

Diversity, Opportunity, and Inclusion 2023 Annual Report

University of Virginia

The University aligns goals and accomplishments against the five dimensions of the strategic Inclusive Excellence framework and the [UVA 2030 Plan](#). The table below aligns the Inclusive Excellence framework to the goals in the Commonwealth of Virginia’s Diversity, Opportunity and Inclusion plan.

COV-DOI Goal 1 Access and Success & Goal 3 Infrastructure and Training		
IE Framework: Education + Scholarship		UVA 2030 Vision: <i>Enable faculty, staff, and students to work across traditional boundaries and prepare servant-leaders to shed new light on enduring and profound questions in our diverse community and globally connected world.</i>
<p><i>Student Key Indicators:</i></p> <p>1. <i>Robust availability of courses in the Engaging Differences dimension of the general education program</i></p>	<p><i>Staff Key Indicators:</i></p> <p>1. <i>Staff engagement in developmental activities that support intercultural competency</i></p>	<p><i>Faculty Key Indicators:</i></p> <p>1. <i>Faculty engagement in the signature Center for Teaching Excellence and faculty development programs promoting inclusive classrooms and curriculum</i></p> <p>2.</p>
<ul style="list-style-type: none"> A robust set of offerings is available in both the Engaging Differences and Ethical Engagement. Course listings are at https://gened.as.virginia.edu/engagements-course-list 	<ul style="list-style-type: none"> As required by state law, the University implemented a course that introduces the importance of intercultural competency; all new hires complete the course module. A broad array of related sessions are available through the University Human Resources’ LinkedIn Learning catalog. 	<ul style="list-style-type: none"> The UVA Center for teaching excellence continues to successfully advance programs that support inclusive classrooms. The full annual report is available at https://rise.articulate.com/share/YrRSWJQ5IY8xMtDY51_hJ-zPNJxTHM65#/
HR Programs/Initiatives		
<ul style="list-style-type: none"> Orientation programs have been revised to reflect each organization’s mission, vision, values and strategic goals as reflected in the UVA 2030 Plan and the UVA Health Strategic Plan. UVA collects employee feedback in a variety of ways including the Respect@ and Just Report It platforms, compliance hotlines for both the Academic Division and the Medical Center, HR personnel, the University Ombuds, annual performance evaluations, grievance processes and localized climate surveys, including the UVA Health Engagement Survey most recently delivered in 2022, and focus groups. Surveys for hiring managers and selected candidates as well as an exit interview program for faculty were recently initiated. 		

COV-DOI Goal 2 Welcoming and Respectful Culture		
IE Framework: Climate + Intergroup Relations	UVA 2030 Vision: <i>Continuously promote and strengthen an inclusive community of trust, a culture of integrity, mutual respect, excellence, collaboration, and innovation.</i>	
<p><i>Student Key Indicators:</i></p> <ol style="list-style-type: none"> 1. <i>Perceptions of feeling respected</i> 2. <i>Perceptions of feeling a sense of belonging</i> 3. <i>Organizational trust</i> 4. <i>Bias response and resolution</i> 	<p><i>Staff Key Indicators:</i></p> <ol style="list-style-type: none"> 1. <i>Perceptions of feeling respected</i> 2. <i>Perceptions of feeling a sense of belonging</i> 3. <i>Organizational trust</i> 4. <i>Bias response and resolution</i> 	<p><i>Faculty Key Indicators:</i></p> <ol style="list-style-type: none"> 1. <i>Perceptions of feeling respected</i> 2. <i>Perceptions of feeling a sense of belonging</i> 3. <i>Organizational trust</i> 4. <i>Bias response and resolution</i>
<ul style="list-style-type: none"> • Perceptions around key indicators remain high for undergraduate and graduate students. Surveys are conducted every two years and analysis of the data and trends is shared with University administrators and program directors. Information is at https://ira.virginia.edu/seru-2022-results and https://ira.virginia.edu/data-analytics/survey-data/seru/2021-gradseru-results. • Ranked #6 in FIRE’s Free Speech Ranking. 	<ul style="list-style-type: none"> • The University is actively pursuing a regular survey to assess this area. • UVA was ranked by Forbes as a number one place to work and a top 25 employer for women: https://news.virginia.edu/content/forbes-ranks-uva-one-americas-best-places-work • UVA Health was ranked among Virginia’s best employers: https://newsroom.uvahealth.com/2023/08/30/forbes-rates-uva-health-among-virginias-best-employers/ 	<ul style="list-style-type: none"> • The University regularly surveys faculty on career satisfaction and engagement. The quality of colleagues is consistently listed as a top reason for working at UVA. Details are available at https://provost.virginia.edu/subscribe/coache/coache-previous
HR Programs/Initiatives		
<ul style="list-style-type: none"> • UVA Cornerstone Program, in its 10th year in 2024, brings together cohorts of ~40 people annually from across the entire organization to develop leadership skills and work together to solve problems, foster innovation, and drive change while delivering identified project outcomes. 		

