College / School Strategic Diversity Plans

Submitted to the Provost
October 2009
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Introduction

The Auburn University Strategic Diversity Plan, adopted July 2005, was created to help Auburn University achieve diversity as a core value. The strategic diversity plan outlines five strategic goals and numerous measurable implementation strategies and tactics. These goals include:

1. Foster a total campus environment that respects differences and encourages inclusiveness.
2. Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population,
3. Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.
4. Build and strengthen partnerships with diverse communities, businesses, and civic community organizations to support diversity and multiculturalism in the university and external communities.
5. Develop and execute a comprehensive AU Diversity Communication Plan.

Goal 2, Strategy 4, Tactic 3 of the university SDP asks each college and school to develop plans to increase the diversity of the faculty applicant pools. The Office of Diversity and Multicultural Affairs, working with Diversity Council Members across colleges and units across campus, expanded this tactic to develop college/school strategic diversity plans which include strategies and tactics that align with each of the university’s five goals. Attached are strategic diversity plans for each college/school at Auburn University.
Mission: Establish diversity as a core value in the College of Agriculture.

Definition of Diversity:
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

Goal 1: Foster a total campus environment that respects differences and encourages inclusiveness.

Strategy 1: Foster a College environment that encourages inclusiveness.

Tactic 1: Encourage faculty, staff and students to participate in diversity activities across campus.
Measure: Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, faculty meetings, etc).

Tactic 2: Ensure that the College of Agriculture continues to be represented on the Diversity Council.
Measure: Representation on the council and attendance at meetings will be documented

Goal 2: Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty,
administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population.

**Strategy 1:** Develop and implement diverse recruitment and retention strategies for underrepresented students.

**Tactic 1:** Recruit and sponsor students for the Summer Enrichment Experience (SEE) program.  
*Measure:* Students participating in SEE program

**Tactic 2:** Identify funds to offer diversity scholarships.  
*Measure:* Increased number of scholarships supporting underrepresented populations.

**Tactic 3:** Design a diversity brochure to prospective students.  
*Measure:* Brochure developed and disseminated.

**Tactic 4:** Have faculty serve as mentors to students from underserved populations.  
*Measure:* Faculty participation tracked.

**Strategy 2:** Increase the recruitment, retention, and representation of underrepresented faculty and staff.

**Tactic 1:** Utilize *Diverse Issues, Hispanic Outlook, Women in Agriculture* and HBCUs to recruit minority and women faculty to the college.  
*Measure:* Documentation of recruitment methods.

**Tactic 2:** Advertise positions for support staff in national diversity organizations and publications.  
*Measure:* Documentation of recruitment methods.

**Tactic 3:** Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.  
*Measure:* Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members

**Tactic 4:** Monitor faculty diversity within college and departments by comparing levels of availability each year.  
*Measure:* Faculty report updated each year (requested through ODMA)

**Tactic 5:** Establish exit interview process for faculty, administrators, and staff to identify retention needs.  
*Measure:* Report of major findings compiled.
Goal 3: Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

Strategy 1: Develop and implement education and training focused on managing diversity.

Tactic 1: Identify opportunities for faculty to collaborate in different teaching, research and outreach proposals.
Measure: Documentation of collaboration(s)

Tactic 2: Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.
Measure: Training participation tracked

Tactic 3: Implement training and educational opportunities for administrative professional and staff employees to achieve the acquisition of skills and knowledge for promotion, career transitions and retention within Auburn University.
Measure: Training implemented, participation tracked, documentation for how training supports promotion and retention

Tactic 4: Introduce new awards for staff members who support diversity initiatives within the College of Agriculture and/or Auburn University.
Measure: Awards created and awarded.

Goal 4: Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

Strategy 1: Build and strengthen partnerships with diverse communities.

Tactic 1: Work with departments to establish affiliate faculty members from underrepresented groups from Alabama A&M University, Alabama State University and Tuskegee University.
Measure: List of affiliates created, Report on partnership

Goal 5: Develop and execute a comprehensive Diversity Communication Plan.

Strategy 1: Develop and execute a Diversity Communication Plan for the College

Tactic 1: Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc).
Measure: Document inclusion of diversity within college publications

Tactic 2: Disseminate the college diversity plan and promote it among all students, faculty, and staff in the college.
Measure: Plan disseminated
College of Architecture, Design and Construction
Strategic Diversity Plan
2009-10 to 2011-12

The primary purpose of the College of Architecture, Design and Construction (CADC) is to accomplish the mission set forth in Auburn University’s Strategic Diversity Plan (SDP).

**Vision:** The College will be a diverse learning community; engaging in exemplary teaching, research, outreach, scholarship, creative endeavor, and service.

**Mission:** Establish diversity as a core value in the College of Architecture, Design and Construction.

**Definition of Diversity:**
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

**Goal 1:** Foster a total campus environment that respects differences and encourages inclusiveness.

**Strategy 1:** Create, promote, and encourage a supportive and friendly campus environment that is welcoming for, and attractive to people of all races, ethnicity, nationalities, religions, gender, sexual orientation, and those with disabilities.

**Tactic 1:** Give recognition awards to faculty and staff for exceptional progress in advancing college climate objectives.
**Measure:** Document faculty and staff recognition

**Tactic 2:** Host open forums and workshops to engage faculty and staff in open dialogue, utilizing professional expertise, in order to promote opportunities to increase understanding through formal and informal dialogue and education to confront and eliminate harassment, racism, and discrimination.
**Measure:** Forums and workshops instituted, Participation tracked.
**Tactic 3**: Ensure that the CADC continues to be represented on the Diversity Council.
*Measure*: Representation on the council and attendance at meetings will be documented

**Strategy 2**: Develop and implement activities and programs designed to increase and enhance undergraduate and graduate students and faculty diversity at all levels of the college, with particular focus on racial, ethnic and gender differences.

**Tactic 1**: Encourage faculty to submit proposals to external diversity conferences and to the yearly Auburn University Conference on Research Initiative for the Study of Diversity.
*Measure*: Proposals submitted

**Tactic 2**: Continue to organize the CADC Diversity Committee to carry out diversity activities.
*Measure*: Committee activities tracked

**Tactic 3**: Generate a data base from our professional societies which pinpoint minority professionals.
*Measure*: Data-base created

**Goal 2**: Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population.

**Strategy 1**: Develop and implement activities and programs designed to increase and enhance undergraduate and graduate students and faculty diversity at all levels of the college, with particular focus on racial, ethnic and gender differences. Recruitment of minority and underrepresented undergraduate students.

**Tactic 1**: Increase number of minority students by 1 percent increase between fall 2009 and fall 2010 and to increase by 1 percent each year thereafter, targeting students with ACT scores of 24 or better and SAT scores of 1100 or better.
*Measure*: Enrollment tracked by ACT/SAT average

**Tactic 2**: Provide 50% support for CADC PLUS Scholarships for incoming minority students.
*Measure*: Document number of additional CADC PLUS Scholarships awarded.

**Tactic 3**: Establish internal scholarships, and identify external minority scholarship opportunities for minority and female incoming and existing undergraduate and graduate students.
*Measure*: Scholarships established and list of opportunities created and disseminated
**Tactic 4:** Survey students from underrepresented groups that are admitted but do not enroll to better understand why they did not enroll.  
*Measure:* Report on student responses compiled

**Tactic 5:** Increase female enrollment for the School of Building Science through aggressive recruitment and development of scholarships.  
*Measure:* Enrollment tracked and scholarships established and tracked

**Tactic 6:** Visit high schools and magnet schools in the Alabama, Georgia, and Tennessee area to recruit minority students, especially females interested in Building Science.  
*Measure:* High school visitations tracked, List of potential students created

**Tactic 7:** Attend conferences and HBCUs to recruit transfer minority students.  
*Measure:* List of potential students created and track the number admitted and enrolled

**Tactic 8:** Create a minority recruitment committee from existing program Advisory Councils. The committee will compose of minority professionals with membership from the Advisory Councils, regional and state professionals, and former students.  
*Measure:* Committee established

**Tactic 9:** Develop programs to expose middle and high school students to the design fields in an effort to increase the number of minority students applying to design schools and then practicing in the field or teaching in academia.  
*Measure:* Programs developed, Participation tracked, Enrollment into CADC tracked

**Strategy 2:** Develop and implement activities and programs designed to increase and enhance undergraduate and graduate students and faculty diversity at all levels of the college, with particular focus on racial, ethnic and gender differences. Retention of minority and underrepresented undergraduate students.

**Tactic 1:** Track minority students and their progress in the college, with focused attention on African-American students.  
*Measure:* Mechanism for tracking students created and utilized, Annual reports to understand successes of students

**Tactic 2:** Conduct exit interviews of underrepresented groups upon completion of their degrees.  
*Measure:* Report on student responses compiled

**Tactic 3:** Track minority students after graduation and administer an alumni survey for feedback.
Measure: Post-graduation status tracked, Survey developed and administered

Tactic 4: Provide assistive funding for the National Organization of Minority Architects and Designers (NOMAD) student chapter to create outreach opportunities and travel to the annual NOMA Conference.
Measure: Funding documented

Tactic 5: Continue to implement such programs and fund raising initiatives as the CADC- A.S.A.P.; Summer Enrichment Experience (S.E.E.); CADC Summer Camps; and the Donor Scholarship Initiative.
Measure: Participation in programs tracked

Tactic 6: Identify faculty mentors for students participating in NOMAD Design competition.
Measure: Faculty mentors identified, Summary of mentorship

Tactic 7: Offer tutoring support for critical academic courses (calculus, physics and structures).
Measure: Tutoring support offered, Attendance tracked

Tactic 8: Continue the mentoring program for incoming freshmen during the fall semester. Each year, students will have a mandatory panel discussion with NOMAD members, School Heads and Director of Multicultural Affairs to chat about challenges, huddles and expectations in the CADC programs.
Measure: Panel discussion held, Mentoring program documented

Strategy 3: Recruit, retain and advance minority graduate students.

