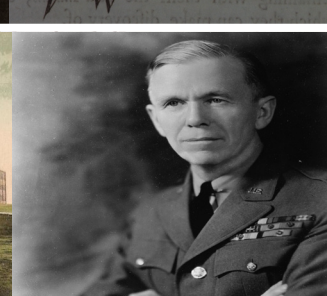


Pocahontas, daughter of the Algonquian chief, in a circular frame.



# PLANNING FOR DIVERSITY

# EQUITY AND INCLUSION

## AT THE VIRGINIA DEPARTMENT OF HISTORIC RESOURCES



# VIRGINIA DEPARTMENT OF HISTORIC RESOURCES STRATEGIC PLAN FOR INCLUSIVE EXCELLENCE



2021-2025



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# EXECUTIVE SUMMARY



**T**he mission of the Virginia Department of Historic Resources “is to foster, encourage, and support the stewardship of Virginia’s significant historic architectural, archaeological, and cultural resources” which means our scope is rarely diverted from the diverse nature of Virginia’s past and is intimately – an often uncomfortably – focused on the diverse nature of Virginia’s present. As the illustrations on the cover of this report convey, DHR serves many stakeholders. It also points out that a significant portion of our efforts have had the goal, especially since the administration of Governor Douglas Wilder, to ensure better representation of the history of underrepresented communities in the inventory of significant resources that is our duty to curate.

Happily, the Agency can report much success in these efforts, especially in the past two decades. Representation of the people, places and key events of foundational groups of fellow Virginia citizens has grown from near zero to a point of critical mass in milestone measures such as the Virginia Landmarks Register, the National Register of Historic Places, the Virginia Historical Highway Markers Program, and the Virginia Cultural Resources Information System. Since 2014, the number in awards from the historic preservation grant programs DHR administers on behalf of the Department of the Interior/National Park Service and the Virginia General Assembly to diversity-related preservation projects now exceeds \$17 million. And, although the General Assembly has not established a statewide grant program for the preservation of historic African American resources, DHR hopes to lead the way toward implementing this desperately needed program having applied this year to the NPS/Paul G. Bruhn Rural Revitalization Grant Program to create and administer a \$1 million sub-award program specifically for the rehabilitation of historic African American schools.

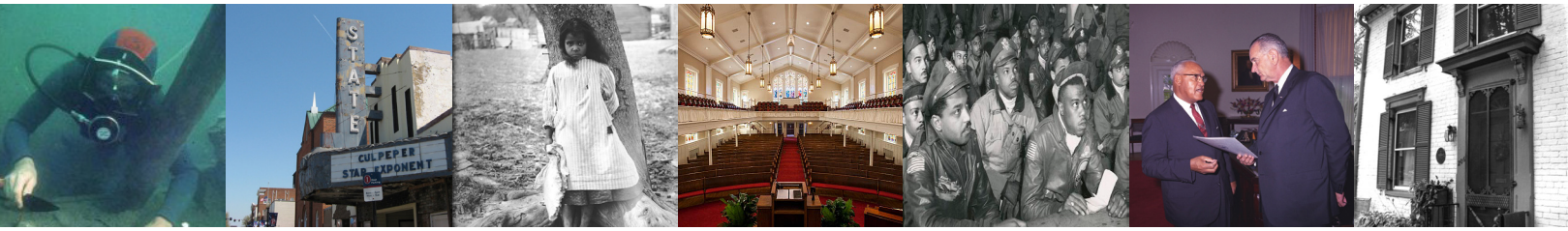
Actions, of course, speak louder than words, and DHR is well aware that promoting a culture of Diversity, Equity, and Inclusion at the Agency means more than providing programs and services to the multiplicity of communities that comprise our Commonwealth. The process of embedding DE&I into all that we do on an internal basis has begun. However, our work is far from done. Without question one of the most significant needs of our Agency and the preservation profession of which we are a part – which relies on the expertise of authorities from archaeologists and architects to accountants and administrators to make it operate—is to attract people from diverse backgrounds to consider building a career with us. For this reason and many others, the One Virginia initiative supports and bolsters our efforts towards Inclusive Excellence. This report is also an opportunity to highlight for the educators and students we hope will read this report the many ways that DHR’s existing programs align the diversity of the present with the diversity of Virginia’s past. The plan presented here should be considered our initial attempt to set objectives and strategies that will direct our energies as we continue to move toward crafting a culture where employees, stakeholders, and residents are welcomed and empowered. We are very excited to put them to work.

Julie V. Langan  
Director and State Historic Preservation Officer





# INTRODUCTION



**T**he Governor's Executive Order One requires that agencies take affirmative measures to enable and encourage the recruitment of a diverse staff. In addition, as part of the Special 2021 Session of the Virginia General Assembly, Chapter 168 of the Virginia Acts of Assembly mandates that agencies create a complete diversity, equity, and inclusion plan in coordination with the Governor's Director of Diversity, Equity, and Inclusion. "One Virginia: Many Virginians, One Commonwealth" published by the Office of Diversity, Equity, and Inclusion provides the overarching goals for which agencies are tasked with achieving.

