As a university committed to leadership in research, teaching, and service to humanity, Vanderbilt strives to model efforts to build true community and enhance the human experience. The university recognizes the value that many cultures, races, ethnicities, abilities, and varied geographical, religious, and socioeconomic backgrounds play in shaping this remarkable community. We also recognize that we have much work still to do to ensure that every member of the Vanderbilt community has access to the same opportunities and experiences as their peers.

In August 2015, Chancellor Nicholas S. Zeppos announced that addressing issues of diversity and inclusion was his top priority. He appointed the Chancellor’s Diversity, Inclusion and Community Committee, led by faculty members of Keivan Stassun and Beverly Moran, to study current university efforts, gather input from students, faculty, and staff across the university, and make recommendations. The committee, which set a goal “to ensure thriving and not simply surviving; to insist on inclusion not exclusion; to be self-aware and not self-satisfied,” submitted its report and recommendations to the chancellor in July 2016.

Since the report’s completion, numerous groups across campus have been discussing, debating, and developing the next steps for addressing the committee’s recommendations. Informed by the report’s recommendations, Chancellor Zeppos and the university’s senior leadership team have also been moving forward with myriad efforts to promote and support equity, diversity, and inclusion.

What follows is an update on select actions taken since July 2016 based on the committee’s recommendations, as well as additional efforts that support the overall mission across Vanderbilt. Through the university’s key components – its people, places, and culture – change is being realized, yet we know this journey is in many ways just beginning. We remain committed to the challenging yet critical work ahead of us to achieve the fully inclusive and diverse community to which we aspire.
SELECT ACHIEVEMENTS AND CURRENT INITIATIVES

PEOPLE
Building Our Community, Expertise, and Outreach for Inclusive Excellence

The starting point for the institution is its people—students, faculty, staff, alumni, and the community with which it connects. Fostering a deep and lasting environment where diversity, equity, and inclusion are embedded, evidenced, and expected is part of the work of a great academic institution. Diversity and inclusion are never afterthoughts, but remain primary motivating forces for each member and collective on this campus. In this way, outcomes will manifest themselves in innovative and sustainable ways that strengthen the university and the lives and livelihood of all in the university community.

Select Achievements, Current Initiatives, and Upcoming Efforts

1. Creating pipelines and increasing training and development of future leaders
   - Vanderbilt Leadership Academy
   - Academic Pathways Postdoctoral Fellowship Program: Designed to prepare recently graduated students for competitive academic careers through mentorship and professional development opportunities. Primary outcome is to strengthen not only Vanderbilt’s faculty, but also contribute to faculty diversity at institutions across the nation.
   - Chancellor’s Higher Education Fellows Program
   - Vanderbilt Professional Fellows Program

2. Launched Mental Health and Wellbeing Initiative and Campaign: Ongoing set of initiatives, events, and committee work to promote awareness of mental health and break down the stigma surrounding the topic.
   - Empaneled 23-member Chancellor’s Strategic Planning Committee on Mental Health and Wellbeing to assess current resources and make recommendations
   - Conducted Healthy Minds survey for all students
   - Faculty Senate working to launch faculty survey
   - Conducted external review of the Psychological and Counseling Center to assess how best to support our student population’s mental health needs
   - Expanded support for graduate and professional students and postdoctoral fellows by establishing dedicated psychologist, workshops, and satellite mental health services housed in Eskind Biomedical Library
   - Conducted a series of campuswide town halls aimed at idea generation and suggestions

3. Increased mental health services to serve diverse populations, including hiring a Coordinator for Access and Inclusion and establishing a Students of Color Affinity Group at the Psychological and Counseling Center
4. **Students**: Recruit, Retain, and Ensure Success
   - Increased fundraising efforts to grow Opportunity Vanderbilt endowment
   - Launched "Experience Vanderbilt" to further support involvement in co-curricular programs by undergraduates receiving need-based financial aid. Includes participation in student organizations, club sports, art and cultural experiences, service trips, outdoor recreation trips, Greek life, and more.
   - Opened new [Center for Student Wellbeing](#)
   - Established [Social Justice and Identity office](#) within Office of the Dean of Students
   - Expanded opportunities for learning about diverse perspectives through the planned [Immersion Vanderbilt](#) program
   - Increased emphasis on diversity and cultural experiences for student-athletes
     - Athletics Department annual MLK Day trip
     - Student-Athlete International Service Trips
     - Study Abroad
   - Increased scholarship support for graduate and professional students
   - Increased support for mentoring and advising diverse students on campus
   - Expanding student internship programs, in part through the new [Career Center](#) and work study positions
   - Expanding internship opportunities for students
     - Creation of new Athletics Fellows Program
     - CASE Diversity Internship Program
     - Tech Hub Student Workers

