

# DIVERSITY ACTION PLAN

PRESENTED BY  
THE PRESIDENT'S COUNCIL ON DIVERSITY  
UNIVERSITY OF FLORIDA

SEPTEMBER 15, 2010

**Preamble:** Pursuant to the University of Florida's Strategic Work Plan approved by the Faculty Senate and President and reviewed favorably by the Trustees, and the Trustee-approved goals for the President, it is essential to the fulfillment of the University of Florida's educational, research, educational access, and service mission that its faculty, staff, student body and campus community be broadly diverse. Broad diversity encompasses all aspects of individuals that contribute to a robust academic, research, and campus environment including experience, perspectives, disciplines, geographic background, talent, socio-economic background, disability, ethnicity, race, gender, and other characteristics. Where "diversity" is used in this Action Plan, it implies the broadest definition of diversity. UF's multi-faceted mission as a whole provides educational benefits to all UF students, Florida, the nation, and society.

Some aspects of broad diversity have been achieved, while others have not and remain a significant focus. The components in this Action Plan are aimed at increasing the missing aspects of broad diversity that may change over time and must be realized to achieve UF's associated mission-driven education, access, research, and community-service objectives.

The institution considers a critical mass of individuals who are members of minority groups, are women, or are members of a low socio-economic or other under-served group to be important and assesses whether a critical mass of such representation has been achieved across the institution and in all disciplines. In this context, critical mass means representation that is adequate to achieve the following objectives:

1. Break down stereotypes among faculty, students, staff, and others who are members of that group or gender for the educational benefit of all.
2. Promote dissolution of isolation and marginalization to relieve individuals who are members of that group or gender from such feelings that hinder full participation in educational, research, and service activities as individuals, not as representatives of their group or gender.
3. Create broadly diverse classroom, laboratory, and other curricular and co-curricular experiences to teach all students to work creatively, collaboratively and productively with individuals of different backgrounds and experiences, including those of different races, genders, and socio-economic backgrounds
4. Enhance the multicultural competency of the faculty and student body in teaching, learning, and research—enabling them to include people of a wide range of perspectives, backgrounds, races, genders, and experiences— and providing opportunities to enhance learning and research outcomes by expanding the potential to broaden issue-identification, problem-solving, and collaboration
5. Contribute to the University's ability to serve the needs of the state of Florida, the nation, and all of society for a well-qualified and diverse citizenry, workforce, and academic research community—with the associated benefits to our democracy, society, economic strength, and national security—taking into account the changing demographics of the state of Florida and the United States

In addition, as a federal contractor, UF is required to establish reasonable goals and take reasonable action to seek to include minorities and women who are underutilized in certain disciplines at UF as compared with their availability in the qualified labor pool. These goals and actions are included in an annual Affirmative Action Plan.

Diversity is a shared responsibility, focusing on the broad areas of desired change within the institution, requires the entire University community to promote these changes. The Diversity Action Plan is designed to guide and coordinate campus efforts to increase diversity among faculty, staff, and student constituent groups, and to foster a broadly diverse campus community. It will serve as a living document that represents a synthesis of the thoughts, ideas, and recommendations from a broad cross-section of faculty, staff, and students. Lastly, this Plan details areas where needs for broader diversity are identified, and lists ways in which these problems may be addressed.

**A. Clearly define and publicize the University's commitment to diversity.**

1. University Relations will develop a comprehensive communications and marketing program to advance diversity interest both internally and externally. Additionally, the Office of Institutional Equity & Diversity and the President's Council on Diversity will initiate proactive, ongoing media campaigns to support the efforts to create a welcoming campus climate.
2. Institutional Equity & Diversity will:
  - a) Issue an annual status report documenting progress made toward increasing faculty, staff and student diversity.
  - b) Publish an inventory or diversity-related events, offices, programs and groups within the university.
  - c) Sponsor an open campus forum each year at which the progress that has been made and continuing issues can be discussed.
3. President's Council on Diversity will:
  - a) Develop a "Diversity" website that provides the current demographic profile of students, faculty and staff.
  - b) Produce quarterly online diversity newsletter (Multi-Gator) containing information on diversity activities, programs, and accomplishments.
  - c) Develop brochures on UF diversity and include a statement from the President.
  - d) Establish an International Business Etiquette and Manners website to assist with intercultural communication, and an appreciation of cultural differences.