This plan, therefore, has been developed in accordance with these guiding documents and sets forth the objectives and strategies by which DHR plans to achieve those important goals. Because this is a four-year strategic plan, there are four main objectives for each goal. The plan also contains strategies, metrics, and anticipated results for each of the established objectives. It is our intention that this plan for diversity, equity, and inclusion fosters equitable opportunities, promotes inclusiveness both internally and externally, and works to establish a culture of Inclusive Excellence. In addition to outlining how DHR plans to achieve the five goals towards Inclusive Excellence, included in the sidebars and photos on each page are illustrations of how our programs have been working to, and will continue to, achieve these goals as well. Current planning efforts for diversity, equity and inclusion at DHR have been preceded by the following:

DHR has been Certified a V3 Employer

Our website and all job postings have the following statement: *DHR is an equal opportunity employer who values diversity in the workforce. Women, Minorities, Veterans, and people with disabilities are encouraged to apply. Requests for reasonable accommodations will be provided to applicants in order to provide access to the application and/or interview process*

We facilitate a disability friendly workplace culture by ensuring our office buildings are handicap accessible

We require Civility Training as part of the on-boarding process and Diversity Training is part of all EWPs, and staff must complete Employee Law Training in order to participate on recruitment panels

We support staff when reasonable accommodations are requested

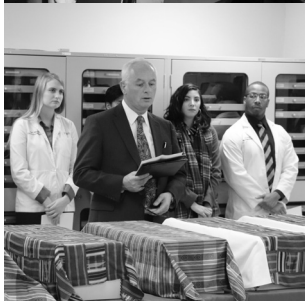
We create an environment where employees can feel comfortable about disclosing their disability without fear of repercussions

We are committed to assisting staff with understanding DE&I. Professional training provided in 2020 focused on fostering inclusion and welcoming diversity in the workplace

We have prioritized various policies (telework & recognition) that allow employees to feel valued and celebrate them for those attributes

Our dedicated nursing room for mothers complies with state lactation accommodations laws

Our website is routinely reviewed for 508 compliance



# ONE DHR PRINCIPLES OF COMMUNITY

THE VIRGINIA DEPARTMENT OF HISTORIC RESOURCES (DHR) is committed to the commonwealth, the nation, and the world. We are a community of diverse constituency possessing a variety of perspectives, identities, and lived experiences. We recognize that to create an inclusive and intellectually vibrant community, we must understand and value both our individual differences and our collective similarities.

These **PRINCIPLES OF COMMUNITY** are aspirational statements that embody our commitment and reflect the ideals we seek to uphold. Therefore, we adopt and practice the following principles as fundamental to our ongoing efforts and the ONE Virginia mission to increase access, success, and inclusive excellence and to create a community that nurtures learning and growth for all of its members and customers:

**WE AFFIRM** the inherent dignity and value of every person and strive to maintain a climate for work, service, and learning based on mutual respect and understanding.

**WE AFFIRM** the right of each person to express thoughts and opinions freely. We encourage open expression within a climate of civility, sensitivity, and mutual respect.

**WE AFFIRM** the value of human diversity because it enriches our lives and our organizations. We acknowledge and respect our differences while affirming our common humanity.

**WE AFFIRM** the development of a high-quality, diverse workforce and the equipping of leaders with the skills to leverage diversity as a strength that reflects all segments of our society and values all aspects of our different lived experiences. We will achieve this through strategic recruitment, outreach, and partnership with internal and external stakeholders to bring awareness of internship and employment opportunities across the Agency and the Commonwealth to historically underrepresented groups and identities.

**WE REJECT** all forms of prejudice and discrimination, including but not limited to those based on age, color, ability, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, and veteran status. We take individual and collective responsibility for helping to eliminate bias, and discrimination and for increasing our own understanding of these issues through education, training, and interaction with others.

**WE AFFIRM** that diversity is a strength and commit to identify and breakdown structural barriers to full inclusion by embedding equity and inclusive excellence into our systems, formal and informal policies, and practices and be accountable for results and outcomes.

**WE PLEDGE** our collective commitment to incorporate these principles into DHR's mission to foster, encourage, and support the stewardship of Virginia's significant historic architectural, archaeological, and cultural resources.



# EXECUTIVE STEERING TEAM



WENDY BAKER

Human Resource Manager, Administrative Services Division

DAVID EDWARDS

Director, Community Services Division

JIM HARE

Director of Special Projects, Office of the Director

GERI HAYES

Director, Administrative Services Division

RANDALL JONES

Public Information Officer, Office of the Director

ROGER KIRCHEN

Director, Review & Compliance Division

JULIE LANGAN

DHR Director and State Historic Preservation Officer

MEGAN MELINAT

Director, Preservation Incentives Division

ELIZABETH MOORE

State Archaeologist, State Archaeology Division

JOLENE L. U. SMITH

Director, Survey & Information Management Division

STEPHANIE WILLIAMS

Deputy Director, Office of the Director

# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL ONE — Access and Success: Recruit and retain a diverse workforce

### OBJECTIVE 1A:

Increase awareness of and interest in the field of historic preservation and the number of Black and Indigenous People and People of Color selecting these fields of study at the undergraduate and graduate levels

### STRATEGY:

Implement an internship program with HBCUs to cultivate preservation professionals and promote historic preservation fields of study at K-12 schools and Boys and Girls Clubs

### METRIC:

Number of diverse students reached at K-12 career days and undergraduate career fairs

