

The Office of Equal Opportunity Programs Blueprint for Service Excellence FY 2012-2013

Executive Summary of the Office of Equal Opportunity Programs

The Office of Equal Opportunity Programs was created by the President of the University as an administrative office to administer the University's campus wide, ongoing equal opportunity/affirmative action program, promote diversity within the student body, faculty, and staff, and to ensure that applicants for employment, employees, prospective and enrolled students at the University of South Carolina are provided equal opportunity, access and equity and are protected against illegal discrimination on the basis of race, color, religion, sex, national origin, age, disability, genetics, sexual orientation, and veteran status in all academic and administrative units. In order to achieve the President's mandate of providing equal opportunity in all academic and administrative units, and supplement the Office of Equal Opportunity Programs' current activities, the Office of Equal Opportunity Programs has developed an aggressive training and education program directed toward the faculty, staff and student body. In order to achieve this, the Office of Equal Opportunity Programs has prioritized training and education as an essential element of the Office of Equal Opportunity Programs' strategic plan.

The Office of Equal Opportunity Programs will continue to use its resources, to develop and implement ongoing interactive training and educational programs that are specifically designed to reach all of our administrative, supervisory and non-supervisory employees as well as our faculty, staff and students.

The Office of Equal Opportunity Programs, in effect, serves as an integral part of the University of South Carolina and exists for the overall purpose of supporting the University (at all campuses) in accomplishing its mission of providing teaching, research, creative activity, service and ensuring a great quality of life to all in the University community (faculty, staff and students) regardless of race, color, religion, sex, national origin, age, disability, genetics, sexual orientation, and veteran status.

I. Vision, Mission and Goals of the Office of Equal Opportunity Programs

Vision

The ultimate goal of the Office of Equal Opportunity Programs is to create and maintain an environment at the University of South Carolina where equal opportunity in employment and academic programs prevail regardless of race, color, religion, sex, national origin, age, disability, genetics, sexual orientation, and veteran status. The Office of Equal Opportunity Programs shall work to ensure the University is able to avoid and significantly limit its exposure and liability to possible legal issues in employment and all academic programs by ensuring equal opportunity, and promoting affirmative action and diversity as it relates to all faculty, staff and students at the University of South Carolina.

Mission

The primary mission of the University of South Carolina is the education of the state's diverse citizens through teaching, research, creative activity, and service, and in so doing continue to be an economic engine to improve the state's overall economic, social and educational status. The Office of Equal Opportunity Programs plays a vital role in ensuring that this mission is achieved by serving as the lead administrative department at USC in promoting and advocating equal opportunity, diversity, access and equity and affirmative action in education, employment and sponsored university programs campus wide for all qualified persons and applicants regardless of race, color, religion, sex, national origin, age, disability, genetics, sexual orientation, and veteran status. We shall continue to evaluate our results and revise and expand our policies and procedures to meet the needs of all of our academic and administrative units within the University of South Carolina.

Goals

1. Prevention, elimination, and prompt resolution of EEO grievances and complaints within the University of South Carolina and its system campuses.
2. Establish within the Office of Equal Opportunity Programs a stand alone student friendly complaint processing procedure in compliance with the newly established federal policies and procedures as set forth by the U.S. Department of Justice and designate a lead person to ensure all student complaints based upon any illegal discrimination within the academic and employment arena are processed in a timely manner.
3. Upgrade and expand the USC EOP Office's equal opportunity and diversity training program for faculty, staff and students and add a link that can be accessed through The Office of Equal Opportunity Programs website by working closely with the University of South Carolina's Technical Services Division and USC Office of Student Affairs.
4. Improved collaboration, coordination and support of the University's Access and Equity Program with the USC Graduate School to ensure the University is able to attract and graduate a more diverse student population in all disciplines/areas of the Graduate School.
5. Revamp current statistical reporting requirements for the University of South Carolina to ensure compliance and timely reporting for both federal and state compliance agencies.
6. Increase the diversity of the University faculty by supporting the Provost's efforts to remedy underrepresentation in various disciplines campus wide, and to ensure compliance with the letter and spirit of state and federal recruitment laws.
7. Provide staff support to the Office of the President in the coordination of community service activities as relates to the President's Community Advisory Committee, the President's Athletic Advisory Committee, the Martin Luther King, Jr. Commemorative celebrations and other community service activities.

II. Goals, Initiatives, Action Plans, Results/Indicators and Dashboard

Goal 1: *Prevention, elimination, and prompt resolution of EEO grievances and complaints within the University of South Carolina and its system campuses.*

Relationship to Vision/Mission

The University of South Carolina’s Office of Equal Opportunity Programs [EOP Office] exists for the overall purpose of supporting the University of South Carolina in its mission to provide teaching, research, creative activity and service to the citizens of South Carolina in a non-discriminatory manner.