Tactic 1: Ensure minority students are considered for scholarships and graduate assistantships.
Measure: Documentation of scholarships and graduate assistantships offered

Tactic 2: Develop a College Graduate Opportunities Program to increase the number of minority graduate students in the college and the professoriate.
Measure: Program established, Enrollment tracked

Tactic 3: Attend conferences and visit HBCUs to recruit students to the graduate school.
Measure: List of potential students created, Enrollment tracked

Tactic 4: Encourage minority graduate students to participate in the National Organization of Minority Architects and Designers (NOMAD) student organization and other CADC student organizations.
Measure: Participation in student organizations tracked
Tactic 5: Encourage graduate students to serve as mentors for minority and other underserved undergraduate students.
Measure: Mentoring tracked, Report of program compiled

Tactic 6: Encourage and assist faculty to submit grant proposals for extramural support to provide funding for graduate students to support diversity in the college.
Measure: Grants submitted and graduate support documented

Strategy 4: Recruit, retain and advance minority faculty.

Tactic 1: Conduct exit interviews of staff and faculty when they leave their positions.
Measure: Report on faculty/staff responses compiled

Tactic 2: Develop an available pool of minority faculty and staff candidates.
Measure: Pool of available applicants developed

Tactic 3: Use outreach and alumni venues to involve minority professionals in the CADC programs.
Measure: Document minority involvement in CADC programs.

Tactic 4: Develop a grant program that supports minority visiting scholars and adjunct faculty positions.
Measure: Program developed, Participation tracked

Tactic 5: Increase faculty participation in college-wide faculty recruitment efforts.
Measure: Faculty participation tracked

Tactic 6: Develop collaborations and partnerships with HBCUs to identify candidates for full-time and part-time faculty positions in the academic units of the College.
Measure: Collaborations and partnerships established

Tactic 7: Offer part-time teaching opportunities in CADC for minority practitioners in regional market centers (Atlanta, Columbus, Birmingham, Montgomery, etc.).
Measure: Number of participants tracked

Tactic 8: Utilize national and international diversity organizations (e.g., NOMA) as a resource to advertise faculty and administrative position opportunities in the college.
Measure: Document means in which organizations are used to promote faculty/administrative positions within the college.

Tactic 9: Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process
(i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.

**Measure:** Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members

**Tactic 10:** Monitor faculty diversity within college and departments by comparing levels of availability each year.

**Measure:** Faculty report updated each year (requested through ODMA)

**Goal 3:** Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

**Strategy 1:** Identify and/or develop and implement a comprehensive program of education and training opportunities, made available to faculty and staff and designed to include a review of legal issues, best practices, and research related to recognizing, valuing, and effectively managing differences.

**Tactic 1:** Increase the number of students participating in UNIV1050-AR1 and CRN 17212 and demonstrate greater academic performance, retention, and multicultural understanding.

**Measure:** Document the number of students’ participating in a first-year-experience learning cohort program (UNIV1050-AR1) (CRN 17212) and demonstrate greater academic performance, retention, and multicultural understanding.

**Tactic 2:** Establish a summer design studio for NOMA Student Design Competition.

**Measure:** Design studio established

**Tactic 3:** Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.

**Measure:** Training participation tracked

**Tactic 4:** Encourage faculty to include multicultural perspectives and understandings in the CADC core curriculum, especially in design studios and other relevant courses. Submit grant proposals to support this effort.

**Measure:** Collect course data

**Strategy 2:** Review the core curriculum and develop a comprehensive plan to provide a common, connected, and cohesive experience for all students designed to improve academic performance, retention and multicultural understanding.

**Tactic 1:** Document college-wide courses that incorporate multicultural perspectives.

**Measure:** Courses documented and list disseminated
Goal 4: Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

Strategy 1: Develop collaborations, partnerships and recruitment programs that are designed to build capacity for extending diversity and multicultural education and related research throughout the college and to the broader community, the construction industry firms, and other Universities or professional offices.

Tactic 1: Invite minority–owned firms to participate in College sponsored job fairs.  
Measure: Invitations sent out, Participation tracked

Tactic 2: Develop a special lecture program with presenters from minority groups in CADC disciplines. The lecture program should include additional funding by Tuskegee University and A.S.A.P. and will be accessible to the broader community, location firms, and other Colleges and Universities. 
Measure: Lecture program established, Report on presentations and participation

Tactic 3: Continue to collaborate with Tuskegee University through joint academic offerings, lecture series, etc. 
Measure: Document collaboration efforts between CADC and Tuskegee University.

Tactic 4: Develop additional collaborations and partnerships with Historically Black Colleges and Universities (HBCUs).  
Measure: New collaborations and partnerships developed

Tactic 5: Raise funds to support diversity efforts at established targeted amounts. Submit grant proposals. 
Measure: Grant proposals submitted, Funds raised

Tactic 6: Continue to submit proposals to support diversity initiatives in the college. Measure: Proposals submitted

Goal 5: Develop and execute a comprehensive Diversity Communication Plan.

Strategy 1: Through multi-media forms, promote diversity as a core value for CADC.

Tactic 1: Encourage all faculty to include a statement of diversity on course syllabi. 
Measure: Documentation for how faculty are encouraged to include a diversity statement on course syllabi, Data collected regarding syllabi containing diversity statement

Tactic 2: Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc.).
Measure: Document inclusion of diversity within college publications

Tactic 3: Disseminate the college diversity plan and promote it among all students, faculty, and staff in the college.
Measure: Plan disseminated
Mission: Establish diversity as a core value in the College of Business.

Definition of Diversity:
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

Goal 1: Foster a total campus environment that respects differences and encourages inclusiveness.

Tactic 1: Establish a College of Business (COB) Diversity Team consisting of students, faculty, and business constituents, headed by the COB Diversity Officer. Its purpose will be to address pertinent diversity issues in the college and collect and disseminate diversity information as needed. In addition, this group will be responsible for further developing the COB Strategic Diversity Plan. (For example, explore work-life issues to develop a document for new faculty members as a tool for recruitment – child care, maternity leave, family care leave, etc.)

Measure: COB Diversity Team established

Tactic 2: Establish incentives (i.e., provide study materials and other incentives) for faculty to study a second language

Measure: Increased number of faculty who speak a second language

Tactic 3: Ensure that the College of Business continues to be represented on the Diversity Council.

Measure: Representation on the council and attendance at meetings will be documented
**Goal 2:** Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population.

**Strategy 1:** Develop and implement diverse recruitment and retention strategies for underrepresented students.

**Tactic 1:** The COB will enhance student career opportunities beyond the delivery of a first rate learning experience. Career development and placement opportunities for graduate and undergraduate students will provide the necessary knowledge and skills to initiate a successful professional career. 
*Measure:* Track careers of college graduates

**Tactic 2:** Establish a Multicultural Business Day – program to invite students of underrepresented populations to visit the COB to learn about AU, the COB, specific majors. 
*Measure:* Multicultural Business Day established, Participation tracked

**Tactic 3:** Establish a multicultural student organization in the COB to serve as a means of recruiting diverse students into the COB, i.e., use members at faculty/student events; guest speakers; social gatherings; mentoring programs, etc. 
*Measure:* Organization established, Documentation for how organization works with College

**Tactic 4:** Raise money for scholarships to be targeted to underserved students. 
*Measure:* Increased scholarships for underrepresented students

**Tactic 5:** Continue support for the Summer Enrichment Experience (Auburn’s Summer Bridge Program). 
*Measure:* Student participation tracked

**Strategy 2:** Develop and implement diverse recruitment and retention strategies for underrepresented faculty and staff.

**Tactic 1:** Establish a formal mentoring program for faculty for 1) Promotion and Tenure Progression, 2) Teaching Activities and 3) Research Activities. 
*Measure:* Mentoring program established, Faculty participation tracked

**Tactic 2:** Utilize national and international diversity organizations as a resource to advertise faculty and administrative position opportunities in the college. 
*Measure:* Document means in which organizations are used to promote faculty/administrative positions within the college.
**Tactic 3:** Encourage diversity awareness as a part of departmental citizenship in faculty evaluations.

**Measure:** Diversity component included in faculty evaluation discussions.

**Tactic 4:** Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.

**Measure:** Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members.

**Tactic 5:** Monitor faculty diversity within college and departments by comparing levels of availability each year.

**Measure:** Faculty report updated each year (requested through ODMA).

**Tactic 6:** Establish exit interview process for faculty, administrators, and staff to identify retention needs.

**Measure:** Report of major findings compiled.

**Goal 3:** Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

**Strategy 1:** Prepare graduates and faculty to assume leadership roles in a diverse world. They will have the technical proficiency and cultural awareness for success in an increasingly global economy.

**Tactic 1:** Implement diversity training using AU’s Human Resources Program Just Be FAIR program for 1) Administrators, 2) Faculty, and 3) Staff.

**Measure:** Participation of each group tracked.

**Tactic 2:** Include a two-day session in the Introduction to Business class on diversity (BUSI 1010) or a similar course.

**Measure:** Diversity component included in BUSI 1010 or similar course.

**Tactic 3:** Continue to encourage international travel experiences for all students.

**Measure:** Documentation for how students are encouraged, international experiences tracked.

**Tactic 4:** Conduct a curriculum review to better understand where diversity is being covered in our current curriculum to help establish a means of infusing diversity competence in COB courses or use the existing research done in the Undergraduate Programs Committee to understand diversity issues in our curriculum.

**Measure:** Report of findings.
**Tactic 5:** Provide training programs for faculty and staff on Students with Disabilities. **Measure:** Participation of faculty and staff tracked

**Tactic 6:** Establish a formal program for presentation of diversity research and diversity workshops within the College of Business. **Measure:** Program established, Faculty recognized

**Tactic 7:** Establish a competitive summer research grant program for diversity research. **Measure:** Grant program established

**Tactic 8:** Continue to actively support the KPMG PhD Project, a national program to increase the diversity of business school faculty. **Measure:** Participation of faculty tracked.