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time  
Funds for production of in-house materials

### LEAD PERSON(S):

Community Outreach  
Human Resources Manager  
Program staff depending on event

### ANTICIPATED DELIVERABLE OR RESULT:

DHR name recognition in younger, diverse populations; interest in historic preservation in the same

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Internship program and work with Boys and Girls Clubs not yet begun; Work with K-12 ongoing

#### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE VIRGINIA LANDMARKS REGISTER AND NATIONAL REGISTER OF HISTORIC PLACES

The many ways women have contributed to the history of the Commonwealth are consistently recorded by the Virginia Landmarks Register and National Register programs. The front porch of the Maybelle And Ezra Carter House pictured above is significant to the development of American music. In 1943, Maybelle formed a group with her three daughters, entitled Mother Maybelle and the Carter Sisters, which gained fame performing with the Grand Ole Opry. Maybelle's daughter, June, married singer Johnny Cash. Together they continued the family music tradition and owned the house at the time of its listing in the registers.





# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL ONE — Access and Success: Recruit and retain a diverse workforce

### OBJECTIVE 1B:

Recruit and hire a diverse workforce at every level of leadership

### STRATEGY:

Implement intentional outreach and recruitment strategies to increase applicants and hires from historically underrepresented populations

### METRIC:

Number of job fairs attended by DHR staff

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time  
Materials--produce in-house  
Travel

### LEAD PERSON(S):

Community Outreach Coordinator  
Human Resources Manager

### ANTICIPATED DELIVERABLE OR RESULT:

Diverse staff

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Not yet begun

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE REHABILITATION TAX CREDITS

The Trailways Bus Station in downtown Petersburg pictured above was the site of civil rights protests and sit-ins that occurred during 1960 and 1961. As one of the stops on the historic Freedom Ride civil rights campaign, the bus station witnessed events that were a critical part of the Civil Rights Movement in Petersburg and the Commonwealth. Through the federal and state rehabilitation tax credit programs, property owners are given substantial incentives for private investment in preservation, resulting in enormous advantages to the public. By facilitating financial incentives to rehabilitate rather than demolish neglected properties of historical significance, the Rehabilitation Tax Credit Program exerts a powerful influence on their preservation so that their important stories can continue to be shared with future generations.



# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL ONE — Access and Success: Recruit and retain a diverse workforce

### OBJECTIVE IC:

Retain and promote a more compositionally diverse workforce

### STRATEGY:

Review and redesign employee on-boarding to incorporate inclusive principles and ideas

### METRIC:

Percentage of new employee surveys completed and received indicating a positive experience with recruitment and on-boarding in relation to equity

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager

### ANTICIPATED DELIVERABLE OR RESULT:

Initial awareness of a culture of DE&I at DHR

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Short-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Not yet begun

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE DIVISION OF STATE ARCHAEOLOGY

Virginia's archaeological resources are stewarded for educational and cultural benefits that the Agency works to extend to everyone living in or visiting the Commonwealth. Most of the department's archaeological survey, field, and technical assistance activities are conducted from our regional offices in Stephen's City, Salem and Richmond and the archaeologists stationed there assist with identifying or managing archaeological sites, conducting educational programs about area archaeology, and answering the myriad of questions citizens have about the thousands of years of human occupation in Virginia. DHR makes its wide variety of archaeological programs available to schools, organizations, and museums for teaching purposes. DHR also has Archaeological Resource Kits (ARKs) available for classroom use. One ARK covers topics in archaeology for Virginia Indians, another covers African American-associated artifacts and archaeology.





# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL ONE — Access and Success: Recruit and retain a diverse workforce

### OBJECTIVE ID:

Establish a foundation for supporting and embracing a culture of DE&I

### STRATEGY:

Implement employee engagement and exit surveys and create institutional changes based on the feedback gained from them

### METRIC:

Number of surveys circulated to staff and any changes made based on the feedback

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager  
Senior Team

### ANTICIPATED DELIVERABLE OR RESULT:

Staff assurance that supporting a culture of DE&I is a top priority for leadership

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Not yet begun

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE TRIBAL OUTREACH

Today, about 3,500 people of Indian ancestry live in Virginia as members of state recognized tribes. Census figures hold that 25,120 more people of American Indian, Alaskan and Hawaiian ancestry live in urban areas, such as Tidewater, Northern Virginia, Roanoke, and Richmond. Eleven organized Indian groups together make up one the largest populations of Native Americans on the East Coast. These include the Pamunkey and the Mattaponi, two tribes in King William County. Their state reservations date from the 1600s. Nine other incorporated groups are officially recognized as Indian tribes by the State of Virginia. Through interaction with tribal officials a variety of programs at DHR act to identify, protect, and preserve archaeological and cultural properties significant to Virginia Indians, such as the Rappahannock Chief Nelson House pictured above, which is undergoing an extensive documentation, stabilization and rehabilitation project.

# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL TWO — Climate and Intergroup Relations: Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operation

### OBJECTIVE 2A:

Promote a culture of DE&I both internally with staff and externally with our clients

### STRATEGY:

Add DE&I elements to program materials, marketing materials, website, social media, wall coverings, and agency decorations/bulletin boards, etc

### METRIC:

Results of employee engagement surveys

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

Funds for production of in-house materials

### LEAD PERSON(S):

Public Information Officer

Human Resources Manager

Staff assisting with Social Media

### ANTICIPATED DELIVERABLE OR RESULT:

Staff and client assurance the DHR embraces a culture of DE&I

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Medium

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

In progress

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE RESEARCH, TECHNICAL, SURVEY AND PLANNING REPORTS

The oral history of the [Mattaponi](#) people and the documentary record of the Mattaponi Indian Reservation identify multiple historically significant heritage properties that reflect broad patterns of Native American history within the Commonwealth of Virginia. The Mattaponi are indigenous to the tidewater coastal plain of Virginia, and closely related to the region's other Algonquian speakers, including the neighboring Chickahominy, Nansemond, Pamunkey, Patowomeke, and Rappahannock. The potential for future research on the Mattaponi Indian Reservation is substantial because the community's nineteenth- and twentieth-century documentary record remains mostly under researched and unpublished. The photo shows Chief O.T. Custalow presenting a rockfish to Governor Colgate Darden in 1944. Reports on the [High Plains Sappony](#) and the [Nottoway](#) also available.



# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL TWO — Climate and Intergroup Relations: Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operation

### OBJECTIVE 2B:

Ensure agency leadership embraces and exemplifies its dedication to and support of the ONE Virginia plan

### STRATEGY:

Emphasize senior management's commitment to DE&I by conveying the business need for DE&I in messaging, promotion, and behaviors reflective of the ONE Virginia brand and mission

### METRIC:

Annual employee survey requesting feedback on: workplace climate perceptions, sense of belonging, career growth opportunities, and awareness and understanding of agency and departmental resources related to harassment, discrimination, and identity-based violence

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager  
Senior Team

### ANTICIPATED DELIVERABLE OR RESULT:

Leadership understanding of level of staff perception of agency's commitment to DE&I

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Not yet begun

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE HISTORICAL HIGHWAY MARKERS

The work of the staff of DHR's Historical Highway Marker Program expands understanding of the diverse history of the Commonwealth. For example the marker for Great Indian Road explains its development by Iroquois warriors traveling in the 1700s through the Great Valley of the Appalachians from Cohongaronto (north of the Potomac), to raid the Catawba in the Carolinas. The Lancaster Treaty of 1744 clarified the road's direction and acknowledged the Iroquois' right to travel through Frederick County to New River settlements and farther south.



# IMPLEMENTING INCLUSIVE EXCELLENCE



**GOAL TWO — Climate and Intergroup Relations:**  
Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operation

**OBJECTIVE 2C:**

Create and sustain a climate that is supportive and that values and integrates differing experiences

**STRATEGY:**

Normalize and encourage flexible work policies and programs such as telework, wellness programs, tuition assistance, forgiveness, community service leave, and professional development to support employees' and agencies' growth and productivity at all levels

**METRIC:**

Percentage of staff taking advantage of at least one flexible work program

**RESOURCES REQUIRED / FISCAL IMPACT:**

Staff time

**LEAD PERSON(S):**

Senior Team  
Human Resources Manager

**ANTICIPATED DELIVERABLE OR RESULT:**

Staff assurance of leadership's commitment to a supportive and inclusive work environment

**IMPACT (HIGH, MEDIUM, LOW):**

High

**TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):**

Medium

**PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)**

On going

**DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE**  
**STATE STEWARDSHIP**

The number of resources, such as Azurest South shown above, that are significant to the history of diverse people and communities in our state and owned and maintained by agencies of the Commonwealth is staggering. This DHR program is instrumental in helping them keep tabs on the many issues that can threaten their future. DHR staff also manages with its sister agencies the associated public interest considerations such as landmark designation and the proper care and maintenance of the properties. DHR assists the agencies of the Commonwealth in assessing the magnitude of financial impacts that failure to maintain property can cause. Furthermore, DHR helps assess their value as public education, cultural appreciation, and heritage tourism assets.





# IMPLEMENTING INCLUSIVE EXCELLENCE



**GOAL TWO — Climate and Intergroup Relations:**  
Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operation

**OBJECTIVE 2D:**

Ensure agency staff are respectful of differing perspectives and support a culture of inclusivity

**STRATEGY:**

Educate employees and interns on equity policies

**METRIC:**

Percentage of staff who review agency equity policies yearly

**RESOURCES REQUIRED / FISCAL IMPACT:**

Staff time

**LEAD PERSON(S):**

Human Resources Manager

**ANTICIPATED DELIVERABLE OR RESULT:**

An entire staff with knowledge of equity policies which instill respect and support of everyone from every background

**IMPACT (HIGH, MEDIUM, LOW):**

High

**TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):**

Medium

**PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)**

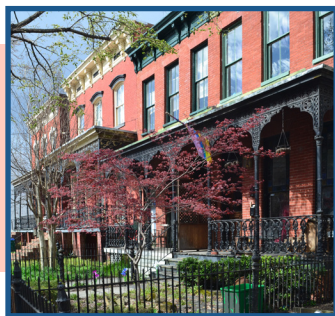
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**DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE**

**ROSENWALD SCHOOLS MPD AND SURVEY**

One of the most successful initiatives to provide universal schooling for African American students during the long decades of segregation was the Rosenwald Fund, established in 1917. Preservation Virginia, which partnered with DHR on statewide surveys partially funded by the NPS Underrepresented Communities Grant Program, “found that out of the 382 Rosenwald Schools and auxiliary buildings built in Virginia between 1917 and 1932, 126 are still standing and 256 have been demolished. The importance of these buildings, along with other historic African American schools, and even the sites of those no longer standing, has been demonstrated nationally. In Virginia this single category of historic properties has galvanized their alumni as well as their children and grandchildren to embrace historic preservation as an invaluable way to underscore the enduring effort Black communities have made to ensure equal access to the American promise of education for all. The [St. Paul's Chapel School](#) pictured above was built using Rosenwald funding in Brunswick County.

# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL THREE — Training and Education: Engage in learning the concepts of DE&I, and the importance of these concepts in completing the agency mission

### OBJECTIVE 3A:

Ensure agency staff awareness and understanding of DE&I practices and values

### STRATEGY:

Offer increased DE&I programming and educational opportunities

### METRIC:

Number of DE&I programs or educational opportunities attended by staff

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager  
Senior Team

### ANTICIPATED DELIVERABLE OR RESULT:

Assurance of staff support of DE&I values

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

On going

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE PRESERVATION GRANTS

In 2021 DHR was called upon by the General Assembly to administer a variety of grants made during the 2019-2020 and the 2021-2022 SFYs to 14 projects in 12 different jurisdictions across the Commonwealth. A grant made to the creators of the JXN Project is assisting citizens in their efforts to honestly and accurately capture the pivotal role of Richmond in the evolution of the Black American experience. Focused on the [Jackson Ward National Historic Landmark District](#) shown above, the JXN project is focused on studying the complex origins of the name for this Richmond ward, which date back to April 17, 1871. The project also aims to rename the ward's surrounding streets, some of which bear the namesake of enslavers and/or pro-slavery sympathizers and soldiers, with honorary designations in homage to notable Black Richmonders with direct ties to the area and who better embody the essence of Jackson Ward – such as Abraham Skipwith, A.D. Price, Bill “Bojangles” Robinson, Charles Gilpin, Giles B. Jackson, John Jasper, John Mitchell Jr, Lillie Estes, Lorna Pinckney, Lucy Goode Brooks, Maggie L. Walker, Neverett Eggleston, Oliver Hill, Rosa Dixon Bowser, and W. W. Browne.

# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL THREE — Training and Education: Engage in learning the concepts of DE&I, and the importance of these concepts in completing the agency mission

### OBJECTIVE 3B:

Support consistent communication and understanding of agency DE&I policies

### STRATEGY:

Build opportunities for employees to learn about the agency's inclusive excellence framework, including its nondiscrimination policies, equity resolution processes, and resources for support

### METRIC:

Number of educational offerings

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager  
Senior Team

### ANTICIPATED DELIVERABLE OR RESULT:

Staff knowledge of agency DE&I policies

### IMPACT (HIGH, MEDIUM, LOW):

Medium

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

On going

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE CONTINUITY WITHIN CHANGE: VIRGINIA INDIANS NATIONAL REGISTER PROJECT

As one of the last remaining farms of the Nottoway's Indian Town, the Millie Woodson-Turner Homesite has connection to the living memory of Nottoway descendants today. After a 1953 chancery court-ordered auction of the land, the site left possession of Nottoway descendants, meaning prior to then the Millie Woodson-Turner Home Site had an uninterrupted indigenous tenancy, making it the only Iroquoian reservation site documented (to date) in Virginia. DHR staff spearheaded the effort to obtaining grant funding from the NPS in order to accomplish the work in conjunction with the American Indian Resource Center / College of William & Mary. Artifacts from the site, pictured above, were analyzed by archaeologists on the project and donated by the land-owner to the Nottoway who elected to have them curated and stored in the collections at DHR.



# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL THREE — Training and Education: Engage in learning the concepts of DE&I, and the importance of these concepts in completing the agency mission

### OBJECTIVE 3C:

Encourage and support all avenues and mediums of educational opportunities

### STRATEGY:

Identify and remedy barriers that impede employee professional development

### METRIC:

Participation rates in different types of educational offerings

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager  
Senior Team

### ANTICIPATED DELIVERABLE OR RESULT:

Increased staff participation in professional development opportunities and increased number of professional development opportunities taken advantage of by staff

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

On going

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE SURVEY AND PLANNING

Surveying historic resources lies at the heart of a good preservation program. In Virginia, the statewide survey has been underway for 50-plus years. During that time, more than 263,000 architectural and archaeological properties have been recorded and added to the state's inventory of historic sites. Surveys go beyond focusing on traditional "historic landmarks" such as 18th-century plantation houses or grand public buildings, or churches and courthouses. Surveys also include simple vernacular 19th-century dwellings such as those existing in the Josephine City Historic District shown above, streetcar suburbs, planned communities, barns and other agricultural structures. They cover bridges, cemeteries, factories, commercial structures, statues, tugboats, and structures associated with space exploration.

# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL THREE — Training and Education: Engage in learning the concepts of DE&I, and the importance of these concepts in completing the agency mission

### OBJECTIVE 3D:

Ensure learning from differing perspectives from a diverse group of experts

### STRATEGY:

Promote a diversity of subject matter experts, technical experts, and trainers for professional development

### METRIC:

Number of diverse speakers invited to speak to staff

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager

All staff with knowledge of speakers from diverse backgrounds

### ANTICIPATED DELIVERABLE OR RESULT:

Assurance that staff experience various perspectives and viewpoints

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

In process

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE ARCHITECTURAL AND ARCHAEOLOGICAL SURVEY

A historical highway marker dedication and community celebration in the Blackwell neighborhood of Richmond for civil rights leader Dorothy Height was an unexpected outcome of the process of architectural survey that often results in the identification of districts eligible for listing in the National Register. During the Reconstruction Era, Manchester became home to a growing number of African American-owned businesses and institutions, and nearly half of the city's total population were African Americans. Other prominent African Americans associated with the Blackwell historic district in addition Dorothy Height and educator James Blackwell for whom the Manchester neighborhood is named include Reconstruction leaders James B. Carter and Ballard T. Edwards, and religious leaders Anthony Binga Jr, and William Lee Ransome.

# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL FOUR — Infrastructure and Accountability: Create and sustain an agency or departmental infrastructure that effectively supports progress and accountability in achieving diversity goals

### OBJECTIVE 4A:

Create opportunities for collaboration across agencies in order to efficiently meet diversity goals

### STRATEGY:

Design processes to openly share resources and best practices across agencies, such as openly and transparently sharing opportunities for diverse employee engagement on agency internships, externships, advisory boards, commissions, or other volunteer services

### METRIC:

Evidence of increased cross-agency collaboration and sharing

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Senior Team  
Human Resources Manager  
Staff who work closely with other agencies

### ANTICIPATED DELIVERABLE OR RESULT:

Increased cross-agency collaboration to more efficiently meet diversity goals

### IMPACT (HIGH, MEDIUM, LOW):

Medium

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Not yet begun

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE THE LGBTQ HERITAGE WORKING GROUP

Valuable internship experiences of various lengths are sponsored by professionals at DHR. One such effort recently resulted in the report, “A Reconnaissance Survey of LGBTQ Architectural Resources in the City of Richmond” and the intern’s research provided background for the development of queer culture in Virginia’s capital. Although the histories of various minority groups have frequently been overlooked, Virginia and its residents can benefit from further attention to the field. In this case, by gaining a better understanding of the LGBTQ community and associated architecture, we enrich the history of Virginia and encourage rising interest in the untold stories of all marginalized communities.





# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL FOUR — Infrastructure and Accountability: Create and sustain an agency or departmental infrastructure that effectively supports progress and accountability in achieving diversity goals

### OBJECTIVE 4B:

Increase efforts to communicate agency diversity goals with the larger community

### STRATEGY:

Include DE&I objectives in the new Six-Year Comprehensive Plan

### METRIC:

Publication of the 6-year plan including DE&I objectives

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Senior Team

### ANTICIPATED DELIVERABLE OR RESULT:

The NPS-approved six year comp plan including DE&I initiatives

### IMPACT (HIGH, MEDIUM, LOW):

Medium

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Medium

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

In progress

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE CERTIFIED LOCAL GOVERNMENT (CLG) AND DHR COST SHARE GRANTS

DHR's Survey and Planning Cost Share Program assists local governments in meeting their preservation planning goals through identification of historic resources. Since the inception in 1991 of the Survey and Planning Cost Share Program, more than 120 communities have joined DHR to conduct 150-plus projects in every region of the Commonwealth. As a result, each year DHR's inventory of architectural and archaeological historic resources grows with the addition of more than 4,000 newly recorded properties. The CLG program allows DHR to recommend for certification local governments that have put key elements of a sound local preservation program in place in their communities. Designation as a CLG gives local governments a way to participate more formally in the state and national historic preservation programs. CLG designation also allows a jurisdiction to apply for CLG grants through federal Historic Preservation Funds (HPF).



# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL FOUR — Infrastructure and Accountability: Create and sustain an agency or departmental infrastructure that effectively supports progress and accountability in achieving diversity goals

### OBJECTIVE 4C:

Ensure all staff at all levels from all backgrounds have their voices heard and play a role in implementation of diversity goals

### STRATEGY:

Create and support an agency DE&I Committee

### METRIC:

Creation of a DE&I Committee with representation from staff at all levels and from all backgrounds

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Human Resources Manager  
Participating staff

### ANTICIPATED DELIVERABLE OR RESULT:

An established DE&I Committee with described representatives

### IMPACT (HIGH, MEDIUM, LOW):

Medium

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Not yet begun

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE SPECIAL PROJECTS

The Governor's Office and the General Assembly often rely on DHR to create, execute and administer special projects related to Virginia history that go beyond the day-to-day duties of the Agency. For example, DHR was called upon recently to administer the *Commission for Historical Statues in the United States Capitol* which the Virginia General Assembly created and tasked with studying removal and replacement of the Robert E. Lee statue in the Capitol, where each state is entitled to have two statues. Virginia's other statue is of George Washington. The lengthy public process evaluated candidates submitted by the public to be the subject of Virginia's new contribution to the Statuary Hall Collection. The process included facilitating the acceptance and transfer of the existing statue of Lee to the Virginia Museum of History and Culture, and the designation of civil rights icon Barbara Rose Johns, pictured above, to be commemorated by a new statue destined for inclusion in the Capitol.