Initiative 1: Expand the existing network of support between the USC EOP Office, the USC Legal Department, and the USC Division of Human Resources campus-wide by establishing campus/departmental liaisons to address and refer grievances and complaints for processing in a more timely manner.

Action Plan

- Provide additional training and establish EOP liaisons on each university campus as it relates to EEO issues.
- Timely review and processing of all complaints and grievances within 30-45 days.
- Create a no-fault mediation process to reduce grievances/complaints at the lowest levels during the fiscal year on all campuses.

Results/Indicators

- The EOP Office offers training on a college/departmental basis within individual colleges/departments. This has been very successful in making faculty and staff aware of EEO rules and regulation and meeting faculty and staff on their turf.
- When a grievance is filed, the EOP Office has instituted a policy that all parties are offered mediation within 5 days from when the grievance is filed. This has greatly reduced processing time and often provides quick resolutions.
- In the past fiscal year (2011-2012), the EOP Office received eight [8] formal complaints and seventy-five [75] informal complaints. Every complaint was processed to completion in less than 60 working days.

Dashboard 1

Type of Complaint filed with USC EOP Office	FY 09-10	FY 10-11	FY 11-12
Formal	4	11	8
*Informal	56	40	75

(*) – Informal and successful intervention has significantly aided the USC EOP Office in limiting the number of formal complaints filed.

Goal 2: *In compliance with the University’s commitment to meeting federal mandates as it relates to the processing of all student complaints, the USC Office of Equal Opportunity Programs has over the past year (2011-2012) focused on developing a strategy to ensure all student complaints based upon any alleged illegal harassment/discrimination are directly processed through the Office of Equal Opportunity Program in a timely manner. The Office of Equal Opportunity Programs has also designated an official/investigator within the Office of Equal Opportunity Programs whose primary function shall be the receipt, review and resolution of all student complaints of illegal harassment/discrimination. This student complaint official shall work very closely with the Office of Student Affairs and shall be physically stationed in the heart of the campus and readily accessible to all students via phone, email and in person.*

Relationship to Vision/Mission

The University of South Carolina’s Office of Equal Opportunity Programs (EOP) is committed to ensuring and supporting the University of South Carolina’s efforts to provide quality teaching, research, creative activity and services to all students and ensuring a discrimination free learning and work environment.

Initiative 2

Revamp the illegal harassment/discrimination complaint policies that currently exist and create a student specific policy that is student friendly and readily accessible using existing and expanded technology to ensure the timely receipt and processing of all student complaints of illegal harassment/discrimination.

Action Plan

- Establish an online (EOP) student friendly complaint processing website that is readily accessible and directed solely toward students.
- Ensure all student complaints and grievances that are received are processed to closure within 30 to 45 days.
- Create a visible presence in Student Affairs and raise the visibility of the Office of Equal Opportunity Programs and the services offered by the Office of Equal Opportunity Programs to individual students, student groups i.e. fraternities, sororities and other student focused groups and targeted student activities and programs by hiring a minimum of two (2) additional EOP Investigators/Representatives. These representatives will address student only complaints and provide student focused training as it relates to maintaining a discrimination free learning environment and workplace.

Results/Indicators

- To be measured on a quarterly basis and evaluated by the Office of Student Affairs and the USC Legal Office for successful implementation.
- Number of complaints filed and processed to successful resolution within 30 to 45 days.
- Number of students and student based groups that are trained and provided with the resources and information to support the student based complaint processing procedure.

Dashboard 2

Current Status and Staffing Patterns for USC Office of Equal Opportunity Programs		
Service Group/Staffing Resources	University of South Carolina System	USC Survey of ACC and SEC Institutions with EOP Offices and their Service Audience
African-American Student Population	7,433 (16.2%)	72% of institutions surveyed serve less than 9% African American Students
Institutional Size	45,774	55% of schools surveyed have student populations more than 25,000
# of Full-time Professional Staff in EOP Offices	4	55% of institutions surveyed have 5 or more professional level employees
# of Support Staff in EOP Offices	1	80% of institutions surveyed have 2 or more support staff 50% have 3 or more
Office Operating Budgets (Excluding salaries)	\$40,000	45% of institutions surveyed have a budget of \$55,000 or more excluding salaries 20% have budget of \$150,000 or more excluding salaries

The USC EOP Office serves more minority students and has a much larger percentage of African American students based upon the surveyed institutions; however, we have fewer numbers of professional level and support staff and a smaller operating budget than peer and peer aspirant institutions that have EOP Offices.