5. **Staff**: Recruit, Retain, and Ensure Success
   - Changes to PTO, holidays, and starting wage for VU staff
   - Increased efforts to recruit a diverse staff, engage with the community, and create an inclusive environment. Specific examples include:
     - Vanderbilt University Public Safety is focused on the successful recruitment of a diverse workforce, as well as promotional opportunities and upward mobility
     - Dining Services hired approximately 23 staff through diverse recruitment efforts and by establishing relationships with Operation Stand Down, Nashville International Center for Empowerment, Project Search, Progress Inc., Center for Refugees and Immigrants of Tennessee, and Antioch High School Academy
     - Recruitment efforts at 27 events and organizations that target minorities, women, LGBTQI, individuals with disabilities, and veterans, including Nashville International Center for Empowerment, Nashville Rescue Mission, Goodwill Career Solutions, Tennessee Career Center, PRIDE Festival, Latin American Chamber of Commerce, Nashville Black Chamber of Commerce, Urban League of Middle Tennessee, and more
   - Extensive advertising of vacant staff and professional positions across targeted minority-focused media in an effort to increase the number of diverse candidates who apply to Vanderbilt
   - Strengthening partnerships and recruitment efforts with Fisk, TSU, and other diverse institutions in the Nashville community
   - Providing staff development and continuing education for staff skill-building, as well as career paths for service employees to advance into skilled crafts
   - Increased diverse representation on Faculty/Staff Campaign
6. **Faculty**: Recruit, Retain, and Ensure Success

- Established new faculty awards to recognize diversity, equity, and inclusion efforts and research: 1) [Chancellor's Research Awards for Equity, Diversity and Inclusion](#) and 2) [Joseph A. Johnson, Jr. Distinguished Leadership Professor Award to Recognize Faculty Leadership in Equity, Diversity and Inclusion](#)
- Authorized the use of new recruiting strategies and mechanisms, including cluster hiring (extending multiple offers simultaneously to highly sought-after faculty) and opportunity-hiring approaches (identifying opportunities to hire top scholars that would bring inclusive excellence to their unit)
- Established new endowed chairs to recruit and recognize excellence in key areas
- Established new best-practices initiatives for recruiting and retention, including fall 2016 unconscious bias workshops for faculty search committees
- Created new [Faculty Diversity and Development website](#) and related initiatives, including Provost Research Studies and access to National Center for Development and Diversity resources
- Tracked faculty recruitment and retention data for tenure-track and tenured appointments:
  - 38 new faculty hires beginning fall 2016
  - 70 percent bring diverse perspectives to their respective departments
- Administered 38 retention cases during the 2015-16 academic year, 27 of which involved candidates who advance diversity. The university retained 22 of the 27 (81 percent of group, overall retention rate was 80 percent)
- Conducted the [COACHE survey](#) of all full-time faculty reporting to the provost and charged a faculty working group to analyze the results, collect further input, and submit a report on faculty satisfaction across all demographic groups and across faculty rank and track (full-time non-tenure track, tenure-track, and tenured). Actions from this report will be undertaken as recommendations are received.
- Launched a [Shared Governance Committee](#) to re-affirm that school-based and university governance mechanisms are inclusive and how those processes might be reimagined and improved in the future to engage faculty voices and ensure forward-looking shared governance mechanisms are in place