**Goal 4:** Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

**Strategy 1:** Establish relationships with academic, business and government constituents.

**Tactic 1:** Establish a process for inviting visiting scholars on campus ensuring that diversity is considered. **Measure:** Visiting Scholars Process Established

**Tactic 2:** Actively search for additional corporate sponsor for a College of Business Diversity Initiatives (use College of Engineering’s AT&T Minority Engineering Program as a model). **Measure:** Documentation of participation by corporations

**Goal 5:** Develop and execute a comprehensive Diversity Communication Plan.

**Strategy 1:** Through multi-media forms, promote diversity as a core value for COB.

**Tactic 1:** Include updates on COB Diversity activities in COB newsletter and distribute to students, faculty, business constituents, government constituents, local community, parents, and alumni. **Measure:** Review newsletters for diversity, Newsletters disseminated

**Tactic 2:** Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc.). **Measure:** Document inclusion of diversity within college publications

**Tactic 3:** Disseminate the college diversity plan and promote it among all students, faculty, and staff in the college.
**Measure:** Plan disseminated
Mission: Establish, embrace and celebrate diversity as a core value in the College of Education.

Vision: The College of Education is nationally recognized as a dynamic academic college. The College’s culture attracts and develops students, staff, faculty and administrators who represent multiple dimensions of diversity. It is a supportive environment in which the talents of every member of the College of Education family reinforces its values and contributes to achieving its mission.

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Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

Goal 1: Foster a total college environment that respects difference and encourages inclusiveness.

Strategy 1: Promote an atmosphere where differences are celebrated and respected in the college.

Tactic 1: Ensure that diversity is represented in all college publications, brochures, and promotional items.
Measure: All media publications reviewed and diversity documented

Tactic 2: Develop and disseminate a diversity packet to prospective students, faculty and administrators which will include: The University’s Diversity statement, College Diversity statement and other diversity related initiatives.
Measure: Packet developed and disseminated

Tactic 3: Encourage faculty, staff, and students in the college to participate in campus and community activities involving diversity.
Measure: Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, building monitors, and faculty meetings, etc).
**Tactic 4:** Ensure that the College of Education continues to be represented on the Diversity Council.
*Measure:* Representation on the council and attendance at meetings will be documented

**Tactic 5:** Support activities that promote diversity and inclusiveness.
*Measure:* Documentation of supported activities.

**Goal 2:** Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff in the College of Education to a point that reflects the appropriate relevant pool of availability for the target population.

**Strategy 1:** Develop and implement activities and programs designed to increase and expand student diversity at all levels of the college, with specific concentration on racial, ethnic, economic, gender, and ability differences.

**Tactic 1:** Continue to support the Minority Achievement Retention and Success (MARS) program, a mentoring and academic support program designed to retain and increase the number of minority students graduating.
*Measure:* Support documented, Student retention tracked

**Tactic 2:** Continue to encourage minority students to participate in summer-bridge, research, study aboard, and internship programs in the college.
*Measure:* Minority participation tracked

**Tactic 3:** Conduct focus groups with current minority students to discuss attitudes toward the college, faculty advising and the application/admission process.
*Measure:* Report on findings

**Tactic 4:** Continue to support the Summer Enrichment Experience (SEE) program, an intensive four-week summer enrichment program for incoming freshmen from low income, first generation, and diverse backgrounds.
*Measure:* Support documented

**Tactic 6:** Participate in the Graduate School’s HBCU Visitation Day.
*Measure:* Participation documented

**Tactic 7:** Participate in Alumni or College Fairs events in Alabama.
*Measure:* Participation documented, Enrollment tracked

**Tactic 8:** Have a college representative present at all campus recruitment activities directed towards minority students such as minority visitation days.
*Measure:* Participation at recruitment activities tracked
Tactic 9: Document minority students and their progress through the college. 
**Measure**: Report on student success (academic performance, retention, etc) for students

Tactic 10: Collaborate with graduate school and admissions office in recruiting efforts directed at minority students. 
**Measure**: Collaboration documented

Strategy 2: Develop and implement activities and programs designed to increase and expand faculty and staff diversity at all levels of the college, with specific concentration on racial, ethnic, economic, gender, and ability differences.

Tactic 1: Develop collaborations and partnerships with HBCUs to identify candidates for full-time and part-time positions in the academic units of the College. These collaborations will also increase the number of minority graduate students. 
**Measure**: Collaborations and partnerships developed, Increase in minority applicants

Tactic 2: Establish an exit interview process for all college personnel to identify retention concerns. 
**Measure**: Exit interview established, Report of findings

Tactic 3: Work with Office of Diversity and Multicultural Affairs and Diversity Faculty Mentor programs to retain minority faculty. 
**Measure**: Collaboration documented

Tactic 4: Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training. 
**Measure**: Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members

Tactic 5: Utilize national and international diversity organizations as a resource to advertise faculty and administrative position opportunities in the college. 
**Measure**: Document means in which national minority organizations are used to promote faculty positions in the college.

Tactic 6: Monitor faculty diversity within college and departments by comparing levels of availability each year. 
**Measure**: Faculty report updated each year (requested through ODMA)

Goal 3: Develop and implement a thorough system of education and training focused on effectively managing and encouraging diversity for students, faculty, and staff.
**Strategy 1:** Identify, develop and implement a comprehensive program of diversity education and diversity training opportunities to be made available to students, faculty and staff.

**Tactic 1:** Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.  
*Measure:* Training participation tracked

**Tactic 2:** Encourage students, faculty, administrators, and staff to attend and participate in campus-wide diversity programs such as conferences, town hall meetings, events, training, etc.  
*Measure:* Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, building monitors, and faculty meetings, etc), Participation tracked

**Strategy 2:** Encourage faculty to use educational materials in their classroom instruction that focus on issues of diversity.

**Tactic 1:** Encourage departments to develop and offer courses/course content highlighting multicultural, international and global issues.  
*Measure:* Documentation for how Departments are encouraged to offer such courses, Data collected regarding course content highlighting multicultural, international and global issues

**Goal 4:** Continue to build and strengthen partnerships with diverse school systems, communities, and community organizations to support diversity and multiculturalism in the college and in outside communities.

**Strategy 1:** Develop collaborations or partnerships that are designed to build capacity for extending diversity and multicultural education in the university and in external communities.

**Tactic 1:** Continue collaboration with HBCUs through joint academic offerings, program development, graduate student recruitment, lecture series, etc…  
*Measure:* Document collaboration efforts between College and HBCUs

**Tactic 2:** Develop Black Belt and International Education initiatives.  
*Measure:* Initiatives developed and implemented

**Tactic 3:** Continue to support TEAM MATH, Truman Pierce Institute, Transition Leadership Institute and other college initiatives where the focal point is to expand school partnerships and highlight diversity.

*Measure:* Support documented

**Goal 5:** Develop and share diversity information with faculty, staff and students in the college and the outside community.
**Strategy 1:** Emphasize diversity as a core value through venues such as web pages, brochures, newsletters, advisory council, college magazine, etc.

**Tactic 1:** Encourage all faculty to include a statement of diversity on course syllabi.

*Measure:* Documentation for how faculty are encouraged to include a diversity statement on course syllabi, Data collected regarding syllabi containing diversity statement

**Tactic 2:** Develop and execute a comprehensive Diversity Communication Plan.

*Measure:* Plan developed and executed

**Tactic 3:** Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc.).

*Measure:* Document inclusion of diversity within college publications
Goal: Webster defines engineering as “the application of science and mathematics by which the properties of matter and the sources of energy in nature are made useful to people.” Of particular importance in this definition is the phrase “useful to people.” This requires of the engineer an understanding of people, their needs, and their values. This understanding is facilitated, and is perhaps only possible, when the engineer is exposed to, comfortable with, and cooperatively engaged with people reflective of a broad diversity of perspectives and backgrounds. Thus the Samuel Ginn College of Engineering is committed to providing its students, staff, and faculty with a rich and diverse environment supportive of our shared goal of engineering excellence.

Mission: Establish diversity as a core value in the Samuel Ginn College of Engineering.

Definition of Diversity:
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

The College of Engineering supports University diversity goals, strategies, and tactics. Additionally, the College is committed to achieving those goals through:

Goal 1: Foster a total campus environment that respects differences and encourages inclusiveness.

Strategy 1: Foster a college environment that respects differences and encourages inclusiveness.

Tactic 1: Ensure that the college continues to be represented on the Diversity Council.
Measure: Representation on the council and attendance at meetings will be documented.
**Strategy 2:** Continue with efforts that highlight achievements and contributions of students, faculty, and staff from underrepresented groups.

**Tactic 1:** Encourage top minority students to join Cupola.
*Measure:* Track membership

**Goal 2:** Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population.

**Strategy 1:** Develop and implement diverse recruitment and retention strategies for underrepresented students.

**Tactic 1:** Continue to operate the AT&T Minority Engineering Program (MEP).
*Measure:* Participation in program tracked, student retention tracked over time

**Tactic 2:** Support Auburn University Chapters of the Society of Women Engineers and the National Society of Black Engineers.
*Measure:* Participation in programs tracked, support documented

**Tactic 3:** Support the goals of recruiting a diverse and highly qualified student body through support of a full time position dedicated to undergraduate student recruitment.
*Measure:* Recruitment efforts documented, enrollment data tracked over time

**Tactic 4:** Utilize organizations such as the National Consortium for Graduate Degrees for Minorities in Engineering and Science (GEM) program, SECME (founded as Southeastern Consortium for Minorities in Engineering), and the Student & Technology in Academia Research & Service (STARS) Alliance to recruit qualified students.
*Measure:* Documentation of recruitment efforts.

