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6--point plan review

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Editor's Note: In this review of the University's six--point plan of action, the points appear in bold face type, brief definitions of them in italics and the University's response in regular type.

On March 23, President Harold T. Shapiro announced a six--point plan of action to increase representation of Blacks throughout the University "proportionate to their numbers in the population." This article will serve to update the University community on the progress made toward achieving projects announced in the six--point plan as the University moves to strengthen its commitment to diversity in education, employment and the collegiate environment.

GENERAL COMMITMENT.

"The aspiration of the University is to achieve representation of Blacks and other minorities proportionate to their numbers in the population. In order to achieve this target, it will be necessary to

establish appropriate goals and timetables within each area of the University."

1. APPOINTMENT OF A VICE PROVOST WITH RESPONSIBILITY FOR MINORITY AFFAIRS.

"The position formerly held by Niara Sudarkasa, associate vice president for academic affairs, will be elevated to the vice provost level. The individual appointed to the position will have responsibility for the Office of Minority Affairs within the Office of the Provost and Vice President for Academic Affairs. An Advisory Committee, similar in function to the Budget Priorities Committee, will be established to support activities of the Office of Minority Affairs. Membership of the Committee will be representative of various campus minority constituencies."

The University Response.

On April 17, the Regents approved the creation of the position of vice provost for minority affairs with the following responsibilities:

"The vice provost will be responsible to the provost and advise the provost, deans and other academic administrators on the quality of academic and non-academic life of Black and other underrepresented minority students and faculty.

"The vice provost will provide leadership for schools, colleges and other academic units in the recruitment and retention of minority students and faculty. Further, the vice provost will be responsible for establishing liaison relationships with local, state and national groups to help in these and related efforts.

"The vice provost will have line responsibility for the Office of Minority Affairs and will be provided with adequate staffing and budget to accomplish these goals. Further, the vice provost will be assisted by an Advisory Committee on Minority Affairs, comprised in part of faculty, students and staff representative of various campus and minority constituencies."

The search process for a person to fill the post has been under way since shortly after the post was announced. For two months, James J. Duderstadt, provost and vice president for academic affairs, assisted by an Advisory Committee, has been interviewing candidates nominated by deans, Executive Officers, faculty, staff and students and discussing with others their views on the position. Assisting Duderstadt are Richard Bailey, professor of English; Eddie Boyd, associate professor of pharmacy; Judith Olson, associate professor of computing and information systems; Anne Monterio, director of academic services, College of Engineering; Richard Carter, director of alumni programs, Alumni Association; and students Lannis Hall and Karen Elliott.

Duderstadt hopes to complete the search process in early May and recommend a candidate to the Regents for approval at their May meeting.

Extensive consultation with various campus groups has resulted in a decision to establish an 11-member Advisory Committee on Minority Affairs composed of the following representatives: three students, three faculty members, three staff/administrators, one alumnus and one member chosen from the external community.

Appointments to the Committee will be made by the provost from a slate of nominations provided by the Michigan Student Assembly for

students; Senate Advisory Committee on University Affairs for faculty; deans, directors and administrative officers for staff and administrators; the Alumni Association for alumni, and other interested groups with the objective of achieving strong representation from various minority constituencies.

The Office of Minority Affairs, reporting to the vice provost, will be provided with adequate budget and staff to play a leadership role in the University's efforts to achieve full participation by underrepresented minorities and enhance the racial and ethnic diversity of the University.

The Office will be funded at a level adequate both to develop and implement new initiatives and coordinate existing programs both Universitywide and within the units. Particular attention will be directed toward student recruitment and retention; faculty recruitment, development and retention, and initiatives designed to encourage campus diversity.

## 2. FUNDING FOR THE BLACK STUDENT UNION.

"A permanent and autonomous budget will be provided to the Black Student Union (BSU), initially at a minimum level of \$35,000 per year, with appropriate increases over time to accomplish BSU's mission."

### The University Response:

The University has arranged for the Black Student Union to be provided with funding at an initial level of \$35,000 per year starting in fiscal year 1987--88 through the Office of the Vice President for Student

Services. These funds will be used to develop and sustain programs which address the cultural needs of the Black student community at the University.

### 3. GRIEVANCE PROCEDURE FOR RACIAL HARASSMENT; BLACK ADMINISTRATOR IN AFFIRMATIVE ACTION OFFICE.

"A grievance mechanism will be established to collect data on racial incidents within the University. An anti-racial harassment policy that specifies appropriate sanctions will be included as a component of University rules and regulations. In addition, a Black senior administrator will be appointed in the Affirmative Action Office."