7. **Engaging Diverse Alumni**

- Established Chancellor's `Dores of Distinction Alumni Advisory Board
- Formed diversity subcommittee of Alumni Association Board (AAB) and continue to seek diverse nominees to serve on AAB and in other leadership positions
- Targeted recruitment of volunteers to serve in key roles for Commodore Recruitment Programs (CoRPs), Reunion, and chapter roles
- Encouraged, supported, and facilitated activities and programs for Shared Interest Groups, such as the Association of Vanderbilt Black Alumni (AVBA), Vanderbilt LGBTQI Alumni, and alumni of the Alternative Spring Break program
- Continued Opening Dores events, bringing together students and alumni for networking and real-world advice
- Increased dialogue around diversity and inclusion within Reunion programs and events
- Hosted 32 mini-reunions targeting diverse populations, including AVBA, Vanderbilt LGBTQI, and McTyeire International House
- Focused summer send-off parties with intentional representation of diverse alumni, and promoting engagement through conversation
- Increased events aimed at alumni engagement and lifelong learning, such as Network Nights, service projects within chapters, Commodore Classrooms with faculty, and GOLD Council, a representative body of recent graduates who volunteer their time and energy to promote philanthropic support of the university
- Featured diverse students and alumni in impact and giving stories featured in VU publications and email communications
SPACES, SYMBOLS, AND THE PHYSICAL ENVIRONMENT

Creating a Welcome and Accessible Environment Built for Inclusion

The physical environment of the university is the nexus at which people and culture connect. In order for Vanderbilt to be consistently and constantly intentional in its work, it is imperative that we provide a setting that is maximally conducive to promoting diversity and inclusion. From symbolic space to practical accommodation needs, spaces throughout the campus must reflect the reality of diversity and inclusion. Regularly revisiting existing names, symbols, and images across campus ensures consistency with Vanderbilt’s values, and there are opportunities to incorporate diversity in our physical environment. A comprehensive and ongoing assessment of spaces in relation to people and culture can be a significant force in giving well-intended and well-resourced initiatives the ability to flourish.

Select Achievements, Current Initiatives, and Upcoming Efforts

1. Established the Land Use Planning Initiative, called FutureVU, to ensure that the campus is designed and prepared to uphold the university’s mission and values, including diversity and inclusion. Land use efforts are guided by principles developed through community feedback, in which diversity and inclusion are deeply embedded.
   - Engaged over 750 unique individuals, including a diverse group of faculty, staff, students, trustees, and community members
   - Established faculty advisory committee with 19 faculty across all schools and a variety of disciplines
   - Established graduate and professional student housing working group, including a variety of graduate and professional student focus groups and surveys
   - Formed collaborations with Vanderbilt Student Government and the Wond’ry and involved over 85 faculty, staff, and students in creating complex transportation solutions to address the needs of all, especially as the cost of living increases

2. Actively engaging with external Nashville community in these efforts, including Mayor Megan Barry’s office, Hillsboro Village and Edgehill neighborhoods, and various Metro Council members; also have plans to engage with additional neighboring communities

2. Launching a comprehensive ADA analysis of campus to actively incorporate an inclusive “built environment” consistent with FutureVU principles and objectives as well as the Academic Strategic Plan

3. Showing our commitment to inclusion in our symbols and campus environment through careful consideration of naming new spaces, including implementing new processes to ensure that equity, diversity, and inclusion are considered in new symbols on residential colleges

4. Removed the “Confederate” inscription from Memorial Hall, formalizing the university’s practice in recent years of referring to the residence hall in campus publications, maps, websites and housing assignments as “Memorial Hall”
5. Commissioning portraits of notable diverse Vanderbilt graduates and influencers, including James Lawson, Perry Wallace, Bishop Joseph Johnson, and Walter Murray

6. Planning multicultural area within Sarratt to house new Social Justice and Identity unit

7. Enhanced inclusive areas for new and renovated buildings, including:
   - Gender-neutral bathrooms
   - Lactation rooms
   - Braille signage
   - Interactive maps displaying accessible routes across campus

8. Working to codify VU standards in the “design standards” that will be applied to all construction projects, large and small, most of which exceed those minimally required by building codes and the ADA Accessibility Guidelines. Similarly, leadership is challenging all professional design teams to consider the best solution for all community users.