**Tactic 5:** Collaborate with the Graduate School in recruiting efforts directed at students attending historically black colleges and universities.
*Measure:* Participation tracked

**Strategy 2:** Develop and implement diverse recruitment and retention strategies for underrepresented faculty, administrators, and staff. The College is committed to recruiting and retaining minority faculty as reflected in our Minority Faculty Recruiting and Retention Plan (http://eng.auburn.edu/admin/planning/mfrp).

**Tactic 1:** Support the NSF ADVANCE Auburn Center.
*Measure:* Document support.
Goal 3: Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

Strategy 1: Develop and implement college-wide diversity educational programs and training initiatives for students, faculty, and staff.

   Tactic 1: Encourage student participation in study-abroad opportunities.
   Measure: Document opportunities publicized and participation levels.

   Tactic 2: Encourage new supervisors, faculty and staff to attend Just Be FAIR training conducted by Human Resources.
   Measure: Training participation tracked

Goal 4: Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

Strategy 1: Continue partnerships with schools and universities in the region to support diversity and multiculturalism.

   Tactic 1: Continue to provide a variety of K-12 experiences directed at diverse audiences.
   Measure: Documentation of programs conducted, participation tracked

Goal 5: Develop and execute a comprehensive Diversity Communication Plan.

Strategy 1: Through multi-media forms, promote diversity as a core value for SGCOE.

   Tactic 1: Disseminate the college diversity plan and promote it among all SGCOE students, faculty, and staff.
   Measure: Plan disseminated
School of Forestry and Wildlife Sciences
Strategic Diversity Plan
2009-10 to 2011-12

The School of Forestry and Wildlife Sciences is dedicated to foster a respect of diverse opinions as well as a commitment to diversity in the broadest sense. It will continually seek to enhance faculty diversity in recruiting new faculty and development of current faculty. The School will increase the diversity of the undergraduate and graduate student body to address multiple perspectives including gender, racial and social background. The School will recruit an undergraduate and graduate student body that will enhance the diversity, knowledgebase, and technical capabilities of all renewable natural resources professions.

Mission: Establish diversity as a core value in the School of Forestry and Wildlife Sciences.

Definition of Diversity:
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

Goal 1: Foster a total campus environment that respects differences and encourages inclusiveness.

Strategy 1: Foster a College environment that respects differences and encourages inclusiveness.

Tactic 1: Ensure that the SFW continues to be represented on the Diversity Council.
Measure: Representation on the council and attendance at meetings will be documented

Tactic 2: Encourage faculty, staff, and students in the SFW to participate in campus diversity events, and attend diversity conferences/meetings, etc.).
Measure: Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, faculty meetings, etc).
**Goal 2:** Increase the recruitment, retention and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, and staff at the School of Forestry and Wildlife Sciences to a level that reflects the relevant pool of availability for the target populations.

**Strategy 1:** Increase the recruitment of women, people of color, ethnic minorities, and other underrepresented students.

**Tactic 1:** Actively participate in any University recruiting programs of inviting high school students and guidance counselors from racially and ethnically diverse high schools. *Measure:* Document participation, Response rate from the high schools involved in the program.

**Tactic 2:** Actively visit high school and community college biology classes in rural and urban communities. *Measure:* Number of visitations and number of inquiries from students in these classes.

**Tactic 3:** Promote careers in natural resources through increased involvement in 4H, FFA, scouting, and other youth organizations in urban areas. *Measure:* Document participation in such programs, Number of contacts for college information from students that participate in these youth organizations.

**Tactic 4:** Advertise School and department scholarship opportunities to students, especially underrepresented and underserved students. *Measure:* List all outlets that include information about scholarship opportunities.

**Tactic 5:** Promote the 3-2 degree program at Tuskegee and West Alabama to recruit more upper classmen to Auburn. *Measure:* Number of students who enroll at Auburn.

**Strategy 2:** Increase the graduation rate of students of color, ethnic minority students, women, students with disabilities, and other underrepresented groups to the same level as non-minority students who enter the University with comparable preparation.

**Tactic 1:** Investigate the reasons for withdrawal and transfers to other degree programs by tracking the progress of each student over the past 9 years in order to identify the critical points or courses in the curriculum. *Measure:* List of those critical points or courses that determine student success.

**Tactic 2:** Promote the enrollment of UNIV 1050 Success Strategies, especially those sections designated for the School’s Learning Community. *Measure:* Percent of the incoming students completing UNIV 1050.
Tactic 3: Offer more lower level courses in natural resources to maintain interest and establish a connection to the School.  
Measure: Track the number of required hours in natural resources during the freshmen and sophomore years.

Tactic 4: Encourage freshmen and sophomores to become involved in field and lab work through work conducted by the School with special emphasis on underrepresented groups.  
Measure: Number of students participating in field and lab work opportunities.

Tactic 5: Create a Professional Mentoring program to connect the best students to professionals in their area of interest through a combination of undergraduate research projects and internships with special emphasis on underrepresented groups.  
Measure: Professional Mentoring Program created, Number of students participating in undergraduate research and/or internships.

Strategy 3: Increase the retention of women, people of color, ethnic minorities, people with disabilities, and other underrepresented groups in our faculty.

Tactic 1: Encourage participation in University mentoring programs (such as Women’s Initiatives and the Diversity Faculty Mentoring programs) to aid in the retention of faculty members by the senior faculty.  
Measure: Track faculty participation in programs.

Tactic 2: Encourage participation of the senior faculty in the 3 year tenure review process.  
Measure: Track number of participants and conduct a survey to measure the quality of assistance provided to the new faculty member.

Tactic 3: Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.  
Measure: Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members

Tactic 4: Utilize national and international diversity organizations as a resource to advertise faculty and administrative position opportunities in the college.  
Measure: Document means in which organizations are used to promote faculty/administrative positions within the college.

Tactic 5: Monitor faculty diversity within college and departments by comparing levels of availability each year.  
Measure: Faculty report updated each year (requested through ODMA)
**Strategy 4:** Increase the recruitment of women, people of color, ethnic minorities, and other underrepresented groups to faculty positions.

**Tactic 1:** Approved position announcements will be sent to corresponding Deans at HBCU institutions with complimentary programs and to diversity journals/magazines to assist in identifying potential applicants.  
**Measure:** Number of potential applicants contacted with respect to the position.

**Strategy 5:** Increase employee diversity, including women, people of color, ethnic minorities, people with disabilities, and other underrepresented groups in higher level administrative positions.

**Tactic 1:** Increase opportunities for staff from underrepresented groups to be successful in higher level administrative positions.  
**Measure:** Track the percentage of higher level staff positions in the School held by underrepresented groups.

**Goal 3:** Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

**Strategy 1:** Develop and implement college-wide diversity educational programs and training initiatives for students, faculty, and staff.

**Tactic 1:** Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.  
**Measure:** Training participation tracked

**Goal 4:** Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

**Strategy 1:** Continue partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism.

**Tactic 1:** Provide a variety of experiences directed at diverse audiences  
**Measure:** Documentation of programs conducted, Participation tracked

**Goal 5:** Develop and execute a comprehensive Diversity Communication Plan.

**Strategy 1:** Through multi-media forms, promote diversity as a core value for the School.

**Tactic 1:** Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc).  
**Measure:** Document inclusion of diversity within college publications
Tactic 2: Disseminate the college diversity plan and promote it among all students, faculty, and staff in the college.

Measure: Plan disseminated
Mission: Establish diversity as a core value in the College of Human Sciences

Definition of Diversity: 
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

Goal 1: Foster a total campus environment that respects differences and encourages inclusiveness.

Strategy 1: Foster a College environment that respects differences and encourages inclusiveness.

Tactic 1: Share the College of Human Sciences’ Belief System with students, faculty, and staff. The Belief System includes a commitment to global issues, human diversity, awareness of emerging trends, and a realistic perspective of the student’s place in the world.
Responsible: Dean’s Office
Measure: Belief System provided to all incoming freshmen and transfer students at CWE and SOS.

Tactic 2: Ensure that the College of Human Sciences is represented on the University Diversity Council. Representatives will serve rotating 3 year terms.
Responsible: Dean
Measure: Representation on the council and attendance at meetings will be documented

Tactic 3: Encourage faculty, staff, and students in the College of Human Sciences to participate in campus activities involving diversity initiatives (ie. participate in programs such as PLUS, attend diversity conferences/meetings, etc.).
Responsible: Dean’s Office and Department Heads
Goal 2: Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population.

Strategy 1: Develop and implement diverse recruitment and retention strategies for underrepresented students.

Tactic 1: Offer the College of Human Sciences’ Mentoring Program for all freshmen students in the College.
Responsible: Associate Dean for Academic Affairs
Measure: Record activity of students taking part in freshman mentoring program.

Tactic 2: Monitor all transfers from CHS to identify retention needs.
Responsible: Academic Affairs Office
Measure: Report of major findings compiled.

Tactic 3: Conduct training for faculty advisors regarding student retention programs offered on campus.
Responsible: Academic Affairs Office
Measure: Training delivered to faculty; Participation tracked

Tactic 4: Nominate minority students for appropriate scholarship opportunities offered through trade/professional associations and foundations (i.e. Hyatt Minority Scholarship).
Responsible: Academic Affairs Office and Department Heads
Measure: Documentation for student nominations

Tactic 5: Recruit and sponsor students for the SEE (recruitment program for underrepresented students) program and make presentations during the program.
Responsible: Associate Dean for Academic Affairs
Measure: Document support of participants for SEE program from CHS, and track students.

Tactic 6: Support undergraduate attendance at the Women’s Leadership Conference.
Responsible: Department Heads
Measure: Track support of undergraduate students’ for the Women’s Leadership Conference.

