# Diversity Strategic Plan 2007—Updated in 2010-2011

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A Message from the President

Dear JSU Community,

Jacksonville State University’s faculty, staff and administration have worked hard to develop a Diversity Strategic Plan which has been approved by the University’s Board of Trustees. This plan for diversity demonstrates a commitment to developing a broad cross-section of individuals with whom our faculty, staff and students will interact on a daily basis.

Our student body represents a broad spectrum of society and it is the vision of this Diversity Strategic Plan to reflect the diversity that promotes and supports the broadest spectrum of society for the enrichment of the entire community of higher education. By doing so, we will provide a better environment for achieving the University’s mission.

I invite you to carefully review this Diversity Strategic Plan and how it relates to our University’s mission and the milestones we have developed toward the definition of our diversity. Jacksonville State University is proud to foster a university environment that values diversity and encourages inclusiveness. Through this plan we will enrich our community and those we serve in Northeast Alabama.

Sincerely,

William A. Meehan, Ed.D.
President

WAM/pbs
A Message from the Vice President for Academic and Student Affairs

Dear Friends,

Greetings from Jacksonville State University nestled in the foothills of the Appalachians. For a small town in northeast Alabama, Jacksonville is a uniquely diverse community. Such diversity is due in part to the presence of our university, which has enjoyed and embraced the presence of students and faculty from all over the world for more than sixty years through a cultural exchange program in its International House. In the early years students came to our campus from France only, then a few more European countries were added along the way. Now our students come from seventy different countries and speak more than two hundred languages, enriching our cultural experiences and educating us about cultural and human differences.

Also contributing to the diversity in our community was the presence of Ft. McClellan, a U. S. Army installation which, among other things, trained military police, chemical officers, enlisted service men and women, and others until a few years ago when the installation closed. The ever-changing diversity of the individuals from all over the world who moved to our community because of their affiliation with Ft. McClellan enriches our community to this day in our neighborhoods and schools where diversity prevails because of the fort's influence.

At Jacksonville State University in Calhoun County, Alabama we continue our commitment to increasing the number of faculty, staff, and administrators who represent many cultures, but in particular we are aggressively working to increase the number of faculty, staff and administrators who are African American. Today, the percentage of African American students is twenty-three, so it is important to employ faculty, staff, and administrators to lead this significant proportion of our student population. Another nine percent of our students are from other countries or represent other ethnic groups. More than two hundred of these students are international students who have chosen to study at our university.

In order to recruit African American employees, we are attending conferences to recruit for positions that currently are posted and introduce Jacksonville State University to potential applicants for future positions. We are reaching out in many ways to identify, recruit, hire, and retain more faculty with diverse backgrounds, especially those who are African American. We use new internet resources, diversity publications and directories, and personal contacts to improve our recruitment efforts. We support the professional development of our employees and students in an effort to “grow our own” leaders of tomorrow. Our efforts are paying off as evidenced by increased retention and hiring of faculty, staff, and administrators who are from diverse backgrounds. We will aggressively continue to improve our efforts and results, so that Jacksonville State University will be a model of diversity for all to see.

Sincerely affirming and celebrating diversity with you,

Rebecca O. Turner, MSW, DSW
Vice President for Academic and Student Affairs
Jacksonville State University (JSU) Mission Statement

Jacksonville State University is a public, comprehensive teaching institution that provides educational, cultural, and social experiences for a diverse undergraduate and graduate student population. As a student-centered university, Jacksonville State University strives to balance academic challenges with a range of support services for students' academic, career, and personal goals. As an academic institution, Jacksonville State University seeks to produce broadly educated graduates with skills for employment, citizenship, and life-long learning. As a comprehensive university, Jacksonville State University supports scholarly and service activities consistent with its academic and professional strengths.
Diversity Vision Statement

Jacksonville State University advocates a system of diversity that promotes and supports the broadest spectrum of society by promoting higher education, strong ethical and moral values, and an enhanced sense of civic duty to those who strive to better themselves for the enrichment of the whole community. JSU is committed to striving perpetually to create a diverse, multicultural atmosphere by recruiting and retaining faculty and staff reflective of the community we serve.

