan is offered to support your efforts to improve diversity, inclusion and engagement in your unit, provide resources for targeted areas of growth and address climate issues. Contact ixcel@vcu.edu for more information.

For School of Medicine

Presentation date May 17, 2022

INDEX SCORES

Diversity Index

This index is comprised of three separate sub-scores, including how the composition of faculty / staff reflect our student population, representation of gender and gender identity in leadership positions, and how the unit's policies, practices, priorities and procedures reflect VCU's commitment to diversity and inclusion.

2.50 / 5.00

Inclusion Index

This index consists of ratings from the Culture & Climate survey related to unit leadership providing a fair, open, empowering or cooperative environment for employees and peers providing a supportive environment.

3.77 / 5.00

INDEX SCORES

Engagement Index

This index evaluates employees' perceptions of leadership, supervisor support and intrinsic work experience, as reflected in the Culture & Climate survey ratings.

3.83 / 5.00

Performance Index

This index reflects internal data collected on unit performance and satisfaction.

4.01 / 5.00

A. IExcel curriculum recommendations for unit leadership

- Diversity and Inclusion Leadership Certificate Program
- Diversity and Inclusion Leadership Certificate specialization online courses
- Executive Leadership Diversity and Inclusion Training
- RAMmalogues
- Diversity and Inclusion Dialogue Facilitator Training

TARGETED SUCCESS PLAN

This targeted success plan is offered to support your efforts to improve diversity, inclusion and engagement in your unit, provide resources for targeted areas of growth and address climate issues. Contact iexcel@vcu.edu for more information.

B. IExcel curriculum recommendations for unit leadership and employees, related to factors of each individual index:

x **Diversity Index: 2.50**

- Inclusive Recruitment Practices W556
- Cultivating an Inclusive Workplace S765

Inclusion Index: 3.77

- Combating Health Inequities S744
- Feedback Conversations in Diverse Teams S937

Engagement Index: 3.83

- Advancing Diversity and Equity in Corporate Settings D707
- Cultivating an Inclusive Workplace S765
- Feedback Conversations in Diverse Teams S937

Performance Index: This index reflects internal data collected on unit performance and satisfaction.

- Rehearsing for Change: Fostering Inclusivity in Units T159
- Creating an Age Inclusive Academic Workplace T218
- Cultivating an Inclusive Workplace S765

C. IExcel recommendations to deepen diversity and inclusion learning

The following IExcel courses may help you and your faculty and staff learn and engage with foundational diversity and inclusion concepts:

- Rehearsing for Change: Fostering Inclusivity in Units T159
- Cultivating an Inclusive Workplace S765
- Immunity to Change (ITC) workshop W570
- RAMmalogues
- Diversity and Inclusion Facilitator Training

Additional tips for success:

- Plan a follow-up session in advance, or additional time, for employees to discuss applying what they learned to their specific work.
- Employees may be incentivized by the opportunity to earn digital badges.