Strategy 2: Develop and implement diverse recruitment and retention strategies for underrepresented faculty, administrators, and staff.
Tactic 1: Monitor the College of Human Sciences for faculty diversity within each of the three departments and comparing levels of availability each year.
Responsible: Executive Assistant to the Dean and Business Manager
Measure: Data tracked yearly

Tactic 2: Work with Women’s Initiatives and Diversity Faculty Mentor programs to retain minority and women faculty.
Responsible: Department Heads
Measure: Document announcements about programs

Tactic 3: Establish exit interview process for faculty, administrators, and staff to identify retention needs.
Responsible: Executive Assistant to the Dean and Business Manager (Human Resources)
Measure: Report of major findings compiled.

Tactic 4: Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (ie., posting in appropriate diversity resources, etc.).
Responsible: Executive Assistant to the Dean and Business Manager
Measure: Documentation of trained Human Resources professionals who serve on search committees

Tactic 5: Utilize national and international diversity organizations as a resource to advertise faculty and administrative position opportunities in the college.
Responsible: Executive Assistant to the Dean and Business Manager
Measure: Document means in which organizations are used to promote faculty/administrative positions within the college.

Goal 3: Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

Strategy 1: Develop and implement college-wide diversity educational programs and training initiatives for students, faculty, and staff.

Tactic 1: Disseminate information to all Auburn University students regarding the CHS program, Joseph S. Bruno Auburn Abroad in Italy. The semester-long study abroad program is administered by the College of Human Sciences. Students earn 16 credits and the International Minor while immersing themselves in the art, architecture, history, language, philosophy, literature, and film of Italy through the competent guidance of notable Italian lecturers who are experts in these areas.
Responsible: Dean’s Office and International Minor Committee Chair
Measure: Document how announcements and contacts are made (in classes, e-mail, student appointments, etc.)
**Tactic 2:** Share information with students and campus advising offices regarding the International Minor in Human Sciences. The minor is open to all Auburn University students.  
**Responsible:** Dean’s Office  
**Measure:** Document relevant course rolls; academic plans created with individual students

**Tactic 3:** Publicize the European Study Tour offered through the Department of Nutrition and Food Science. The course is offered each summer semester (NUFS 5380/6380 – Study/Travel in Nutrition and Food Science).  
**Responsible:** Department Head  
**Measure:** Documentation of course rolls and how announcements are made (in classes, e-mail, advisor caucus, etc.)

**Tactic 4:** Encourage departments to develop and offer courses/course content highlighting multicultural, international, and global issues.  
**Responsible:** Associate Dean for Academic Affairs and Department Heads  
**Measure:** Collect course data

**Tactic 5:** Develop system for capturing data for international education and international study experiences of students.  
**Responsible:** Dean’s Office  
**Measure:** System developed and international experiences tracked.

**Tactic 6:** Train faculty advisors on strategies for encouraging international/study abroad.  
**Responsible:** Academic Affairs Office and International Minor Committee Chair  
**Measure:** Training sessions documented and participation recorded.

**Tactic 7:** Encourage new supervisors, faculty and staff to attend Just Be FAIR training conducted by Human Resources.  
**Responsible:** Executive Assistant to the Dean and Business Manager  
**Measure:** Training participation tracked

**Goal 4:** Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

**Strategy 1:** Encourage the development of diverse partnerships.

**Tactic 1:** Provide leadership for the Universities Fighting World Hunger initiative in partnership with the United Nations World Food Programme.  
**Responsible:** Dean and External Affairs Director  
**Measure:** Document activities and leadership efforts
Tactic 2: Encourage students to participate in the Women’s Philanthropy Board Mentee Program.
Responsible: WPB and Dean’s Office
Measure: Document mentee sign-up participation

Goal 5: Develop and execute a comprehensive Diversity Communication Plan.

Strategy 1: Develop and share diversity information within the College of Human Sciences with faculty, staff, and students.

Tactic 1: Give information to all CHS students about the CHS Belief System. The Belief System includes a commitment to global issues, human diversity, awareness of emerging trends, and a realistic perspective of their place in the world.
Responsible: Dean’s Office
Measure: Belief System provided to incoming students and transfer students in CWE and SOS

Tactic 2: Encourage faculty to include a diversity statement on course syllabi.
Responsible: Department Heads
Measure: Data collected regarding syllabi containing diversity statement

Tactic 3: Encourage student, faculty and staff attendance and participation in campus-wide diversity programs (conferences, meetings, events, training, etc.).
Responsible: Department Heads, Dean’s Office
Measure: Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, building monitors, and faculty meetings, etc.)

Tactic 4: Disseminate the college diversity plan and promote it among all students, faculty, and staff in the college.
Responsible: Department Heads, Dean’s Office
Measure: Document circulated.

Tactic 5: Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc.
Measure: Document inclusion of diversity within college publications
In keeping with the mandate of the Auburn University Multicultural Diversity Commission, the College of Liberal Arts Diversity Committee supports the following statement of the university’s commitment to diversity.

**Mission:** Establish diversity as a core value in the College of Liberal Arts.

**Definition of Diversity:**
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

**Goal 1:** Foster a total campus environment that respects differences and encourages inclusiveness.

**Strategy 1:** Foster a College environment that respects differences and encourages inclusiveness. Promote an atmosphere of inclusiveness.

**Tactic 1:** Ensure that diversity is considered in all college publications and promotional items.  
*Measure:* Periodic review of materials by College of Liberal Arts (CLA) Diversity Officer Team

**Tactic 2:** Develop and disseminate a diversity packet to prospective students, prospective faculty, and administrators. Packet to include: AU Diversity statement, College Diversity Statement, Diversity related programs, Diversity minors, etc.  
*Measure:* Document dissemination of diversity packet to prospective students, faculty and administrators.

**Tactic 3:** Ensure that the College of Liberal Arts continues to be represented on the Diversity Council.
**Measure:** Representation on the council and attendance at meetings will be documented

**Tactic 4:** Promote and support activities that promote diversity.
**Measure:** Documentation of supported activities

**Tactic 5:** Encourage faculty, staff, and students in the college to participate in campus activities involving diversity
**Measure:** Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, faculty meetings, etc)

**Goal 2:** Develop and implement activities and programs designed to increase and enhance undergraduate students and faculty diversity at all levels of the college, with particular focus on racial, ethnic, and gender differences.

**Strategy 1:** Develop and implement activities and programs designed to increase and enhance student diversity at all levels of the college, with particular focus on racial, ethnic, and gender differences.

**Tactic 1:** Have a college representative present at all campus recruitment activities directed towards underrepresented students.
**Measure:** Document attendance at recruitment activities.

**Tactic 2:** Continue to support to recruitment and successful retention programs such as Summer Enrichment Experience (SEE), Provost Leadership Undergraduate Scholarship (PLUS), and Providing Peer Opportunities for Diverse Students (P2ODS) programs.
**Measure:** Report detailing college support of such programs

**Tactic 3:** Create a minority recruitment position to: 1) Provide promotional materials to recruiters; 2) Develop short information sheet to ease load on recruiters, also make sheet accessible on webpage; 3) Conduct focus groups with current minority students to discuss attitudes toward the college and towards application/admission process; 4) Encourage college recruiters to support goals of recruiting a diverse and qualified student body; 5) Offer training for faculty advisors regarding student retention programs offered on campus; 6) Nominate minority students for appropriate scholarship opportunities offered through trade/professional associations and foundations; 7) Document minority students and their progress through the system; 8) Utilize student organization chapters in recruitment efforts; 9) Collaborate with graduate school in recruiting efforts directed at underrepresented students.
**Measure:** Position created

**Strategy 2:** Develop and implement activities and programs designed to increase and enhance faculty diversity at all levels of the college, with particular focus on racial, ethnic, and gender differences.
Tactic 1: Utilize national minority organizations as a resource to promote faculty position opportunities in the college.  
**Measure:** Document means in which national minority organizations are used to promote faculty positions in the college.

Tactic 2: Establish an exit interview process to identify retention concerns of faculty.  
**Measure:** Exit interview created, Report of findings

Tactic 3: Monitor faculty diversity within college and departments by comparing levels of availability each year.  
**Measure:** Faculty report updated each year (requested through ODMA)

Tactic 4: Work with Women’s Initiative and Diversity Faculty Mentor programs to retain women and other underrepresented faculty.  
**Measure:** Document collaboration with programs; Track faculty attendance

Tactic 5: Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.  
**Measure:** Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members

Goal 3: Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

Strategy 1: Identify and/or develop and implement a comprehensive program of education and training opportunities to be made available to students, faculty, and staff.

Tactic 1: Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.  
**Measure:** Training participation tracked

Tactic 2: Encourage student, faculty, and staff attendance and participation in campus-wide diversity programs (conferences, meetings, events, training, etc).  
**Measure:** Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, building monitors, and faculty meetings, etc).

Tactic 3: Encourage departments to offer courses/course content highlighting multicultural, international, and global issues.  
**Measure:** Report courses offered

Tactic 4: Continue to offer Africana Studies, Women’s Studies, Civic Engagement,
and Study abroad programs

*Measure*: Track student attendance/participation in programs

**Goal 4**: Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

**Strategy 1**: Develop collaborations or partnerships that are designed to build capacity for extending diversity and multicultural education in the university and in external communities.

**Tactic 1**: Continue support of and collaborations/partnerships with Civic Engagement Courses, The Clothesline Project, Take Back the Night, Prison Art Program, Lee County Youth Development Center, and the Auburn Arts Association.

*Measure*: Submit a report detailing and documenting CLA’s role in these collaborative projects.

**Goal 5**: Develop and execute a comprehensive Diversity Communication Plan.

**Strategy 1**: Develop and share diversity information with faculty, staff, and students in the college and the outside community.