# IMPLEMENTING INCLUSIVE EXCELLENCE



## GOAL FOUR — Infrastructure and Accountability: Create and sustain an agency or departmental infrastructure that effectively supports progress and accountability in achieving diversity goals

### OBJECTIVE 4D:

Ensure agency accountability for achieving diversity goals

### STRATEGY:

Incorporate DE&I interest into strategic planning and reporting efforts

### METRIC:

DE&I initiatives included in the next updates of the agency strategic plan

### RESOURCES REQUIRED / FISCAL IMPACT:

Staff time

### LEAD PERSON(S):

Senior Team

### ANTICIPATED DELIVERABLE OR RESULT:

Agency measures that include DE&I initiatives

### IMPACT (HIGH, MEDIUM, LOW):

High

### TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Long-term

### PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

In progress

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE ARCHAEOLOGICAL COLLECTIONS AND OBJECT CURATION AND CONSERVATION

The state repository for archaeological collections is DHR headquarters in Richmond, where there are millions of artifacts housed that were recovered from nearly a thousand sites in Virginia. DHR's mission is to care for these collections. DHR also offers conservation consultation, long-term curation agreements, and technical advice about objects from our long history. Pictured above is a photograph showing details of an ivory needle case from the collections at DHR. Dating to the early 1600s and recovered from a site called Causeys Care (44CC0178) in Charles City County, the needle case helps tell the story of women in early Virginia. This artifact along with others from the collection at DHR artifacts was displayed at Jamestown Settlement Museum as a part of the exhibit entitled "Tenacity: Women in Jamestown and Early Virginia".



# IMPLEMENTING INCLUSIVE EXCELLENCE



**GOAL FIVE — Community Engagement:** Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities

**OBJECTIVE 5A:**

Promote a culture of DE&I both internally with staff and externally with our clients

**STRATEGY:**

Launch Community Outreach Initiative to increase education and engagement regarding agency programs and services from which diverse communities can benefit

**METRIC:**

Documentation of initiative impact on diverse communities

**RESOURCES REQUIRED / FISCAL IMPACT:**

Staff time

**LEAD PERSON(S):**

Community Outreach Coordinator

**ANTICIPATED DELIVERABLE OR RESULT:**

Diverse communities have increased engagement with the agency through the Community Outreach Coordinator

**IMPACT (HIGH, MEDIUM, LOW):**

High

**TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):**

Medium

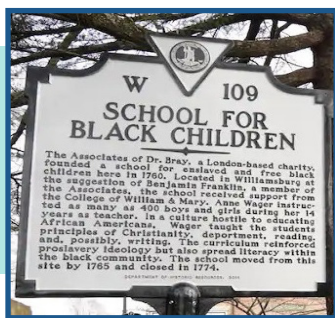
**PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)**

Not yet begun

**DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE**  
**AFRICAN AMERICAN CEMETERY AND GRAVES FUND**

At the beginning of each state fiscal year DHR announces the availability of funds for the care and maintenance of historical African American cemeteries and graves. Cemeteries eligible for funding are defined by Virginia Code as those that were established prior to 1900, for the interment of African Americans. While cemeteries are often considered to be perpetual, their most prominent feature—the grave markers and monuments—are not. They weather and naturally decay, often are poorly maintained and repaired, and, on occasion, are vandalized. Grave markers, memorials, and monuments are usually noteworthy not only for their inscriptions but also for their craftsmanship. Exceptional markers, memorials, and monuments are considered works of art.

# IMPLEMENTING INCLUSIVE EXCELLENCE



**GOAL FIVE — Community Engagement:** Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities

## OBJECTIVE 5B:

Increase and improve service to diverse communities

## STRATEGY:

Conduct a public relations analysis to determine weaknesses in and best practices to improve engagement with underrepresented communities

## METRIC:

Initiation of a public relations analysis

## RESOURCES REQUIRED / FISCAL IMPACT:

Funding for third party analysis  
Staff time

## LEAD PERSON(S):

Senior Team

## ANTICIPATED DELIVERABLE OR RESULT:

Complete analysis of agency public relations efforts and roadmap for improvements

## IMPACT (HIGH, MEDIUM, LOW):

High

## TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):

Medium

## PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)

Not yet begun

### DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE GUIDEBOOK TO VIRGINIA'S AFRICAN AMERICAN HISTORICAL MARKERS

Published in 2019, the first edition of *The Guidebook to African American Historical Markers* acknowledged an important milestone as the inventory of markers specific to African American history finally exceeded three hundred in number. DHR's most venerable program—established in 1927—documents facts, persons, events, and places prominently identified with the history of the nation, state, or region. Unfortunately, during the first decades of its existence topics pertinent to the history and contributions of individuals of color, and even of women, largely went unacknowledged. The publication also commemorated the 400th anniversary of the arrival of the first known people from African in present-day Virginia—a group of Angolans taken against their will by the Spanish who were subsequently captured by English privateers and landed at Point Comfort in August 1619.