The University response:

The Affirmative Action Office has established three hotlines (Affirmative Action Office, Office of the Ombudsman and Department of Public Safety and Security) to facilitate the reporting of incidents of racial harassment. These have been publicized through the distribution of a poster—"Tell Someone About Racism"—sent to all deans, directors and department heads. The Office has also developed a mechanism to monitor and investigate such incidents.

The Affirmative Action Office has been designated as a central unit to record all reports of harassment. A standard "Report of Harassment" has been distributed to deans, directors and department heads by President Shapiro.

The standard form will "help gauge the frequency of racist incidents on campus," Shapiro said. The form is to be used to report

complaints of racial or other forms of harassment including those based on a person's ethnic heritage, religion, sex, sexual orientation, handicap or age.

"Reporting of an incident to the Affirmative Action Office is not intended to be a substitute for taking immediate action in response to a complaint," Shapiro said. "Complaints should be treated seriously and investigated thoroughly."

The Executive Officers and University attorneys are reviewing a proposed harassment policy that would extend current policies to cover racial harassment.

Plans are under way for the addition of a new senior administrative position to the Office of Affirmative Action.

#### 4. BUDGET SUPPORT FOR ATTRACTING AND RETAINING BLACK FACULTY.

"Budgetary incentives will be provided to attract and retain Black faculty and administrators. A post-doctoral program will be developed to attract minorities, and a faculty development fund will be established to assist minority faculty career development."

#### The University Response:

The University has committed new resources——Target of Opportunity Funds——to assist academic programs in the recruitment of senior minority faculty. This expands a program already in place in which bridging funds were provided. These new funds will be added to the base budget of the requesting units. The Office of the Provost has notified deans, directors and department heads of its willingness to provide base

budget resources for this purpose in an effort to encourage units to seek opportunities to hire senior minority faculty. The first three commitments of resources from this new program have already been made.

The University will develop a new program to attract new minority scholars to campus through a post-doctoral fellowship program similar to the Michigan Society of Fellows. The Center for Afroamerican and African Studies is expected to play a key role in development and implementation of this program by providing a common home where the scholars can share interests. They will hold joint appointments in various academic units that will provide support for research and teaching in their respective disciplines.

The University has set aside funds to assist in initiation of research projects in recognition of the unusual service demands placed on minority junior faculty during their pre-tenure appointment period. These faculty are repeatedly called upon for by students for counseling and to serve as role models and are frequently called upon by the administration to serve on various committees. The development funds will give them an opportunity to pursue avenues of scholarship that are required for tenure appointments. The funds will support research proposal development, release time, summer institutes and travel.

The University is also using funds allocated to it by the state's Martin Luther King Jr.-Rosa Parks Educational Program to attract top caliber visiting professors in a wide variety of academic disciplines. The 10 visiting scholars who were on campus during the winter term had a number of interactive sessions with students and plans are now being made to refine and improve the program in the future.

5. UNIT GOALS A COMPONENT OF ANNUAL REVIEWS; SALARY INEQUITIES TO BE ADDRESSED.

"Progress toward achievement of each units' affirmative action goals will be a component of the annual performance reviews of deans and directors. The University is committed to discovering and addressing any salary inequities of Black and other faculty. The salary situation will be investigated on a continuing basis, with the Presidential Commission monitoring progress."

The University Response:

The Academic Affairs Advisory Council (deans and directors) has held working sessions for the past month to discuss goals, schedules and plans for minority student, faculty and staff recruitment in each academic unit. The status of this planning will be a critical component of the annual budget conferences being held with each unit this month and next. Success in achieving affirmative action goals will be an important component of the annual performance reviews of deans and directors.

The Affirmative Action Office has under way an extensive review of faculty and staff salaries throughout all University units. The University is committed to correcting any inequities in merit salary programs uncovered by the study. This study and reporting activity will be made a regular component of the annual salary and performance review process.

6. STANDING PRESIDENTIAL ADVISORY COMMISSION.



"A Presidential Advisory Commission will be created that will include representatives from Black faculty, student and administrators' organizations and members of the community."

The University Response:

President Shapiro has announced the formation of a Presidential Advisory Commission concerned with minority issues which will meet with him on a regular basis. Appointments to the Commission will be drawn from a slate of nominees compiled from various students, faculty and staff constituencies on campus and from external constituencies within the community, state and nation.

Editor's Note: The remainder of this article details additional actions undertaken by the University that are not necessarily in direct response to the six-point plan of action.

OTHER ACTIONS.