**Tactic 1**: Encourage all faculty to include a statement of diversity on course syllabi.

*Measure*: Documentation for how faculty are encouraged to include a diversity statement on course syllabi, Data collected regarding syllabi containing diversity statement

**Tactic 2**: Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc.

*Measure*: Document inclusion of diversity within college publications

**Tactic 3**: Disseminate information through the College of Liberal Arts Dean’s Diversity Officers Team (Officers are from each Department in the College of Liberal Arts)

*Measure:*

**Tactic 4**: Disseminate the college diversity plan and promote it among all CLA students, faculty, and staff.

*Measure*: Diversity Plan circulated.
Library Collections

Mission: To provide books, journals, databases, and digital collections that include resources about diversity and multiculturalism to support the teaching, research, and outreach needs of faculty, staff, and students.

Lecture Series Initiatives

Mission: To help provide an intellectual and cultural climate that recognizes and incorporates diversity and multiculturalism.

Definition of Diversity:

Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

Goal 1: Provide an environment that respects differences and encourages inclusiveness.

Tactic 1: Ensure that the Libraries continues to be represented on the Diversity Council.
Measure: Representation on the council and attendance at meetings will be documented

Strategy 1: Actively incorporate diversity and multicultural perspectives in the Libraries’ collections (Library Collections).

Tactic 1: Continue to revise and monitor Library acquisitions to include books that articulate and support diversity and multicultural perspectives.
Measure: Associate Dean for Collection Development will monitor acquisitions of these materials annually.

Tactic 2: Maintain acquisition of all university press imprints, many of which strive to foster respect for differences and encourage inclusiveness.
Measure: Associate Dean for Collection Development will monitor acquisitions of these materials annually.

Tactic 3: Continue to build existing collections in African American history and literature, and in foreign languages and literatures. 
Measure: Associate Dean for Collection Development will monitor acquisitions of these materials annually.

Tactic 4: Maintain support for Women’s Studies book budget.
Measure: Associate Dean for Collection Development will monitor acquisitions of these materials annually.

Tactic 5: Continue to build and publicize archival and manuscript collections related to African American history and women's history in the Special Collections Department.
Measure: Associate Dean for Collection Development will monitor acquisitions of these materials annually.

Tactic 6: Continue to provide access to Libraries resources by cataloging, classifying, and providing online access to diversity-related resources.
Measure: Monitor online access

Tactic 7: Encourage subject librarians, with the assistance of the Libraries Specialist for Communication and Marketing, to publicize new library resources that support this goal.
Measure: Document publicizing of diversity resources

Strategy 2: Sponsor lectures and displays in the Libraries in areas related to diversity (Lecture Series Initiatives).

Tactic 1: Continue sponsoring appropriate lectures and displays for Black History Month/King week.
Measure: Schedule of lectures, Attendance records

Tactic 2: Continue sponsoring appropriate lectures for Women’s History Month.
Measure: Schedule of lectures, Attendance records

Tactic 3: Continue sponsoring appropriate lectures for Latin American History Month.
Measure: Schedule of lectures, Attendance records

Tactic 4: Strive to better promote and publicize these lectures to the community.
Measure: Document promotion and publicizing of diversity events

Tactic 5: Continue to record, preserve, and provide access to these lectures.
**Goal 2:** To foster diverse candidate pools for positions in academic librarianship.

**Strategy 1:** Develop and implement recruitment and retention strategies for underrepresented staff and faculty from underrepresented groups.

**Tactic 1:** Participate as appropriate in the Association of Research Libraries’ Leadership and Career Development Program, a program designed to provide 25 early career librarians from protected groups the opportunity to enhance their leadership skills and prepare them for midlevel leadership roles in Association of Research Libraries.

*Measure:* Participation tracked.

**Tactic 2:** With members of the Association of Research Libraries, participate in the Initiative to Recruit a Diverse Workforce.

*Measure:* Track student recruitment.

**Tactic 3:** Encourage tenured library faculty to participate in ACRL’s Dr. E. J. Josey Spectrum Scholar Mentor Program.

*Measure:* Participation tracked.

**Tactic 4:** Seek funding for the Library Residency Program, a one-year program, (renewable for a second year by mutual agreement of the resident and the Library) to introduce recent graduates from underrepresented racial/ethnic groups to academic librarianship.

*Measure:* Funding secured, Participation tracked.

**Tactic 5:** Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.

*Measure:* Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members.

**Goal 3:** Provide and participate in a system of education and training focused on effectively managing and leveraging diversity for faculty and staff.

**Strategy 1:** Include multicultural and diversity perspectives in Libraries training.

**Tactic 1:** Assure, through the Human Relations Specialist and those who teach the Career Ladder courses in the Libraries, that multicultural and diversity perspectives are represented and respected within training.

*Measure:* Annual review of career ladder courses.
**Tactic 2:** Encourage attendance by Libraries faculty and staff in Lecture Series initiatives (described above).

*Measure:* Document ways in which Libraries faculty and staff were encouraged to attend; Track Participation

**Strategy 2:** Participate in University training programs for faculty and staff related to diversity.

**Tactic 1:** Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.

*Measure:* Training participation tracked

**Tactic 2:** Encourage faculty and staff to attend the annual Best Practices conference sponsored by ODMA.

*Measure:* Document ways in which Libraries faculty and staff were encouraged to attend; Track participation

**Goal 4:** Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

**Strategy 1:** Build and strengthen partnerships to support diversity and multiculturalism within the profession of academic librarianship.

**Tactic 1:** Partner with Association of Research Libraries to support diversity at Auburn and nationally.

*Measure:* Partnership developed and program(s) implemented.

**Goal 5:** Develop and execute a comprehensive Diversity Communication Plan.

**Strategy 1:** Through multi-media forms, promote diversity as a core value for AU Libraries.

**Tactic 1:** Continue to ensure that diversity is reflected in all of the Libraries’ outlets such as web, brochures, newsletters, magazines, videos, etc.

*Measure:* Document inclusion of diversity within Library publications

**Tactic 2:** Disseminate the college diversity plan and promote it among all Library faculty and staff.

*Measure:* Diversity Plan circulated.
School of Nursing  
Strategic Diversity Plan  
2009-10 to 2011-12

Mission: Establish diversity as a core value in the School of Nursing.

Definition of Diversity: 
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population. Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

Goal 1: Create and sustain a welcoming, supportive and inclusive educational environment.

Strategy 1: Promote cultural competence among faculty and students.

Tactic 1: Continually update the undergraduate curricula to foster students’ understanding of diversity and cultural competence within the health profession.  
Measure: Examine syllabi for NURS 3710, NURS 4240, NURS 7220, and NURS 7240 for inclusion of diversity related topics within the health promotion, nursing process, and health care systems in the community and across the globe.

Tactic 2: Provide a supportive environment for faculty, staff and students to participate in campus activities that support diversity issues.  
Measure: Documentation of efforts to promote faculty, staff, and student attendance at diversity-related events across campus (e.g., e-mails, class assignments, etc.)

Tactic 3: Ensure that the School of Nursing continues to be represented on the Diversity Council.  
Measure: Representation on the council and attendance at meetings will be documented

Strategy 2: Provide a supportive environment for professional nursing students, especially students from underrepresented groups.

Tactic 1: Provide opportunities for supportive counseling as needed.  
Measure: Collect data from students on student-faculty interactions.
Tactic 2: Provide opportunities for students, especially underrepresented students, to engage with faculty and advisors outside the classroom.
*Measure:* Documentation of events held each semester (informal social events, advising appointments, and other events) which allow students to get to know faculty and academic advisor better; summary of students’ reported experiences

Goal 2: Attract and retain greater number of individuals from underrepresented populations into faculty, staff, administrative, and student positions.

Strategy 1: Develop recruitment and retention plans for a diverse student body.

Tactic 1: Establish relationships with middle schools, high schools and community colleges with diverse student populations to recruit students into the AUSON program.
*Measure:* Document relationships between these stakeholder groups

Tactic 2: Work with our Development Office to identify funding sources for nursing students from culturally diverse groups.
*Measure:* Funding identified

Tactic 3: Market our master’s program to historically black colleges and universities.
*Measure:* Document marketing techniques (i.e., recruiting materials, contacts made etc)

Strategy 2: Implement strategies for student success.

Tactic 1: Continue to support Summer Enrichment Experience (SEE) program.
*Measure:* Students participating in SEE program

Tactic 2: Continue targeted advising of lower division underrepresented students.
*Measure:* Academic advisor meets regularly and tracks progress of AUSON SEE students throughout the academic year.

Tactic 3: Analyze issues/problems with retention and develop intervention programs to address barriers to retention.
*Measure:* Review the AUSON admission formula and compile a report focused on ways to increase enrollment of underrepresented students.

Tactic 4: Provide support services (tutoring for math and science, Sunday Night Study Sessions) to students to enhance academic performance.
*Measure:* Documentation of tutoring and study sessions and student participation, academic performance compared for participants vs. non-participants.

Strategy 3: Recruit and retain a diverse faculty and staff.
**Tactic 1:** Actively recruit individuals from diverse backgrounds at national and regional meetings during faculty and staff searches by setting up exhibits and appointments.  
*Measure:* Track the number of applicants and interviewed.

**Tactic 2:** Advertise widely in nursing and higher education journals.  
*Measure:* Document ads placed in journals with highly diverse readerships.

**Tactic 3:** Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.  
*Measure:* Documentation of trained Human Resource professionals who serve on search committees, track diversity training of search committee members.

**Tactic 4:** Monitor faculty diversity within college and departments by comparing levels of availability each year.  
*Measure:* Faculty report updated each year (requested through ODMA).

**Goal 3:** Develop and implement a system of education and training focused on effectively managing diversity for students, faculty and staff.

**Strategy 1:** Provide students with skills to care for patients from diverse cultures.

**Tactic 1:** Expand and reinforce undergraduate courses such as NURS 3710, NURS 4240 and graduate courses NURS 7220 and NURS 7240. These courses focus on human diversity and health parity in diverse populations.  
*Measure:* Review course syllabi annually at faculty retreat to track cultural content and identify gaps.