**B. Create a welcoming environment for individuals of all races, genders, nationalities, religions, sexual orientation, and for those with disabilities.**

1. The President will hold senior vice presidents and vice presidents accountable for the degree of success that is reached in achieving a greater sense of community on campus that is characterized by a climate of inclusion.
2. The Provost will hold deans and academic department chairs accountable for creating and maintaining a climate inclusive of diversity within their college and academic units.
3. UF leaders must make specific efforts to clearly articulate broad diversity as a key contributor to educational and research excellence.
4. The Provost will make available a wide range of services and curriculum materials to assist faculty in creating a classroom climate in which students have the opportunity to succeed.
5. Student Affairs will develop a diversity training workshop for student leaders of all registered organizations as a part of the leadership training program.
6. Housing & Residence Education will develop policies and practices to ensure residential facilities foster a greater understanding of diversity, and each has a diverse population.
7. The Council on Diversity will establish Community Partnerships with particular emphasis on K-12 education, youth development, neighborhood stabilization, support of non-profit partners, and engagement of UF students in the life of Gainesville.
8. Create a Community Advisory Board to serve as a resource and clearinghouse for issues and concerns impacting UF's diversity initiatives (i.e. representatives for the City, County, School Board, Chamber of Commerce, Sante Fe College, Law Enforcement, Ministerial Alliance, Real Estate Association, etc.).

**C. Recruit and retain greater numbers of women and individuals from diverse backgrounds into faculty positions.**

1. The Provost will hold deans and academic department chairs accountable for increasing the representation of women and minority faculty by factoring in the success of reaching goals into their annual evaluations.
2. The Provost will hold deans and academic department chairs accountable for ensuring search committees are well trained and supported and seek individuals with demonstrated conduct of inclusion, and determining the adequacy of outreach in the search process, as well as other excellent practices to break down barriers and reach out to under-served individuals. The objective is to increase the representation of women, minorities and other under-served people on the faculty where they are not well represented and are needed to achieve mission-critical broad diversity on the faculty
  - a) Require at least the search committee chair to be trained in the search process, including diversity outreach and barrier removal.
  - b) Include diversity representatives on search committees where support is needed.
3. The Provost will ensure the university conducts aggressive national searches for faculty and administrative positions with emphasis on identifying qualified candidates, including a focus on identifying qualified women, minorities, other under-served people and those of any race or gender who have records of inclusive conduct.
4. The Provost will explore a faculty exchange program with historically black institutions.
5. The Provost will limit the number of approved faculty recruitment waivers.
6. The Provost will develop information packets and engage the academic unit's Equity Officer to assist in recruiting women and minority faculty and staff.
7. The Provost will create cluster positions in multiple and broadly defined disciplines providing for simultaneous hiring of several faculty members who are less traditional in their individual disciplines or interaction with other disciplines. Race and gender are not a factor in hiring and these positions are mission-critical apart from race and gender. However, the flexibility of discipline definitions, openness to non-traditional backgrounds, and simultaneous availability of multiple positions increases the potential competitiveness of minorities and women for whom there is a pipeline problem (unavailability) in certain more narrowly defined disciplines.
8. Deans and Department Chairs will ensure the climate within the unit is welcoming to women and individuals from diverse backgrounds.
9. Deans and Department Chairs will encourage more minority undergraduates to attend graduate school at UF as a means of increasing the future faculty pool.
10. Deans and Department Chairs will determine if there is a "trainable cohort" of graduate students that could ultimately expand the qualified available pool of junior faculty in fields where female and minority representation is limited, but the OFCCP's 80% test of under-utilization is not met due to a pipeline problem.
11. Deans and Department Chairs will work with AAU peer institutions to build a consortium of graduate students and post-doctoral fellows at each institution who may be encouraged to seek experience in (and be recruited by) other consortium institutions and then may compete for junior faculty positions throughout the AAU.
12. Deans and Department Chairs will use a form for search outreach plans and a bullet list guidance on Deans or other methods to certify adequacy of outreach, including but not limited to outreach targeted to minorities and women, prior to closing the application period. Include in the bullet list or other methods, guidance on advertisements and position descriptions "seeking faculty of all races and genders that practice conduct of inclusion."
13. Deans and Department Chairs will designate Equity Officers to promote a welcoming climate, ensure diversity on and training of search committees, and mentor new faculty members of all races and genders.