Committee Function

The Diversity-Employment Equity Committee has been appointed by the President to keep the University advised on the status of equal employment and affirmative action matters on a continuing basis. The committee consists of five regular members and two Ex Officio members, (the Equal Employment Opportunity/Affirmative Action Officer and the Director of Human Resources) appointed by the President. The Diversity-Equal Employment Committee will report at least annually to the President on the state of equal employment and affirmative action matters. Annual committee reports to the President via the Office of Internal Research and Assessment are located in the appendices.
Definitions of Diversity

Diversity at JSU: The administration at Jacksonville State University (JSU) is committed to Affirmative Action and strategic plans to enhance diversity in a multicultural atmosphere. This commitment emphasizes recruiting and retaining minority faculty-staff to reflect the student population, especially the under-represented groups.

JSU’s Diversity Strategic Plan: The plan was developed by campus-wide committees and sub-committees and is continually updated to serve as a guide in establishing a diverse faculty and staff at JSU.

JSU’s Affirmative Action: The University takes positive aggressive action to recruit and hire minority faculty-staff at a minimum percentage to reflect the student population at JSU. An Affirmative Action (AA) committee is in place to advise the administration regarding issues of diversity.

JSU’s Multicultural Atmosphere: An inclusive environment that involves and positively embraces differences among the diverse population at JSU.

JSU’s Recruitment and Retention: Positive aggressive action to recruit and retain under-represented minority faculty-staff reflective of the student population at JSU. A committee for the Recruitment and Retention (R & R) of African-American Faculty and Staff is in place to advise the administration regarding this process. A special recruitment brochure “JSU—Reaching Out to African Americans” has been created to enhance the recruiting process.

JSU’s Under-Represented Group: African-American students are the under-represented group in terms of faculty-staff percentages. JSU’s African-American student population is approximately 23 percent (28.25 percent as of 2010), but the African-American faculty-staff population is approximately 6 percent (6.15 percent as of 2010). However, over the past 10 years, the African-American enrollment has increased by 45 percent and we have retained 82 percent of the African-American full-time faculty who were employed at the university in 2000. These percentages reflect growth in diversity as well as enrollment.
Diversity Milestones

- In 1946 the International House was established.

- In the Fall of 1965, Barbara Curry was JSU’s first African-American student.

- In 1969 Dr. Roberta Watts was hired in the College of Nursing and Health Sciences, becoming JSU’s first African-American faculty member. In 1983, Dr. Watts became Dean of the College, becoming JSU’s first African-American Dean.

- On May 1, 1977, Pearl Williams was appointed “campus patrolperson” and was JSU’s first African-American Police officer.

- In January 1978 Dr. Lloyd Mulraine was hired as Associate Professor of English. Dr. Mulraine and Dr. Roberta Watts started the African-American Organization for Responsive Education (AFORE) in the mid 1990’s.

- On May 1, 1996, The Office of Minority Affairs was established and opened. This office was redesigned as the Office of Multicultural Services in May 1999.

- On August 1, 1997, Nelson Coleman became the first African-American Director of Public Safety.

- In 1997 (Summer), JSU’s first Affirmative Action committee was appointed by Dr. Harold McGee. Also, in 1997, the Black Alumni Chapter was established.

- In 2000, Human Resources (HR) began meeting with search committees in order to stress proper hiring procedures and to promote diversity in hiring.

- In July 2000, HR began asking departing employees to complete an Exit Questionnaire which has allowed us to identify areas that need improvement/attention within the university.

- In 2000, the HR office began subscribing to the *Minority and Women Doctoral Directory* as a resource for Faculty Search committees.

- In 2001, JSU began listing job vacancies in media believed to be frequently used by African-Americans. In particular, vacancies were
posted in HigherEdJobs.com and HBCU Career Center.com in addition to the *Chronicle of Higher Education*.

- In 2002 Dr. Kingsley Harbor was hired as Department Head of Communications, becoming JSU's first African-American Department Head.

- 2005-2007, Mardracus L. Russell was the first African-American student to serve two terms as the Student Government President at JSU.

- In 2006, JSU began advertising faculty and administrative positions in *Diverse*.

- In 2007, JSU's D-EE Committee developed a Diversity Climate Survey.

- In 2008, JSU's faculty responded positively to a Diversity Climate Survey.

- In 2009, JSU received additional requests for the “Grow-Your-Own” Program.