**Tactic 2:** Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.  
*Measure:* Training participation tracked.

**Goal 4:** Develop and strengthen partnerships with diverse communities in Alabama and globally.

**Strategy 1:** Partner with agencies that provide services to communities in need.

**Tactic 1:** Continue to identify and direct service-learning projects (e.g., Project Underpants, which provides Head Start children with clean underwear and socks, and Committee of 19, which focuses on creating awareness of hunger-related issues) to meet community and University needs.  
*Measure:* Document and compile a report on project impacts.
**Tactic 2:** Continue to build partnership and programs with the Auburn Housing Authority.
*Measure:* Document and report on partnerships and program successes.

**Strategy 2:** Expand international and multicultural opportunities for practice and research.

**Tactic 1:** Explore opportunities for increasing AUSON international presence.
*Measure:* Document international initiatives

**Tactic 2:** Provide opportunities for students and faculty to participate in international outreach activities.
*Measure:* Document student/faculty participation.

**Goal 5:** Develop a comprehensive diversity communication plan.

**Strategy 1:** Promote diversity among faculty and students.

**Tactic 1:** Ensure that AUSON recruitment materials highlight diversity.
*Measure:* Document that AUSON brochures are consistent and include diverse student/faculty populations.

**Tactic 2:** Highlight diversity among faculty and students in AUSON/AUMSON Newsletter.
*Measure:* Document articles in the newsletter which reflect student and faculty achievements from diverse backgrounds.

**Tactic 3:** Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc).
*Measure:* Document inclusion of diversity within college publications

**Tactic 4:** Disseminate the college diversity plan and promote it among all AUSON students, faculty, and staff.
*Measure:* Diversity Plan disseminated.
Harrison School of Pharmacy
Strategic Diversity Plan
2009-10 to 2011-12

The Harrison School of Pharmacy’s (HSOP) strategic planning process operates on a School-wide basis. The School’s Doctor of Pharmacy Program is an interdepartmental program operating across all 3 departments and its Ph.D. program is interdepartmental across 2 of the 3 departments.

Mission: Establish diversity as a core value in the Harrison School of Pharmacy.

Definition of Diversity:
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

For the HSOP, men (rather than women) can be considered an underrepresented minority in the case of professional doctoral students and pharmacy practice faculty. Where appropriate, this is reflected in this document.

Goal 1: Foster a total campus environment that respects differences among individuals and encourages inclusiveness.

Strategy 1: Influence our student pharmacists to develop as professionals with a commitment to provide patient care to diverse populations.

Tactic 1: Ensure that HSOP continues to be represented on the Diversity Council. Measure: Representation on the council and attendance at meetings will be documented.

Tactic 2: The HSOP’s ability outcomes for the Doctor of Pharmacy Program include providing patient care to diverse populations. Measure: Student achievement of ability-based outcomes are assessed.

Goal 2: Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, men (as appropriate) people with disabilities, and other
underrepresented students, faculty, administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population.

**Strategy 1:** Increase the graduation rates of students of color, ethnic minority students, women, men, students with disabilities, and other underrepresented groups to the same level as non-minority students who enter the university with comparable preparation.

**Tactic 1:** HSOP will continue to provide programs such as supplemental instruction, mentoring by faculty, and special plans of study to assist students’ progress.  
**Measure:** Track student participation in these programs; report on students’ perceptions to how these programs support academic progress.

**Strategy 2:** Increase the recruitment, retention, and thus representation, of people of color, ethnic minorities, women, men and other underrepresented students. The HSOP goal for minority student enrollment is 15% of its total student body.

**Tactic 1:** HSOP will continue ongoing efforts to recruit professional and graduate students from diverse groups.  
**Measure:** Recruitment efforts and enrollment numbers for students from targeted HBCUs and schools with diverse student populations.

**Strategy 3:** Seek to include all University constituencies including people of color, ethnic minorities, women, and members of other underrepresented groups in administrative positions within HSOP.

**Tactic 1:** Develop and implement requirements for diverse search committees by including an individual trained to ensure an inclusive process in job searches.  
**Measure:** Composition of search committees tracked; individuals with Human Resources training identified and included in job search process.

**Strategy 4:** Increase the retention of women, men, people of color, ethnic minorities, people with disabilities, and other underrepresented groups in our faculty.

**Tactic 1:** Continue to operate the HSOP Faculty College which assists faculty members in their professional development.  
**Measure:** Track junior faculty participation in Faculty College, report on faculty perceptions to the benefits of the Faculty College.

**Strategy 5:** Increase the recruitment of women, men, people of color, ethnic minorities, and other underrepresented groups to faculty positions.

**Tactic 1:** Although shortages of qualified applicants in the various pharmaceutical disciplines often limit the number of potential applicants from diverse populations, HSOP will continue to seek such applicants. For faculty members in the discipline
of pharmacy practice men, rather than women, are considered as an underrepresented group.

**Measure:** Documentation of efforts; tracking of applicants and those interviewed.

**Tactic 2:** Develop and implement requirements for diverse search committees by including an individual trained to ensure an inclusive process in job searches.

**Measure:** Composition of search committees tracked; individuals with Human Resources training identified and included in job search process.

**Tactic 3:** Monitor faculty diversity within School and departments by comparing levels of availability each year.

**Measure:** Faculty report updated each year (requested through ODMA).

**Strategy 6:** Seek to increase support staff diversity, including women, people of color, ethnic minorities, and other underrepresented groups.

**Tactic 1:** The HSOP will continue to actively seek diversity in hiring individuals to support staff positions.

**Measure:** Documentation of efforts to recruit diverse staff; outcomes of searches.

**Goal 3:** Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

**Strategy 1:** Conduct diversity training, specific to a college campus environment for students, faculty, and staff.

**Tactic 1:** Have all supervisors in the School attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the School.

**Measure:** Training participation tracked

**Goal 4:** Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the University and in external communities.

**Strategy 1:** HSOP will continue to provide patient care to a variety of diverse populations.

**Tactic 1:** HSOP will continue to provide patient care through the following clinical training sites: Community-based patients in the Auburn-Opelika and Mobile-Baldwin County communities; HIV Clinics in Mobile, Montgomery and Opelika; Moundville Medical Clinic (underserved, rural community); Good Samaritan Clinic in Tuscaloosa (serving people of color and ethnic minorities); Central Alabama Veteran’s Administration Health Care System in Tuskegee (serving people of color and ethnic minorities). Student pharmacists provide and learn about patient care with diverse populations.

**Measure:** Report on profiles of populations served
**Goal 5:** Develop and execute a comprehensive Diversity Communications Plan.

**Strategy 1:** Include diversity as a characteristic within all HSOP publications and communications.

**Tactic 1:** As the HSOP’s publications and communications are revised and updated, particular attention will be given to assure that they promote and market the School’s diversity as well as the School’s commitment to diversity as a core value.

*Measure:* Document inclusion of diversity within college publications

**Tactic 2:** Disseminate the School’s Diversity Plan and promote it among all HSOP students, faculty, and staff.

*Measure:* Diversity Plan is circulated.
The College of Sciences and Mathematics (COSAM) has a long history of promoting diversity as a core value. This began with the establishment of the position of Associate Dean for Diversity that continues to today. The percentage of African-American undergraduate enrollment far exceeds the university’s and the College has participated, where appropriate, with the university's ambitions for diversity and multicultural affairs. The College diversity commitment (both gender and ethnicity) is expressed at the top where two of the three associate deans are women with one being African-American.

**Mission:** Establish diversity as a core value in the College of Sciences and Mathematics.

**Definition of Diversity:**
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

**Goal 1:** Foster a total campus environment that respects differences and encourages inclusiveness.

**Strategy 1:** Foster a college environment that respects differences and encourages inclusiveness.

**Tactic 1:** Encourage faculty, staff, and students in the college to participate in college and campus wide diversity programs, events, and activities. **Measure:** Documentation for how faculty, staff, and stakeholders are encouraged (e-mails, faculty meetings, etc).

**Tactic 2:** Ensure that COSAM is represented on the Diversity Council. **Measure:** Representation on the council and attendance at meetings will be documented
Tactic 3: Encourage and nudge students from underrepresented groups to seek leadership positions on campus.

Measure: Encouragement documented, List of COSAM students from underrepresented groups in leadership positions on campus documented.

Tactic 4: Conduct a regular survey among students to determine the needs, if any, of underrepresented students.

Measure: Survey conducted, Results compiled

Strategy 2: Continue with efforts that highlight achievements and contributions of students, faculty, and staff from underrepresented groups.

Tactic 1: Continue to highlight minorities, women, and other underrepresented students, faculty, and staff in departmental and college newsletters and magazines.

Measure: Periodic review of materials

Tactic 2: Continue to encourage top minority students to apply to be COSAM Ambassadors.

Measure: Documentation for how students are encouraged (e-mails, letters, etc), Group membership

Goal 2: Increase the recruitment, retention, and representation of people of color, ethnic minorities, women, people with disabilities, and other underrepresented students, faculty, administrators, and staff at Auburn University to a level that reflects the appropriate relevant pool of availability for the target population.

Strategy 1: Develop and implement diverse recruitment and retention strategies for underrepresented students.

Tactic 1: Vigorously recruit quality undergraduate minority students.

Measure: Recruitment efforts documented and student enrollment tracked.

Tactic 2: Provide the Summer Bridge program to incoming underrepresented minority students.

Measure: Attendance tracked, retention tracked over time, academic performance tracked for all participating students

Tactic 3: Provide ongoing academic assistance with the highly successful Minority Drop-in-Center and advising.

Measure: Attendance of students in center tracked, academic performance of students using the center tracked

Tactic 4: Continue with college’s K-12 sciences and mathematics outreach programs such as Science Olympiads, BEST, YES, High School Visitation program, and Summer Bridge.