**D. Recruit, retain and graduate greater numbers of undergraduate and graduate minority students.**

1. The Provost will evaluate minority recruitment programs to determine success in recruiting minority students to UF and elsewhere.
2. The Provost will evaluate the strategic plan for recruiting minority students and strengthen the successful initiatives and determine causes of those that are not successful and correct them.
3. The Provost will encourage academic deans and department chairs to facilitate faculty involvement with undergraduate recruitment.
4. The Provost will encourage colleges to visit targeted institutions (e.g. high schools, churches, and military) with a high concentration of minorities to introduce them to UF and its array of programs and opportunities.
5. Academic Deans and Department Chairs will work with faculty to introduce more diverse curriculum offerings to attract a diverse student audience and to enrich the understanding of the contributions made by women and minorities to various fields of study.
6. Academic Deans and Department Chairs will develop a Peer Partners Program that matches minority students with other students enrolled in the same program.
7. Academic Deans and Department Chairs will develop mentoring / community building program that takes race and gender into account as factors, but are not race or gender exclusive and are open to any students who have demonstrated barriers to overcome for success.
8. Academic Deans and Department Chairs will develop a MentorNet or e-mentoring program by which undergraduate and graduate students in science and engineering can be mentored by professionals in industry and universities.

**E. Provide incentives to academic units and academic support units for developing best practices and models for increasing diversity.**

1. The President will provide funding for competitive awards that will enhance diversity.
  - a) Establish a Diversity Leadership Staff Award to recognize a staff member who has consistently demonstrated an appreciation of diversity and created a climate of acceptance and understanding among faculty, staff and students.
  - b) Establish a Leadership Teaching / Research Award to recognize a faculty member who has demonstrated exceptional contributions that advance diversity in their faculty roles.
  - c) Establish a Leadership Academic or Service Unit Award to recognize a unit that has implemented an exceptional diversity program or activity to enhance the recruitment, retention, academic success and graduation of students of under-represented groups whose inclusion is needed to achieve mission-critical broad diversity.
  - d) Establish a President's Social Responsibility Award to recognize an individual or organization external to the university that has performed extraordinary service in support of students or members of under-represented groups whose inclusion is needed to achieve mission-critical broad diversity.
2. The President and the Provost will provide funding to sponsor an annual Best Practices for Achieving Diversity Conference & Awards ceremony that will include a nationally prominent keynote speaker.

- F. Provide high quality diversity education, orientation, and training available to all members of the university community.**
1. Training & Organizational Development will develop instructor led diversity awareness workshops to embed knowledge and to explore sensitive issues in a structured environment.
  2. Training & Organizational Development will:
    - a) Publicize the existence of diversity training workshops at UF.
    - b) Include diversity training as part of New Employee Orientation.
    - c) Include diversity training in the Supervisory Challenge Courses.
    - d) Include diversity training in faculty search committee chair tutorial.
    - e) Create an online diversity training program for faculty, staff and students.
  3. The Provost will include diversity training as a part of New Faculty Orientation.
- G. Collect and create databases to systematically and effectively assess progress to achieve diversity goals.**
1. The Office of Institutional Equity & Diversity will collect the following data to document progress:
    - a) Recruitment, employment, retention and promotion rates of women and minority faculty and administrators.
    - b) Recruitment, employment, retention of women and minority students as contracted with overall rates.
    - c) Identify disciplines in which women or minorities are under-utilized in UF's faculty using the OFCCP's 80% test.
    - d) Identify disciplines where under-utilization does not exist under OFCCP's 80% test, but women or minorities are not well represented, and there is a pipeline problem (i.e. limited availability of qualified women or minorities) with a trainable cohort and opportunity to build capacity and improve access.
    - e) Review faculty and TEAMS recruitment summaries monthly, and report disparaging patterns to the appropriate hiring authorities.
  2. President's Council on Diversity will:
    - a) Advise the Senior Vice President for Administration on UF's progress to achieve diversity goals, and recommend the alignment or realignment of programs and initiatives based on collective assessments.
    - b) Publish campus climate survey results.
    - c) Serve as a resource to the university community on diversity initiatives and concerns.
    - d) Follow-up on results from previous faculty and student surveys, and recommend initiatives to address issues and concerns.
    - f) Obtain feedback from Diversity Training attendees of their diversity experiences and perceptions.

**Note: The "diversity" that UF requires to achieve its mission is broad diversity. Broad diversity means all aspects of individuals that contribute to a robust academic environment including experience, perspectives, disciplines, geographic background, talent, family socio-economic background, disability, ethnicity, race, gender and other characteristics. Some aspects of broad diversity have been easily achieved, while others—including racial and in some disciplines gender diversity--have been more elusive and require focused efforts.**

\* *The term "underutilized" is used by the Federal Office of Federal Contract Compliance Programs to refer to the presence of fewer minorities and women in a particular job group than would reasonably be expected, given their availability.*