[ ] The University has undertaken formal investigation of several racial harassment incidents:

-----The student host of a radio show which carried transmission of racist jokes has been dismissed from his job and employees of the student station (WJJX) must now agree to a code of ethics. Station employees are working with various student groups to create special programming addressing the importance of diversity. A Presidential Commission is continuing investigation of the event to determine if further action is necessary. Commission members Richard L. Kennedy, vice president for

government relations, and Sallyanne Payton, professor of law, will determine if the host, other station personnel and the students who phoned in the offensive jokes will be charged with violating the Regents' Bylaws. (Section 2.01 of the Bylaws lists "the maintenance of health, diligence and order among the students" among the duties of the president. Section 14.06 says the University "shall strive to build a diverse community in which opportunity is equal for all persons.)

—The housing lease of a student responsible for distribution of a racist flier in Couzens Residence Hall has been terminated, and housing officials are continuing their investigation of other incidents in the residence halls, in conjunction with the Department of Safety and Security personnel.

[] Student leaders and others participating in freshman and housing orientation programs will receive special training on the importance and value of diversity in the University. Programs dealing with diversity will become an integral part of orientation activities beginning this summer.

Housing Division plans also include programs ranging from a guest lecturer circuit to discussion groups on racial and cultural diversity. The discussion groups will be conducted on each residence hall floor as well as within larger groups. Members of the Residence Hall Association, Minority Organization and Hall Government leaders will be expected to attend training sessions to help them understand their role as educators and to provide them with specific information on multicultural behavioral expectations.

The Office of Orientation has established a new set of goals that

will be incorporated in all orientation activities. These include:

- celebrating differences,
- imparting the values of a multicultural experience, and
- building a stronger sense of community among freshmen.

Key literature distributed by the Office of Undergraduate Admissions and other admissions offices will soon carry a statement on diversity from President Shapiro. The statement reads, in part:

"The University of Michigan is committed to being a racially, ethnically and religiously heterogeneous community. . . . Each member of the University community bears a special and continuing responsibility to articulate, reinforce and reflect those values that support our highest aspirations as a scholarly and humane community. As a prospective member of this community, I hope you will consider the important role you could have in this endeavor."

The Housing Division is distributing a "Living at Michigan Credo," which states, in part:

"The Housing Division affirms its professional and personal commitment to a sensitive, tolerant and human community in our residence halls and family housing apartments. . . . It is essential that human rights be a cornerstone of our enterprise, and we will continue to articulate it as such. . . . We will continue to convey to our residents, as well as the entire University community, that acts of racial hatred and other forms of bigotry are acts of hatred against us all and they they will not be condoned or tolerated. . . . We have a unique opportunity at The University of Michigan to celebrate diversity to its fullest. As an institution, we all must continue to strive toward fulfilling our ideals,

and to do better than we are doing."

[ ] A Universitywide educational program on the importance and value of diversity will be launched in June, eventually involving all staff on the Ann Arbor campus, including the Medical Center, and staff at U--M--Dearborn and U--M--Flint. One--half day mini--retreats will be led by unit managers, assisted in each case by two trained facilitators.

The sessions will provide an opportunity for broad discussion of diversity, including racism. They are designed as a planning process to help determine what the general issues surrounding diversity are and possible solutions to identified problems. They will include input from staff on how issues of diversity affect their work and what their units may be able to do to help the campus in general overcome racism.

[ ] Planning for establishment of a Universitywide Financial Aid Appeals Board is well under way. The University is also working to encourage the development of appeal processes in aid--awarding offices across campus. "A clearly publicized appeal process is necessary," says Provost Duderstadt, "because of the number of places in which financial aid is available and the number and complexities of various financial aid programs.

"The primary purpose of a Universitywide board will be to help ensure equitable treatment for students in similar circumstances in a particular unit," Duderstadt explains. "Concerns identified by the appeals board will be brought to the attention, as necessary, of the awarding unit and/or relevant deans or vice president."

Makeup of the board's membership is still under review, but it will likely be comprised of faculty and staff due to issues of

confidentiality related to the financial situation of individual students.

[ ] The University is moving to strengthen and expand existing financial aid programs for minority students.

-----The Michigan Achievement Award program program of merit-based scholarships are renewable and have been increased in recent years to \$1,000 for in-state students and \$2,500 for out-of-state students. During the current year the dollar value of out-of-state awards was increased to \$4,000 if additional financial need was present.

-----The Michigan Incentive Grants program was established two years ago by the University for needy in-state underrepresented minority students who have not received Michigan Achievement or Opportunity Program awards. Six grants were awarded in the first year of the program, 24 in the second. The program will be expanded to out-of-state students this year and funding for this program and the Michigan Achievement Awards is expected to increase by at least \$300,000.