COV-DOI Goal 2 Welcoming and Respectful Culture	
IE Framework: Infrastructure + Investment	UVA 2030 Vision: <i>Be a community that consistently lives its values and ensure that our systems enable our students, faculty, and staff to do their best work.</i>
<p><i>Key Indicators:</i></p> <ol style="list-style-type: none"> 1. <i>Number of University policies undergoing review and the resultant changes</i> 2. <i>Increased access to data Infrastructure to support equity-Informed organizational analysis</i> 3. <i>Effective response and resolution to reports of barriers to inclusion and equal opportunity</i> 	
<ul style="list-style-type: none"> • University Institutional Research and Analytics continues to build out a broad range of dashboards related to University Data. The University Business Intelligence platform is advancing in sophistication and supporting analysis in the student and employee space. The Center for Teaching Excellence has a program supporting equity-informed departmental review. • The Just Report It system serves as a comprehensive intake and tracking tool to effectively respond to and resolve issues. The annual report from the Office of Equal Opportunity and Civil Rights is available at https://eocr.virginia.edu/sites/eop.virginia.edu/files/pdf/UVA-EOCR-v02-Accessible.pdf. 	
HR Programs/Initiatives	
<ul style="list-style-type: none"> • UVA’s Respectful Workplace Initiative provides guidelines, resources, and a structured workflow for identifying and resolving abuse or mistreatment. 	

COV-DOI Goal 3 Infrastructure and Training

HR Programs/Initiatives

- Launched UVA employee **Career Navigation program** to empower and support employees and managers through personalized career guidance. The program offers career coaching, career workshop sessions, and manager workshop sessions, helping employees navigate career pathways and identify advancement opportunities to build fulfilling careers and teams.
- The **Learning and Development program** delivered training to thousands of UVA employees in 2023 in the areas of leadership, communication, change management, conflict management, team building, and many others. Courses were delivered in a variety of formats including synchronous in-person and virtual, asynchronous, and microlearning.
- The **Pipelines & Pathways program** aims to increase the number of individuals residing in underserved communities in the Charlottesville region hired by the University and support them through their career so they continue to progress and succeed, placed 126 individuals into employment at UVA or external employer partners. They also conducted 18 training initiatives including resume writing, practice job interviews, basic computer skills, workplace readiness, and financial literacy. They also facilitated two job-specific training programs – HOOS Driving and HOOS Greeting.
- The **Earn While You Learn program** is tailored to provide equal access to careers in healthcare. This program offers an alternative route to gaining certifications in various medical fields such as the Certified Nursing Assistant, Emergency Medical Technician, Medical Assistant, Pharmacy Technician, Phlebotomy Technician, and Sterile Processing Technician. The programs provide structured coursework and on-the-job-training plus full-time benefits while training. Through 2023 over 200 team members have completed one of the programs.

COV-DOI focus in 2023 and beyond is to continue to increase opportunities for all Virginians.

**IE Framework:
Community +
Partnership**

UVA 2030 Vision: Be a strong partner with and good neighbor to our region, contributing to economic and social well-being by providing accessible healthcare, innovative education, opportunity, and engaging alumni.

Key Indicators:

1. *Change in the Virginia Health Opportunity Index*
2. *Increased participation of SWAM vendors In the UVA Supplier Diversity Program*
3. *Total dollars spent on local and SWAM vendors*
4. *Partner-based perceptions of quality of community partnerships*

- Work remains ongoing to impact health equity and is a priority area of UVA Health. Information on the current position in the relevant Thomas Jefferson Health District is at <https://apps.vdh.virginia.gov/omhhe/hoi/dashboards/health-districts>. The UVA Health strategic plan is at <https://uvahealth.com/about/strategic-plan>.
- The University Business Intelligence platform was updated to support understanding SWAM spending to support increased participation. The Dashboards are internal but information on the update to advance awareness and strategies in this area are at <https://suppliers.prod8.uvaits.virginia.edu/news/track-your-swam-spending-through-new-psds-app-ubi>.
- The Office of Academic Outreach and the Office of Community Partnerships are working to establish a program of analyzing the quality of community partnerships.

2024 Goals

Based on our Inclusive Excellence Framework, UVA will continue to advance each of the five dimensions:

- Access + Success
- Climate + Intergroup Relations
- Education + Scholarship
- Infrastructure + Investment
- Community + Partnership

Within each dimension we will focus on initiatives that impact the identified key indicators.

Additionally, we will be working specifically to:

- Increase attraction of talent by leveraging inclusive strategies at each stage of the recruitment life cycle.
- Support managers and leaders in leadership of teams by offering courses, workshops, and training opportunities to ensure they can create and sustain a positive, inclusive, and equitable workplace environment.
- Work with existing Employee Resource Groups (and facilitate the organization of other groups) to better understand the needs of employees and foster increased engagement and a sense of belonging.
- Develop guidelines for staff promotion and career advancement to promote inclusive access to growth opportunities.