ACC Institutions Surveyed

- Wake Forest
- Virginia Tech
- University of Virginia
- North Carolina State University
- University of North Carolina Chapel Hill
- University of Miami
- University of Maryland
- Georgia Tech
- Florida State
- Duke University
- Clemson University
- Boston College

SEC Institutions Surveyed

- Auburn University
- LSU
- Mississippi State University
- The University of Alabama
- University of Tennessee
- University of Arkansas
- University of Florida
- University of Georgia
- University of Kentucky
- Ole Miss
- Vanderbilt

Dashboard 2 (Projections)

To be evaluated and measured on the basis of how many complaints are successfully addressed on an annual basis by the USC EOP Office and the office’s ability to ensure USC EOP is able to address these complaints in house before, rather than after, a complaint is filed with the US Department of Justice/US Department of Education.

Number of Complaints Filed with EOP to be measured during FY 2012-13 – TBD*	Number of Complaints filed with DOJ* TBD during FY 2012-13
Number Resolved with EOP within 30-45 Days to be measured during FY 2012-13 – TBD*	Number Resolved with DOJ within 30-45 Days* TBD during FY 2012-13

(*) TBD – To be determined [If all complaints are addressed and successfully resolved by USC EOP Office, hopefully -0- complaints will be filed with DOJ.]

Goal 3: *Update and expand the USC equal opportunity and diversity training program for faculty, staff and students so that EEO/diversity training can be accessed on-line through the USC Office of Equal Opportunity Programs’ [EOP Office’s] website.*

Relationship to Vision/Mission

The University of South Carolina is a multicultural organization that is committed to teaching, research, creative activity and service. The USC EOP Office has as an integral part of its responsibility the design and implementation of an EEO/diversity training program that will meet the needs of this multicultural organization and allow for persons from varied backgrounds to reap the full benefits of teaching, research, creative activity, and service on all campuses.

Initiative 3

* Develop an EEO/diversity training program that is designed to reach faculty, staff and students campus wide through on-line interactive modules within the current fiscal year.

Action Plan

*Incorporate the current EEO/diversity training program into a web-based format with various training modules.

*Success will be determined by the number of faculty, staff and students who successfully complete the program over the next twenty-four months.

Results/Indicators

- ❖ The EOP Office is working with the UTS department on expanding the current web site on EEO/diversity training to ensure we reach all faculty, staff and students.
- ❖ The EOP Office created and developed a Diversity Resources manual and it has been activated on the office’s web site for viewing by faculty, staff and students.
- ❖ The EOP Office during the 2011-2012 fiscal year has successfully conducted a total of sixty-six [66] hands-on EEO/diversity training sessions this year, attended by approximately 2,110 faculty, staff and graduate students.

Dashboard 3

USC EOP Office Trainings Completed	FY 09-10	FY 10-11	FY 11-12
# of Trainings	57	43	66
Persons Served	1575	1455	2110

Goal 4: *Improved coordination and support of the University of South Carolina’s Access and Equity Program with the USC Graduate School to attract and graduate under-represented (African-American) students.*

Relationship to Vision/Mission

The USC EOP Office coordinates the USC Access and Equity Program. USC, as a diverse campus, has made Access and Equity a priority and focus for diversity as it relates to its mission of teaching, research and creative service to move the state of South Carolina forward economically, socially and educationally.

Initiative 4

*Develop a strategy to attract more underrepresented students (African-Americans) for the USC Graduate School (PhD and Masters Programs).

*Develop a strategy to improve retention and improve graduation rates for underrepresented students (African-Americans) pursuing PhD and Masters degrees in USC’s Graduate School.

*Work with the African-American Professors Program to improve retention and graduation rates for underrepresented students (African-Americans) in USC’s Graduate School.

Action Plan

Retention and graduation rates will be monitored and coordinated with the USC Graduate School and improved each year for the targeted population.

Results/Indicators

- ❖ The EOP Office is responsible for ensuring Access & Equity funds are properly distributed and audited for each campus.
- ❖ On a regular basis, communication is established with the Graduate School to ensure access and equity dollars are appropriately utilized to target underrepresented minority students pursuing masters and terminal degrees (Ph.D.s).
- ❖ During the 2010-2011 fiscal year, all funding provided by the S.C. Commission on Higher Education’s Access & Equity Program to assist in the matriculation of underrepresented graduate students was cut by the state budget across the board. Despite these cuts, USC is still committed and still provides resources to make sure our access and equity efforts for minority outreach to students has been maintained.
- ❖ The EOP Office’s strategy has been to provide resources and support to underrepresented masters and doctoral students, thus allowing them to concentrate on their studies. Degrees awarded in FY 2010-11 for underrepresented (African-American) graduate students [includes professional, masters, specialists and doctoral degrees awarded] has substantially increased from FY 2006-2007 per the below chart. [Data derived from the Institutional Assessment & Compliance “Fact Book” of degrees awarded to African-American graduate students.]