-----The Horace H. Rackham School of Graduate Studies spent nearly \$3.5 million on minority financial aid in 1986-87, awarding 248 10-month stipends of \$7,500 as part of its five-year-old Merit Minority Fellowship program. The fellowship holders also receive tuition awards, renewable as long as they remain in good standing. The program is attracting increased numbers of applications from minority students across the country. Applications from minority students rose from 84 in 1986 to 129 this year and the Graduate School expects to see about 45 minority students enroll for fall 1987.

The Graduate School also participates in the Committee on Institutional Cooperation (CIC) consortium. CIC offers a fellowship

program funded by the Andrew W. Mellon Foundation that provides full tuition for the academic year plus an annual stipend for each of four years, with renewal dependent on a student's performance. Last year, the U-M enrolled 32 CIC fellows.

—The Undergraduate Initiatives Fund, announced by Duderstadt in January, will provide up to \$1 million a year for programs to enrich undergraduate education at the University, focusing on freshman and sophomore curriculum, extra-curricular experiences and efforts to balance liberal and professional learning. Proposals for such programs are now being reviewed and announcement of those receiving funding is expected in early May. It is anticipated that several awards will be made to projects aimed at enhancing the appreciation for diversity among students.

[] Many academic units have already taken formal steps to involve their students, faculty and staff in addressing the importance of diversity. Two programs of particular note are:

—The College of Architecture and Urban Planning held a teach-in on April 1. "Public Aspirations and Responsibilities of Architecture and Urban Planning: The New Realism" was organized prior to campus events focusing on racism and diversity. It was developed, in part, "to give participants a better sense of family," according to Prof. James Chaffers, a member of the College's King Committee which organized the event. Day-long small group discussions resulted in at least one immediate result—the creation of a committee of faculty, students and staff to formulate an agenda for the college, described by Dean Robert M. Beckley as "a clear manifesto for ourselves, for our College and our professions."

The School of Nursing held two forums in March to discuss a

proposal to establish an Office for Minority Affairs, ways to develop an environment that fosters more positive experience for all minorities and the need to recruit more minority students, faculty and staff. A key issue discussed by the forum groups was how to incorporate minority content into the training program. According to nursing Dean Rhetaugh Graves Dumas, "We are trying to find ways to make all students——minorities and non-minorities——more sensitive to minority concerns."

[ ] The University is "actively looking for ways to strengthen its relationships with area community colleges and other educational institutions," according to Robert B. Holmes, assistant vice president for academic affairs. "Any joint programs developed with these schools would have a goal of improving the flow of minority students to the University," Holmes explains, and talks are already under way with several institutions.

——The University last year established the Two-Degree Opportunity Program with Marygrove College in Detroit, which allows students to earn a liberal arts degree from Marygrove and a second degree (either undergraduate or graduate) from the U-M. Marygrove anticipates enrolling its first students in the program this fall. U-M participants in the program so far include the Colleges of Engineering, Pharmacy and Architecture and Urban Planning and the Schools of Natural Resources and Nursing. The program is targeted, but not limited, to urban, minority high school graduates who have successfully completed a college prep curriculum.

[ ] Under the leadership of head coach Bo Schembechler, the football coaching and recruiting staff will begin to assist the Office of

Undergraduate Admissions in spreading the word about the value of a U-M education to highly qualified high school students.

The nine coaches and recruiters will be distributing admissions material to some 600-1,100 schools across the country this spring. They will hand out a questionnaire for 10th- and 11th-grade students to complete and return to the U-M for further information. They will also present a cover letter and other materials to the principal, vice principal or academic counselor at these schools, requesting the administrators' assistance in identifying the five top qualified minority seniors who might be interested in attending the University. The school administrators will contact the admissions office with the names of these students, and admissions personnel will then follow through with letters and applications if the students are interested.

Schembechler will also be making arrangements to speak with local alumni and booster clubs in major metropolitan areas to ask the members' assistance in identifying minority students who might be interested in the U-M.

In an address to the University several weeks ago, Duderstadt said:

"We have become convinced that leadership requires a major increase in our efforts, a renewed commitment to our aspiration of eventual representation of all minority groups in proportion to their numbers in our society. This will require major new commitments of human and financial resources. But it will also require the active involvement and cooperation of all our faculty, students, staff, alumni and friends in



the effort to move toward this important goal. The new agenda we have embarked upon aligns naturally both with the mission of this University and with our determination to be a leader in efforts to achieve new levels of understanding, tolerance and mutual fulfillment for peoples of diverse backgrounds."

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