- In 2010, JSU began implementing Changes in Diverse Hiring Practices.
Goals Summary

Observation: The following goals are based on a vision of a diverse, multicultural atmosphere as expressed in JSU's Proposed Definitions of Diversity. From the input of our committee members during recent meetings, we seem to believe that an organization cannot, for example, recruit and retain minorities and underrepresented groups unless it has developed climates and organizational structures that value diversity and encourage inclusiveness. (Each goal has a number of activities/strategies with assignment of responsibility, evaluation, and timelines.)

1. Climate—Foster a university environment that values diversity and encourages inclusiveness.

2. Organizational Structure—Using appropriate university resources, support existing and develop additional organizations and advisory groups which encourage and monitor the success of the goals of the Strategic Diversity Plan.

3. Recruitment and Retention—Increase the recruitment and retention of African-American faculty and staff so that within five years they mirror the composition of the student body; other racial and ethnic minorities; women; people with disabilities; and other underrepresented groups in the student body, faculty, staff, and administration to appropriate levels for the target populations.

4. Education and Scholarship—Develop and implement a comprehensive program of education available to students, faculty, and staff related to recognizing, valuing, and managing diversity.

5. Community Outreach—Develop partnerships designed for extending diversity education to the broader community, including businesses and other organizations affiliated with or served by the university.

6. Develop and implement a communication plan for diversity.

Goals

1. Climate—Foster a university environment that values diversity and encourages inclusivity.

   Activity (or Strategy): (1) Conduct a survey of faculty and staff to gauge opinions on diversity: issues, barriers, strengths and weaknesses. (2)
Study work/life balance issues to determine the impact on diversity recruiting and retention.

Responsibility: *Office of Human Resources*

Evaluation: *Conducting Surveys*—Timelines for Reporting Progress: *Yearly reporting of survey results to the AA Committee and Administration.*

2. Organizational Structure—Using appropriate university resources, support existing and develop additional organizations and advisory groups which encourage and monitor the success of the goals of the Strategic Diversity Plan.

Activity (or Strategy): (1) Create a staff position specifically for recruiting minority administrators, faculty, and staff, preferably using one of our current minority faculty.

Responsibility: *Human Resources and Multicultural offices*

Evaluation: *Conducting a personnel search*—Timelines for Reporting Progress: *Quarterly reporting of search results to AA Committee and Administration*

3. Recruitment and Retention—Increase the recruitment and retention of African-American faculty and staff so that within five years they mirror the composition of the student body; other racial and ethnic minorities; women; people with disabilities; and other underrepresented groups in the student body, faculty, staff, and administration.

Activity (or Strategy): (1) Strengthen the "grow your own" program to allow department heads and faculty to identify minority graduate students with good potential, who could be supported to continue their education and brought back at faculty ranks. (2) Strengthen training for search committees on issues of diversity and inclusivity. (3) Increase the applicant pool to include multiple minority applicants; (4) Providing appropriate incentives to units that are successful in recruiting, hiring, and retaining minorities (African-Americans) at a minimum reflective of the student population of the unit; (5) The strategic plan will provide for at least one African-American representative on all search committees for presidents, EEO-6 level administrative positions, and faculty, whenever possible.

Responsibility: *Offices of the Vice Presidents, Human Resources, Deans, Directors, and Department Heads.*
Evaluation: Create/update lists of potential students, faculty, and staff for “Grow Your Own.” Maintaining records to show an increase in the applicant pool. Timelines for Reporting Progress: Quarterly reporting of lists to AA Committee.

4. Education and Scholarship—Develop and implement a comprehensive program of diversity education available to students, faculty, and staff related to recognizing, valuing, and managing diversity.

Activity (or Strategy): (1) Expand faculty and staff orientation programs to include diversity issues. (2) Establish a “diversity calendar” with events that celebrate diversity throughout the year. (3) Implement diversity training for all faculty, staff, and students where a respect for differences and a commitment to inclusion will be emphasized. (4) Create an opportunity for forums to assist with students, faculty, and staff relationships by establishing a committee to focus on open dialogue about matters of diversity. (5) Develop an incentive program for all faculty and staff who have contributed to the advancement of diversity at JSU. (6) Work with the Foundation and/or Alumni offices to establish scholarships in the name of prominent minority alumni or friends.

Responsibility: Multicultural Office, Dr. Delap, Mr. Alan Renfroe

Evaluation: Creation of Diversity Calendar—Timelines for Reporting Progress: Quarterly reporting of events to AA Committee and Administration

5. Community Outreach—Develop partnerships designed for extending diversity education to the broader community, including businesses and other organizations affiliated or served by the university.