# IMPLEMENTING INCLUSIVE EXCELLENCE



**GOAL FIVE — Community Engagement:** Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities

**OBJECTIVE 5C:**

Ensure engagement and collaboration with all of Virginia's diverse communities

**STRATEGY:**

Develop relationships and partnerships that help close the opportunity gaps in the community

**METRIC:**

Number of initiatives or partnerships implemented

**RESOURCES REQUIRED / FISCAL IMPACT:**

Staff time

**LEAD PERSON(S):**

Community Outreach Coordinator

Senior Team

All staff who have relationships with other organizations or groups with similar missions

**ANTICIPATED DELIVERABLE OR RESULT:**

Increased engagement with other similar organizations and participation in events

**IMPACT (HIGH, MEDIUM, LOW):**

High

**TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):**

Long-term

**PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)**

On going

**DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE**  
**VIRGINIA CULTURAL RESOURCES INFORMATION SYSTEM (VCRIS) AND ARCHIVES**

Documentation about historic resources can be described as “below-ground,” referring to archaeological sites, or “above-ground,” meaning any standing structure or district. Many historic resources in Virginia are a combination of both—for example, an existing house built near or on an archaeological site of prior Native American occupation, or nearby to below-ground sites affiliated with African Americans. DHR's research library contains a specialized selection of books, theses and dissertations associated with Virginia history. Professional periodicals are also housed here, as are copies of historic maps. VCRIS is DHR's statewide electronic cultural resources GIS and database, providing interactive views of information related to properties, historic districts, and archaeological sites, and presents evaluative information about the historic significance of resources.



# IMPLEMENTING INCLUSIVE EXCELLENCE



**GOAL FIVE — Community Engagement:** Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities

**OBJECTIVE 5D:**

Increase representation of audiences served with educational and outreach programs

**STRATEGY:**

Focus agency programming efforts specifically on underrepresented groups and DE&I themes

**METRIC:**

Number of educational/outreach programs geared towards underrepresented groups and/or incorporating DE&I themes

**RESOURCES REQUIRED / FISCAL IMPACT:**

Staff time

**LEAD PERSON(S):**

Senior Team  
Staff involved in education and outreach

**ANTICIPATED DELIVERABLE OR RESULT:**

Increased agency programming focused on underrepresented groups and DE&I themes

**IMPACT (HIGH, MEDIUM, LOW):**

High

**TIME-FRAME (SHORT-TERM, MEDIUM, LONG-TERM):**

Long-term

**PROGRESS NOTES: (NOT YET BEGUN, ON GOING, IN PROCESS COMPLETE)**

On going

**DHR PROGRAMS — IMPLEMENTING INCLUSIVE EXCELLENCE**  
**HUMAN RESOURCES, FINANCE AND ADMINISTRATION**

Managing Virginia's cultural resources is both challenging and exciting, and it involves people from all walks of life. The doors at DHR are wide and welcoming to any student of history, archaeology, community planning, architecture, conservation, anthropology, ethnography, geography, gender studies, GIS, and just about any of the spectrum of disciplines that interact with DHR's many missions. Business disciplines, however, are equally in demand at DHR from database design, grant management, accounting, and financial analysis to human resources, public relations, government affairs, community outreach and communications—just to mention a few. Are you a student from a diverse background or one who appreciates diversity? If so, DHR can point you to career directions you may have never even imagined. We hope you will think about joining us.



# DEFINITIONS



## BIPOC

Black, Indigenous, and People of Color

## DEI / DE&I

Diversity, Equity and Inclusion

## DIVERSITY

Building diversity in our state agencies is only a starting point. Diversity is defined broadly as all of the characteristics that make individuals unique. It is used to describe the various combinations of group/social differences (e.g., race/ethnicity, class, gender, gender identity, sexual orientation, country of origin, and ability, as well as cultural, political, religious and other affiliations) and human differences (e.g., personality, learning style, and life experiences). DHR's working definition of diversity is to foster a collaborative work environment that is inclusive of every employee by recognizing and effectively utilizing their talents, skills, and perspectives to create a unified and high-performance workforce.

## EQUITY

The most important construct among DE&I, equity refers to the creation of opportunities for historically under-represented populations to have equal access and equitable opportunity. Equity is also the process of maximizing the potential of all by identifying and eliminating barriers such as historical discrimination and existing imbalances that prevent opportunities and success. Therefore, equity requires an institutional commitment that all will be provided equitable access to opportunities, resources, and the ability to fully contribute to the institution's mission and goals.

## INCLUSION

The term inclusion is used to describe the active, intentional, and ongoing engagement with diverse people, practices, and communities (intellectual, social, cultural, geographical) in ways that increase one's cultural affirmation and respect, content knowledge, cognitive sophistication, and empathetic understanding of the complex ways individuals interact with and within systems, organizations, and institutions. More importantly, genuine and full inclusion fosters a sense of belonging and respect for the differences and uniqueness that all individuals bring to the learning environment, without the impact of inequities.

## UNDERREPRESENTED

This term refers to populations that are disproportionately lower in number relative to their number in the national/state population.

## INCLUSIVE EXCELLENCE

Establishing a welcoming and productive community that engages all of its diversity in the service to an organization, for both internal and external stakeholders. It requires affirmation and respect for cultural, social, racial, religious, gender, and ability differences among the organization's stakeholders. It includes organizational improvements in access/success, climate/culture, education/training, infrastructure/accountability, and community engagement. The Inclusive Excellence Framework is intended to be flexible enough to be "localized" within every state-supported institution, yet robust enough to retain the basic principles to foster collective impact.

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