Dashboard 4

USC Graduate Degrees Awarded to African-Americans	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
	225	236	270	279	277

Goal 5: *Revamp current statistical reporting requirements for the University of South Carolina to ensure compliance, and timely reporting, for both federal and state compliance agencies and laws.*

Relationship to Vision/Mission

The USC EOP Office coordinates and prepares statistical reports, as required by federal and state laws, in order to meet the federal contractual compliance laws, rules and regulations that the University of South Carolina, as a state university and federal contracts and grants recipient, must meet.

Initiative 5

*Continuation of ongoing statistical reporting for the University of South Carolina to ensure compliance with all applicable state and federal laws, rules and regulations.

Action Plan

Statistical reports are submitted in a timely fashion and approved by state and federal compliance agencies on behalf of the University of South Carolina thus ensuring grants and contracts are not negatively impacted.

Results/Indicators

- ❖ USC underwent an external audit of its Equal Opportunity and Affirmative Action Plan in 2010 and 2011 conducted by the US Department of Labor – Office of Federal Contract Compliance Programs. **USC passed this audit with (0) audit exceptions.**
- ❖ Completed and submitted the Goal Achievement/EEO Progress Report [i.e., “Proviso Report”] to the S.C. Human Affairs Commission. [Successfully approved.]
- ❖ Completed and submitted the Applicant Information Report to the S.C. Human Affairs Commission. [Successfully approved.]
- ❖ Completed and submitted the VETS 100 Report to the U.S. Department of Labor. [Successfully Approved.]
- ❖ Completed and submitted the “Response to Proviso Report” [for USC’s Affirmative Action Plan] to the S.C. Human Affairs Commission prior to submission to the General Assembly as required by state law. [Successfully approved.]
- ❖ During the year, successfully completed approximately 20 “statistical underutilization reports” requested by departments and search committees reference major searches.
- ❖ Provided other statistical reports as requested and completed all necessary financial reports requested in compliance with the Budget Office in a timely manner.

Dashboard 5

USC EOP Generated Reports			
Year	FY 09-10	FY 10-11	FY 11-12
Mandated Reports	4*	4*	4*
Statistical Reports	12	15	20

*The above four mandated reports are compiled individually for each of the eight campuses.

Goal 6: *Increase the diversity of the University faculty by supporting the Provost’s efforts to remedy underrepresentation in various disciplines system wide and to ensure compliance with the letter and spirit of state and federal recruitment laws.*

Relationship to Vision/Mission

The USC EOP Office works in partnership with the Office of the Provost, and maintains relevant records and data relative to faculty recruitment and maintains a “recruiting manual” and “resource manual” to assist with all University faculty recruiting needs.

Initiative 6

*Maintain current data and records of faculty searches at USC system wide as well as maintaining two manuals which assist faculty recruitment university system wide.

Action Plan

All faculty searches at USC will be recorded in a timely manner and information coordinated with the Office of the Provost. All inquiries concerning faculty recruitment will be maintained per state and federal law. All resource manuals will be updated on an as needed basis to comply with state and federal law.

Results/Indicators

- ❖ The EOP Office, within the past fiscal year, has successfully worked with the Office of the Provost's task force to update the Faculty Recruitment Manual and Faculty Welfare and Faculty Family Friendly Policies.
- ❖ The EOP Office has worked with the Provost to continuously provide current data and to update recruiting guidelines to ensure university, federal and state policies are provided and are applied in an equitable manner by all deans, department heads and search committees.
- ❖ During the past fiscal year, the EOP Office's staff completed 165 notice letters to deans/department chairs notifying them of specific recruitment practices and procedures for searches.
- ❖ During the past fiscal year, the EOP Office provided EEO Data Reporting Forms and EEO Data Tabulation Sheets to approximately 65 departments who were closing out their search processes.
- ❖ During the past fiscal year, the EOP Office's Executive Assistant has served on both the Diversity Initiative Task Force Committee and the Focus Carolina Committee.
- ❖ During the past year the EOP Office's Executive Assistant worked with the Provost Office on a workshop and presented EEO information and data on *How to Conduct Legally Sound Searches for Faculty/Unclassified Administrators*, to all faculty, departmental chairs and managers.
- ❖ During the past year the EOP Office has provided 37 search committee presentations.
- ❖ During the past year, the EOP Office has provided personal consultations/assistance via phone and email to 560 individuals (Deans, Assistant Deans, Managers & Supervisors) requesting EEO/AA and recruitment assistance.