Activity (or Strategy): (1) Interview and/or survey local minority business and organizations to determine their needs and identify ways JSU can meet those needs. (2) Convene campus and city/county leaders meet periodically to determine ways for the University and leadership to help each other with diversity and inclusion issues. (3) As far as allowable in purchasing policy, develop an initiative to work with female owned and minority owned business.

Responsibility: Dr. Turner, Dr. Curry and The Business Department

Evaluation: Development of Incentive Packets for Potential Employees Timelines for Reporting Progress: Yearly reporting of results to AA Committee
6. Develop and implement a communication plan for diversity.

   Activity (or Strategy): Provide regular communication from the President and the VPs regarding their commitment to recruiting and retaining minority faculty.

Acknowledgements

Diversity Strategic Plan Committee, Dr. Isreal Eady, Chairman

Diversity Strategic Plan Subcommittees

Vision: Mr. Alan Renfroe, Leader; Dr. Joe Delap, Mr. Drake Russell

Goals: Dr. Mary Montgomery, Leader; Dr. LaJoyce Debro

Activities/Strategies: Ms Karen Davis, Leader; Dr. Rick Davis; Dr. Kingsley Harbor, Ms. Linda Shelton

Monitoring/Evaluation: Att. Randy Woodrow, Leader; Dr. Debbie Curry

Diversity Milestones: Mrs. Debbie Taylor, Leader, Ms. Karen Davis, Dr. Joe Delap

University Committees for Diversity

Affirmative Action: Dr. Isreal Eady, Chairman; Ms. Karen Davis; Dr. Rick Davis; Dr. LaJoyce Debro; Dr. Joe Delap; Mr. Moody Duff, III; Dr. Mary Montgomery; Mr. Alan Renfroe

Recruitment and Retention of Black Faculty and Staff: Dr. Rebecca Turner, Chairperson; Mr. Rodney Bailey; Mr. Tracy Broom; Dr. Deborah Curry; Ms. Karen Davis; Dr. LaJoyce Debro; Dr. Joe Delap; Dr. Jeff Dodd; Dr. Isreal Eady; Dr. Kingsley Harbor; Ms. Judy Harrison; Mr. James Powe; Mr. Mardracus Russell; Ms. Linda Shelton; Ms. Debbie Taylor, Atty. Randy Woodrow

African-American Faculty Organization for Responsive Education: Mr. David Zeigler, President; Eligible Members--All African-American Faculty and Staff at JSU
Appendices

Research and Survey Findings

Highlights from Affirmative Action (AA) Committee Accomplishments 2005-2006

1. **Recommended that the Institutional Research and Assessment report all employees by race and gender.** Ms. Karen Davis, JSU Human Resources (HR) Director represented the committee in asking the Office of Institutional Research and Assessment to report all employees by race and gender. This request was granted and to date approximately 60 employees have identified themselves as African-American based on a handout presented at the committees Spring 2006 meeting.

2. **Searched for more effective advertising mediums.** A publication titled Diverse was recommended by Ms. Karen Davis, Director of Human Resources. HR began advertising faculty and administrative positions in this publication in Fall 2006. Effective advertising is done via websites, conferences, seminars and professional association meetings per an "Applicant Data Record." At the September 25, 2006 AA Meeting, the committee decided to place a promotional full-page color advertisement in a November 2006 Diverse issue. Dr. Turner has agreed to fund this promotional advertisement quarterly through 2007.

3. **Representative from AA Committee and officials from Human Resources met with search committees.** Ms. Judith Harrison, accompanied by Dr. Joe Delap, visited search committees to advise them on issues regarding the selection process for new positions. The affirmative action committee decided to appoint some of its members to assist the HR Office in this effort. Mr. Justin Lord, Dr. Mary Montgomery, Dr. LaJoyce Debro and Mr. Alan Renfroe agreed to serve as the Affirmative Action Committee representatives. Ms. Karen Davis agreed to serve as contact person.

4. **Ensured JSU representation at meetings, seminars, conferences sponsored by or related to minority hiring.** Ms. Judith Harrison from the HR Office represented JSU at a conference in Las Vegas on minority hiring. An oral report was given to the committee by Ms. Karen Davis.