9. Opened the Center for Student Wellbeing

10. Established through Vanderbilt University Public Safety a Mobility Safety committee to actively review pedestrian safety issues around campus, make recommendations, educate the community regarding pedestrian safety, and work with Metro Nashville on improvements. VUPS has actively pursued upgrades to uncontrolled crosswalks in conjunction with Metro Nashville, including increasing street lighting, placement of in-road signs, and placement of raised pavement marker reflectors and rumble strips. Four uncontrolled crosswalks have been completed this spring. VUPS is exploring seeing-impaired initiatives, including working with Metro Nashville and internal university teams (Plant Operations, Community, Neighborhood and Government Relations) to place audible warnings at stop lights and trunnion cone pads at driveways and crossing sidewalks.
CULTURE
Cultivating our Community’s Values, Furthering Mutual Respect, and Creating a Campus Culture that Embraces and Welcomes All

The culture of the university is integral to its role as a leading institution of higher education founded almost 145 years ago with the purpose of advancing a united American democracy. Culture, therefore, is fundamental to a mission that involves advancing learning and citizenship, both of which can and do emerge from a diverse living and learning environment. Vanderbilt’s culture is the coalescing of action and ethos by which the organization will thrive and lead. To understand and address the human condition, Vanderbilt must be an institution that values and promotes diversity as evidence of its deep awareness of and appreciation for the broader social, historical, and political contexts of society and the world. At the same time, the university strives to foster a culture that encourages the whole university community to work together to tackle challenges, to innovate toward solutions, and to generate discovery with impact. Excellence in both effort and result will rely on a culture of creativity that is best gained through a willingness to embrace the multitude of experiences, viewpoints, and differences.

Select Achievements, Current Initiatives, and Upcoming Efforts

1. Office for Equity, Diversity and Inclusion and Role of the Chief Diversity Officer
   - Ongoing collaboration between CDO and other vice chancellors to strategize diversity and inclusion and evaluate efforts across Vanderbilt
   - Developing partnerships among EDI and other divisions that promote equity, diversity, and inclusion, thus strengthening the understanding that working toward a more diverse and inclusive campus is the responsibility of all at the university
   - Positioning the EDI office as the central repository for information, resources, and best practices related to equity, diversity, and inclusion

2. Providing Diversity and Inclusion and Unconscious Bias Education for entire Vanderbilt community
   - EDI developing resources for unconscious bias education programs for faculty, staff, and students
   - Launched new orientation sessions in the schools/colleges. For example, in the Owen Graduate School of Management.
   - Offered new fall workshops on unconscious bias in faculty searches
   - Enhanced education programs for students, VUceptors, and resident assistants
   - Continued and expanded programming offered through the Center for Teaching
   - Offered professional development workshops
- Continued and expanded the Dean of Students Inclusion Initiatives and Cultural Competence Signature Trainings
- Provided training on Equal Protection and Nondiscrimination Law
- Conducted staff trainings across vice chancellor areas, including Alphabet Soup Seminar, Attitudes Toward Differences Workshop, Golden Opportunities/Obligation Training, Title IX Training, Diversity Awareness, Green Dot, Cultural Competence
- Increased dialogue and training around sexual misconduct and intimate partner violence throughout campus

3. Launched advisory boards and committees aimed at further integration of diversity and inclusion into our campus strategic initiatives:
   - EDI Student Advisory Committee
   - EDI Advisory Committee

4. Created new methods of communication around diversity and inclusion efforts on campus, including
   - EDI Connect monthly newsletter
   - iNCLUSIVE bi-weekly email notifications of campus events
   - Office of the Provost report on Highlights of Academic Affairs’ Efforts to Advance Diversity, Equity and Inclusion

5. Enhancing curriculum and research/scholarship activities to support diversity and inclusion efforts
   - Included, for the second year in a row, the special call for Multicultural Courses as University Courses
   - Enhanced focus on race, identity, and resiliency in Visions curriculum
   - Surveying schools/colleges for efforts to periodically review curricular requirements
   - Assessing and enhancing institutional support for faculty-driven research/scholarship on equity, diversity, and inclusion from the Trans-Institutional Programs call, Discovery Grants, Research Scholar Grants, and Provost Research Studios

6. Established new leadership positions to support diversity efforts across academic areas
   - Assistant vice chancellor for equity, diversity and inclusion
   - Associate vice provost for strategic initiatives and partnerships to oversee partnerships with outside institutions
   - Active search for vice provost for equity, diversity and inclusion