Dashboard 6

USC EOP Office Support for Searches	FY 09-10	FY 10-11	FY 11-12
Faculty Closings	30	15	65
Underutilized Letters	45	40	165
Search Committee Presentations	18	23	37
EEO/AA Consultation	467	500	560

Goal 7: *Provide staff support to the Office of the President in the coordination of campus wide community service activities as relates to the President's Community Advisory Committee, the President's Athletic Advisory Committee, the Martin Luther King, Jr. Commemorative Celebrations and other community service activities.*

Relationship to Vision/Mission

The USC EOP Office assists the Office of the President with the coordination of activities which work to improve significantly the promotion of diversity and community-outreach needs and plays an ambassadors role for the entire university system.

Initiative 7

*Coordinates, assists, and maintains specific programs to promote diversity and community outreach needs.

Action Plan

Activities are intended to expand and encourage innovative programs, resource opportunities and cooperation within the community, allowing supportive relationships to develop among all persons that the University serves.

Results/Indicators

- ❖ The Executive Assistant to the President for Equal Opportunity Programs provided staff support for the President's Community Advisory Committee, the President's Athletic Advisory Committee and provided resource information to assist the committee in its official capacity as it relates to USC community outreach activities and services.
- ❖ The Executive Assistant to the President for Equal Opportunity Programs chaired the university's annual Dr. Martin Luther King, Jr.'s Commemorative Celebrations which were successfully received by the public. Additionally, the EOP Office's staff worked diligently to contribute to the success of the overall celebrations on the campus impacting faculty, staff, students and the general public. The USC MLK Committee celebrations are the largest attended celebration activities in the city of Columbia.
- ❖ The EOP Office's staff coordinated the annual BTW Service Weekend activities, a community outreach program in the African American community recognizing the significance of the Booker T. Washington High School educational legacy and its historical relationship with USC.
- ❖ The Executive Assistant to the President for Equal Opportunity Programs has also served as a liaison to the President's Office for women and minority initiatives on behalf of the university.
- ❖ The Executive Assistant to the President for Equal Opportunity Programs has also served on the Diversity Initiative Task Force Committee to establish a system wide strategic plan for diversity as an integral part of Focus Carolina.

Dashboard 7

	2009-2010 Average Attendance	2010-2011 Average Attendance	2011-2012 Average Attendance*
MLK Activities	400 – 500 Attendees & Participants	600 – 700 Attendees & Participants	1,500 – 2,000 Attendees & Participants
BTW Celebrations	250 – 300 Attendees	350 – 400 Attendees	400 – 450 Attendees
Other Community Based Support Services i.e – President’s Community Advisory Committee, President’s Athletic Advisory Committee, other USC community outreach activities	Successfully Staffed	Successfully Staffed	Successfully Staffed

(*) – USC has a variety of MLK events, Day of Service, Law School Program, MLK Breakfast and in 2011 – 2012 brought back the MLK Gospel Fest which is geared to the USC community and city of Columbia community at large and was well attended.

III. Resource Requirements

The USC EOP Office will continue to utilize and prioritize current resources to fund goals **one through seven** and is requesting additional funding only for goals **two and seven**.

Goal 1. No additional funds requested.

Goal 2. Additional funding of \$100,000.00 is requested to achieve goal of ensuring all student complaints are addressed in a timely manner and all aspects of Goal 2 are met in compliance with federal rules and regulations as required by the U.S. Department of Justice. The EOP Office will use the requested funds to hire and train two EOP Representatives whose sole focus will be on student complaint activities, i.e. training and resolution of complaints. Given the status of the EOP Office's current workforce in comparison to other peer and peer aspirant institutions this request is warranted and support by the record and shows USC's commitment to the U.S. Department of Justice (DOJ) to establish a student oriented complaint process on or before January 1, 2013.

Goal 3. No additional funds requested.

Goal 4. No additional funds requested.

Goal 5. No additional funds requested.

Goal 6. No additional funds requested.

Goal 7. Based upon the increased cost for all the annual commemorative MLK activities, we are respectively requesting an additional \$5,000 to cover the rental and related cost for the use of USC facilities during the annual celebration week, such as cost for the Koger Center and the USC Inn.