Dr. Isreal Eady and Dr. Charlotte Eady represented JSU at the McKnight Doctoral Fellows Conference in Tampa, FL. As recruiters, the Drs. Eady scouted the group of Doctoral Fellows for potential faculty for JSU. The McKnight Doctoral Fellowship Program is designed to increase the pool of African American citizens qualified with Ph.D.’s to teach at the college and university level.
Other Activities of the AA Committee for 2005-06

On a recommendation from President Meehan, the committee sponsored a visit to JSU by Dr. Mohr. Dr. Mohr is director of the Academic Common Market (ACM) for the State of Alabama. Dr. Mohr shared with committee members and other university personnel the work of the ACM. Based on several handouts, the SREB’s (Southern Regional Education Board) ACM enables Alabama students to pursue unique (non-duplicative) majors at public institutions in 15 other SREB states at a significant saving because out-of-state tuition is waived. This information was beneficial to the committee in helping to lead the “Grow Your Own” program at JSU. Efforts are being developed to recruit students at JSU, especially African-Americans to take advantage of this Common Market to grow our own faculty members at JSU.

NCATE Review Team Meeting: Dr. Isreal Eady and Dr. Marvin Jenkins from the AA committee represented the committee at a meeting with a team member of NCATE (National Council on Accreditation Teacher Education) on standards for diversity at JSU. The College of Education and Professional Studies was under review for re-accreditation. Information was shared particular to the incorporation of diversity as it relates to the conceptual framework for the College of Education, which is “The Creative Decision-Maker.” Based on information provided by the committee representatives, it was determined that the Diversity Standard was met.

Accomplishments of the AA Committee 2006-07

During the 2006-2007 academic year, the AA Committee accomplished the following tasks related to the goals:

Goal 1 Tasks: During the first meeting for 2006-2007, President Meehan asked the AA Committee to develop a Diversity Strategic Plan. This plan is to be used as a guide in advising the president on issues of diversity university-wide. The AA committee advised that to accomplish this task, more involvement was need from other diversity committees.

Goal 2 Tasks: A Diversity Ad Hoc Committee was organized during the next monthly meeting and a proposed outline for the Diversity Strategic Plan was presented by Dr. Isreal Eady, Chairman. The proposal was accepted and work was begun in developing the Plan.
Goal 3 Tasks: The Diversity Ad Hoc Committee began working in sub-committees to complete assigned tasks organized in the proposal. However, input from all members of the AA and R & R committees was solicited to ensure participation in the development of the Plan. Monthly meetings were held to review and edit the work of sub-committees (See the below list of sub-committees).

Goal 4 Tasks: The Diversity Strategic Plan was proofread by Dr. Mary Montgomery-Owens and reviewed by our JSU attorney, Randy Woodrow. President Bill Meehan then invited Attorney Jim Blackshear to JSU to explain the significance of the Plan to the AA and R & R committees. Members of AFORE (African-American Organization for Responsive Education) were also invited. Each person present was given a copy of the completed Plan in a folder that was prepared by the Vice President for Academic and Student Affairs Dr. Rebecca Turner and her office staff. Mr. Blackshear provided detailed information about the requirements of the Plan and made some suggestions for editing the Plan, which were done. After more editing of the Plan, Dr. Meehan presented the Plan to the Board of Trustees on April 16, 2007, and it was approved. The approved Plan is attached.

Goal 5 Tasks: Efforts have been made to share the Plan with administrative staff at JSU to help with implementation. Also, Ms. Karen Davis, JSU Human Resources Director has volunteered to provide the committee with statistics on employment of diverse faculty and staff during quarterly meetings. Additionally, the Ad Hoc Diversity Committee is to consider using the approved Diversity Plan to make policy. Ms. Davis has agreed to help with this as well.

Accomplishments of the D-EE Committee 2007-08

During the 2007-2008 academic term, the AA Committee accomplished the following tasks related to the goals:

Goal 1 Tasks: During the first meeting for 2007-2008, President Meehan asked the AA Committee to focus on assessment of the approved Diversity Strategic Plan.

Goal 2 Tasks: The AA committee met with Dr. Alicia Simmons and her office staff (OIRA) to make plans for assessing the Diversity Strategic Plan. Dr. Simmons and her staff provided several existing diversity surveys from other universities.