7. Conducting Campus Climate Surveys
   - Faculty COACHE survey, including EDI climate inquiries
   - Student Quality of Life survey offered through Office of the Dean of Students

8. Increased outreach to the richly diverse Nashville community
   - Celebrate and engage Nashville’s thriving African American community
   - Chancellor’s Charter bus tours
   - Diversity bus tours
   - Maintained relationships with local and national organizations that support minorities, women, individuals with disabilities, and veterans; attend and support numerous events hosted by these organizations
   - Vanderbilt involvement in Nashville boards serving diverse communities, including Conexión Américas, Susan G. Komen, The Mary Parish Center, Big Brothers/Big Sisters, University School of Nashville, Country Music Hall of Fame and Museum Education and Public Programs Board

9. Actively telling our history to the campus, Nashville, and national communities
   - Commissioned and filmed documentary Triumph: The Untold Story of Perry Wallace
   - Developed “50th Anniversary Activities,” a two-year series of diversity events commemorating 50 years since Perry Wallace and Godfrey Dillard matriculated and integrated the SEC
   - Paid tribute to 21 civil rights leaders of Nashville and Vanderbilt, including Dorothy Phillips, the first African American woman to receive a doctoral degree from Vanderbilt
   - Working on upcoming documentary focusing on LGBT student-athletes
10. Modeling the way and broadening the conversation through campus lectures and programming
   - **Chancellor’s Lecture Series** (“Beyond Obama: Race, Politics, and America’s Future”; “Decision 2016: A Look at America’s Future”; “An Unquiet Mind: Personal and Professional Perspectives on Bipolar Disorder”; “From Hitchcock High to the NFL: I AM MICHAEL SAM”; and more)
   - **Peabody Dean’s Diversity Lecture Series**
   - **School of Nursing Dean’s Diversity Lecture Series**
   - **Annual Lawson Lecture and Walter Murray Lecture**
   - **Invictus: 20 Works Celebrating African Americans’ Pursuit of Freedom and Will to Survive** art exhibit

11. Amplifying partnerships, bridge programs, and collaborative initiatives with Fisk and other HBCUs that provide unique research, teaching, immersive learning, and mentorship opportunities for both Vanderbilt and Fisk students to prepare them for success in securing faculty, academic staff, or other leadership positions.

12. Offering cross-listed courses at neighboring institutions (example: “Understanding our Founding: Alexander Hamilton and We the People” at Fisk)


15. Established **Community Oriented Results and Expectations (C.O.R.E.) Committee**, aimed at building a stronger relationship between Vanderbilt University Public Safety and the Vanderbilt community with open dialogue, problem solving, trust, and transparency

16. Launching new centers that produce qualitative, quantitative, and interdisciplinary research on race, inequity, and social innovation on the local, national, and international levels in an effort to both serve our diverse community and position Vanderbilt as a leader in this arena; providing students with immersive learning experiences by working with faculty on research topics in the areas of diversity, equity, and inclusion
   - Divinity – Public Theology and Racial Justice Collaborative
   - Center for Research on Men’s Health
   - Learning Institute for Health Solutions in the U.S. South
   - Vocations in Racial Justice
   - Begin planning for Vanderbilt Center for Race and Sports

17. Established the **Office of Social Justice and Identity**, a cluster of offices within Dean of Students that serves our underrepresented population, including the Bishop Joseph Johnson Black Cultural Center, the Margaret Cuninggim Women’s Center, Office of LGBTQI Life, Office of the University Chaplain and Religious Life, International Student and Scholar Services, Inclusion Initiatives and Cultural Competence, and Transition Programs

18. Cultivating Vanderbilt Public Safety relationships with minority students, faculty and staff – developing their needs and build rapport with diverse university community

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**SUMMARY AND NEXT STEPS**

*Continuing to Carve out a Path Toward a More Inclusive and Equitable Vanderbilt*

This report represents a measure of our progress, but more importantly a benchmark of our journey on this transformative path is never done. We realize there is no limit to the compassion, empathy, and inclusive excellence the Vanderbilt community is capable of achieving. We must seek to become proactive rather than reactive and to continue to actively engage all members of our community in these efforts. Ultimately, Vanderbilt’s future promise and progress will be best achieved by a steadfast devotion to a diverse and inclusive learning environment for all.