Measure: Documentation of programs’ impact
Tactic 5: Engage the college's very successful K-12 sciences and mathematics outreach program to provide service-learning opportunities for the college's minority students in order to enrich their undergraduate experience.

*Measure:* Attendance tracked, Student reports on perceptions and attitudes to participation and how participating related to academic and social progress

Tactic 6. Utilize national organizations such as the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers (NOBCChE) to recruit qualified students.

*Measure:* Documentation of recruitment efforts

Tactic 7. Implement the collaborative partnership between the African University of Science and Technology (AUST) in Nigeria to exchange faculty and to bring students from that university to Auburn for graduate studies in the college.

*Measure:* Participation tracked, Retention to degree tracked

Strategy 2: Develop and implement diverse recruitment and retention strategies for underrepresented faculty, administrators, and staff.

Tactic 1: Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.

*Measure:* Documentation of trained Human Resources professionals who serve on search committees, track diversity training of search committee members

Tactic 2: Establish an exit interview process to identify retention needs of current faculty.

*Measure:* Exit interview created, Report of findings

Tactic 3: Utilize national and international diversity organizations as a resource to advertise faculty and administrative position opportunities in the college.

*Measure:* Document means in which organizations are used to promote faculty/administrative positions within the college.

Tactic 4: Monitor faculty diversity within college and departments by comparing levels of availability each year.

*Measure:* Faculty report updated each year (requested through ODMA)

Tactic 5: Support the NSF ADVANCE Auburn Center.

*Measure:* Document support

Goal 3: Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.
Strategy 1: Develop and implement college-wide diversity educational programs and training initiatives for students, faculty, and staff.

Tactic 1: Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college. 
Measure: Training participation tracked

Goal 4: Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

Strategy 1: Continue partnerships with schools and universities in the region to support diversity and multiculturalism.

Tactic 1: Continue to provide a variety of K-12 experiences directed at diverse audiences.

Goal 5: Develop and execute a comprehensive Diversity Communication Plan.

Strategy 1: Through multi-media forms, promote diversity as a core value for COSAM.

Tactic 1: Ensure that diversity is reflected in all of the college’s media outlets such as web, brochures, newsletters, magazines, videos, etc. 
Measure: Document inclusion of diversity within college publications

Tactic 2: Disseminate the college diversity plan and promote it among all COSAM students, faculty, and staff. 
Measure: Plan disseminated
College of Veterinary Medicine  
Strategic Diversity Plan  
2009-10 to 2011-12

One of the objectives of higher education is to provide opportunities for learning and enrichment in addition to that provided in the classroom. Diversity is a major feature that is needed to prepare our students to be part of a global community.

Veterinary medicine is a service profession, and in order to meet societal needs, it is important that diversity in the veterinary medicine workforce reflect the society we serve. As a reflection of its importance, the Association of American Veterinary Medical Colleges (AAVMC) has developed DiVersity Matters, an initiative to increase diversity among students, faculty and leadership at the 28 US Colleges of Veterinary Medicine. This is a tremendous challenge within veterinary medicine.

**Mission:** Establish diversity as a core value in the College of Veterinary Medicine.

**Definition of Diversity:**
Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community and national population.

Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate and excel in the community they inhabit. In this context, diversity is aligned with Auburn University’s land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation and the world.

**Goal 1:** Foster a total campus environment that respects differences and encourages inclusiveness.

**Strategy 1:** Foster a college environment that respects differences and encourages inclusiveness.

**Tactic 1:** Provide workshops on diversity led by university personnel for faculty and staff. Several of these will be scheduled, so that all faculty and staff will participate in one workshop at least once every three years. All faculty and staff who supervise other employees will participate at least once every two years.  
*Measure:* Participation tracked.
Tactic 2: Provide a diversity symposium to professional students every three years. As a result of the lock-step curriculum, organizing a workshop on a three year rotation will allow all students to participate. This workshop may be facilitated by leadership from the AAVMC - DiVersity Matters initiative.
Measure: Workshop implemented, Participation tracked

Strategy 2: Support activities that promote diversity.

Tactic 1: Support the student organization, Diversifying Veterinary Medicine with sponsored activities such as a Thanksgiving dinner with culturally and ethnically diverse foods, once weekly Spanish lessons, and regular posting to the CVM electronic bulletin board of monthly religious and cultural holidays with a description of their background and significance.
Measure: Activities documented

Tactic 2: Support a student mixer for Auburn and Tuskegee SCAVMAs chapters.
Measure: Document support

Tactic 3: Encourage Faculty and students to attend the AAVMC DiVersity Matters each year.
Measure: Participation tracked

Tactic 4: Ensure that the College of Veterinary Medicine continues to be represented on the Diversity Council.
Measure: Representation on the council and attendance at meetings will be documented

Goal 2: Increase the diversity of the AU CVM faculty, students, administrators, and staff.

Strategy 1: Increase the number of underrepresented minorities (URM) in the applicant pool for faculty positions. At least 15% of applicants for faculty positions should be under-represented minorities. This goal of 15% equals the national % of minority faculty and should be reflected in the overall applicant pool, not necessarily in each faculty search. There are clearly some areas in which qualified minority candidates are not currently available.

Tactic 1: Monitor faculty diversity within college and departments by comparing levels of availability each year.
Measure: Faculty report updated each year (requested through ODMA)

Tactic 2: Encourage current minority graduate students to enter the professoriate.
Measure: Track matriculation of students into the professoriate and report ways students were encouraged

Tactic 3: Continue to invite minority students to participate in summer research
and outreach programs in the College. It is felt that individuals who visit as students may apply for internships, residencies or graduate programs, and ultimately faculty positions OR that they will have a good experience that they will communicate with others.

**Measure:** Document invitation letters, Participation in programs tracked.

**Tactic 4:** Utilize national and international diversity organizations as a resource to advertise faculty and administrative position opportunities in the college.

**Measure:** Document means in which organizations are used to promote faculty/administrative positions within the college.

**Tactic 5:** Ensure that a well trained human resources professional is an ex-officio member of all search committees to guide adherence to a diverse search process (i.e., posting in appropriate diversity resources, etc.), or ensure that search committees receive diversity training.

**Measure:** Documentation of trained HR professionals who serve on search committees, track diversity training of search committee members

**Strategy 2:** Increase the diversity of the AU CVM student body - Professional students.

**Tactic 1:** Increase “activity level” with minority student groups that visit the college (COSAM Bridge program, the COE Truman Pierce Institute and the AU SEE program). Generally these students come for a tour, and if time allows, a brief presentation about veterinary medicine as a profession.

**Measure:** Document activities and interactions with minority student groups

**Tactic 2:** Develop a video which could be played whenever the College has a recruitment booth. A short recruitment video is needed that would show a diverse group of veterinary students in curriculum related activities. As part of this video, some of these students could comment on their experiences as a student or plans as a professional. This video could be made available to AU recruiters and also to DVMs across the state to assist with career fairs. Likewise, some of these student sound bites could be available on the AUCVM website.

**Measure:** Video created, Documentation of video release

**Tactic 3:** Continue to increase the variety of scientific and interactive activities at the annual CVM Open House.

**Measure:** Documentation of activities, Participation tracked

**Tactic 4:** Have a presence at recruitment activities directed towards minority students. This might range from sending brochures with AU recruiters visiting minority high schools to being present at regional meetings such as the Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS).

**Measure:** Participation in recruitment activities tracked.
Tactic 5: Increase the use and quantity of CVM promotional materials that are used by AU recruiters. Each year we meet with the AU recruiters and provide brochures and business cards. Recruiters are faced with having brochures (which are bulky and heavy) from many programs on campus that they are requested to take on their trips. We will continue to provide brochures, but we will also develop a two page information sheet that will be available to the recruiters electronically. Thus if they run out of brochures, they may be able to quickly and inexpensively get copies of additional CVM promotional materials.

Measure: Recruitment materials reviewed for inclusion of diversity, Two-Page informational sheet created and distributed

Tactic 6: Meet with current minority students to determine positive and negative experiences regarding their application, admissions process and participation in the CVM program through focus groups with current students.

Measure: Focus groups conducted, Results compiled

Strategy 3: Increase the diversity of the AU CVM student body - Graduate students.

Tactic 1: Track CVM graduate students (demographics, positions following graduation, etc.).

Measure: Data for CVM graduate students tracked across time

Tactic 2: Determine an appropriate measure to benchmark the population of AU CVM graduate students.

Measure: Benchmark established

Tactic 3: Increase visibility of AU CVM graduate program and success of the graduate students in media outlets.

Measure: Postings tracked

Tactic 4: Recruit students at the Alabama Veterinary Medical Association Ceremony.

Measure: Number of participants that apply to Graduate School tracked

Goal 3: Develop and implement a comprehensive system of education and training focused on effectively managing and leveraging diversity for students, faculty, and staff.

Tactic 1: Have all supervisors in the college attend Just Be FAIR training conducted by Human Resources, and extend it to all faculty and staff in the college.

Measure: Training participation tracked.

Goal 4: Build and strengthen partnerships with diverse communities, businesses, and civic and community organizations to support diversity and multiculturalism in the university and in external communities.

Tactic 1: During the summer and school year, we will interact with more
elementary school children, in activities such as career day, reading day at the library, Auburn parks and recreation activities, etc. Plans are currently in development for a one week veterinary medicine day camp during the summer of 2010.

*Measure:* Outreach activities documented

**Goal 5:** Develop and execute a comprehensive Diversity Communication Plan.

**Tactic 1:** Emphasize diversity as a core value through college media outlets (web pages, brochures, newsletters, magazines, videos, etc.).

*Measure:* Document inclusion of diversity within college publications

**Tactic 2:** Disseminate the college diversity plan and promote it among all students, faculty, and staff in the college.

*Measure:* Plan disseminated