Goal 3 Tasks: The AA Committee began working to develop a draft JSU survey to assess diversity issues. As the committee met during the academic term, survey items were proposed and approved by the committee.
Goal 4 Tasks: After meeting to review the draft survey items, the committee approved it. The OIRA has the completed survey, which is to be conducted during the fall 2008.

Accomplishments of the D-EE Committee 2008-09

The JSU D-EE (Diversity & Employment Equity Committee) accomplished four goals for 2008-09.

Goal I Tasks: Advise the president on issues of diversity university-wide: During the first meeting for 2007-2009, President Meehan asked the D-EE Committee to continue focus on Implementing the approved Diversity Strategic Plan.

Goal 2 Tasks: Collaborate with OIRA on analyzing results of a survey conducted to implement the Diversity Strategic Plan: The D-EE Committee met with Dr. Alicia Simmons and her office staff (OIRA) on results of the survey. Dr. Simmons and her staff provided a written report of the survey.

Goal 3 Tasks: As required by the Knight Vs Sims Settlement, make the Annual JSU Diversity Report more easily accessible on the JSU Website by February 1st of each year. The D-EE Committee worked with the OIRA Office and the Office of Information Technology (IT) to place the required components together under the President’s web page for easy access.

Goal 4 Tasks: Meet with Attorney Jim Blackshear for his input on progress made regarding the Annual Diversity Report required by the Knight Vs Sims Settlement. On February 2, 2009, the D-EE Committee and African-American Faculty met with Atty. Blackshear. Also present at the meeting was JSU Atty. Randy Woodrow. The meeting was productive as reports were made on the Annual JSU Diversity Report on the President’s web page, results of the Diversity Survey reported by the OIRA office, and a report made by the D-EE Chairman to the Annual Diversity Conference at the University of Alabama.

Accomplishments of the D-EE Committee 2009-2010

As charged by the president for the 2009-2010 academic year, the D-EE committee focused on the following goals:

Goal 1: Revised Affirmative Action Plan – This plan was reviewed as developed by the Department of Human Resources and others in response to the 2009 review by the United States Department of Labor. The JSU Department of Human Resources, Ms. Karen Davis, Director and others presented some recommendations to the committee for changes in Diverse Employment Practices at JSU. The committee accepted the changes.
Goal 2: Updated Diversity Strategic Plan—Based on the Revised Affirmative Action Plan, a Committee Function Statement was added to the Diversity Strategic Plan. To further update the plan, annual committee reports were added in the appendices. These committee reports are submitted to the President via the Office of Internal Research and Assessment. The D-EE Committee provided input on the additions/updates.

Goal 3: JSU’s Annual Diversity Report—The Office of Internal Research and Assessment presented to the committee, the 2010 Annual Diversity Report as posted on the President’s webpage to assure compliance with Knight v. Simmons settlement and our Diversity Plan. The D-EE Committee reviewed and provided input to this report.

Goal 4: Advise the President—The D-EE Committee continues to advise the President on issues of diversity university-wide through scheduled committee meetings.

As charged by the president for the 2010-2011 academic year, the D-EE committee focused on the following goals:

Goal 1: Update on Diverse Employment Practices-- In response to the 2009 review by the United States Department of Labor, the JSU Department of Human Resources, Mrs. Karen Davis, Director updated the committee on changes in Diverse Employment Practices at JSU.

Goal 2: Involvement in Annual State-wide Diversity Conference—The Fourth Annual Higher Education State-Wide Diversity Enhancement Conference was held November 8, 2010 on the University of Alabama-Huntsville campus. Dr. LaJoyce Debro, Dr. Charlotte Eady, and Dr. Israel Eady represented JSU and the D-EE committee at this conference where a variety of questions were addressed regarding diversity (See handout—Thought Starters for Discussion Groups). Dr. Debro participated in a faculty panel that addressed the question-- “How can departmental faculty help to enhance the ethnic and racial diversity of the teaching and research faculty?”

Goal 3: JSU’s Annual Diversity Report—The Office of Internal Research and Assessment, Dr. Alicia Simmons, Director presented the 2011 Annual Diversity Report to the committee (as posted on the President’s website) to assure compliance with Knight v. Simmons Settlement and with our Diversity Plan. The D-EE Committee reviewed and provided input to this report.

Goal 4: Advise the President—The D-EE Committee continues to advise the President on issues of diversity University-wide through scheduled committee meetings.