



FLORIDA ATLANTIC
UNIVERSITY

**REPORT ON THE STATUS OF DIVERSITY
PRESENTED TO THE UNIVERSITY BOARD OF TRUSTEES**

JUNE 14, 2006

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MESSAGE FROM THE PRESIDENT

Building a culture of diversity is a top priority at Florida Atlantic University and throughout my career has been a major focus of my leadership efforts in public education. Like our nation at large, the academic community is enriched beyond measure by the contributions of persons from many ethnicities and backgrounds. Additionally, the economic base of a region is broadened and strengthened when the door of opportunity is open to all who wish to pass through it to build more productive lives. FAU has long recognized the validity of these principles, and we take great pride in the fact that our student body currently ranks as one of the most diverse in the State University System. The challenge that now lies before us is to achieve similar balance at the faculty, staff and administrative levels.

FAU is certainly not alone in its ongoing pursuit of this goal. Universities around the country have discovered that complexities can and do come into play, hindering the best-intentioned efforts to find and hire highly qualified minorities and women. In his preface to a recently published report titled “Building on Excellence: Guide to Recruiting and Retaining an Excellent and Diverse Faculty at Stanford University,” Stanford Provost John Etchemendy writes:

Building diversity – broadly defined – within the professoriate and ensuring fairness for all in the hiring and promotion process are challenges for all of higher education. All institutions face similar problems. For instance, minorities and women are often under-represented in candidate pools. And, despite best intentions, they may sometimes be subject to an unconscious bias imposed by a society that has not yet fully recognized the value of its own diversity. At Stanford, we believe we have a special obligation to confront these and other challenges and to succeed in our efforts.

We share these convictions and are equally committed to building excellence through diversity at Florida Atlantic University. This is not a new objective. Indeed, the report prepared by the Transition Team in 2003 identified faculty and senior administrative staff diversity as a priority issue. Then, as now, we viewed this as a challenge requiring strong, proactive leadership from the top level of the University’s administration along with clear accountability measures.

This report provides an opportunity for me to reiterate my unequivocal support of the principal of diversity and to take responsibility for the University’s continued need to make substantial progress in attracting more women and minorities to its faculty, staff and administration, and to direct immediate implementation of the following steps:

- Outreach to women and minorities must become an integral component of the search process. While the Office of Equal Opportunity Programs has been conscientious in ensuring that candidate pools are balanced, efforts

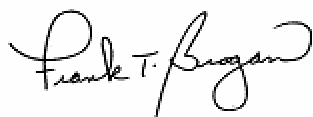
must be devoted to attracting exceptionally well qualified women and minorities to those pools in order to increase the likelihood of their advancing to finalist status. Deans, directors, department chairs and others in supervisory positions should encourage the development of more aggressive recruiting strategies at all levels of University employment. This increased outreach effort should be funded as a budget priority.

- The University shall produce a printed publication that states the high value that the FAU community places upon internal diversity and actively seeks to draw the interest of women and minorities. This publication will be disseminated to groups with high minority membership, such as the Urban League, the NAACP and the National Organization for Women. It will also be included in general information packets that the University gives to groups and individuals visiting any of FAU's campuses. This information will also be published on a website accessible from numerous high profile links.
- The University will seek local, regional and national publicity on the fact that it is proactively pursuing a minority recruitment process. News stories on this subject should include the fact that FAU has a number of programs in place that benefit minorities, such as the Support of Continuous Research Excellence (SCORE) grant.
- The University should look to its own diversified student body to provide an ongoing source of faculty members, administrators and other employees. Dean, directors, department chairs and faculty members should be encouraged to suggest to talented, high-achieving women and minority students that they seek employment at FAU after receiving their degrees.
- Public notices announcing positions open at FAU should be placed in specialized publications serving women and minorities as well as in mainstream publications such as the Chronicle of Higher Education.
- In their annual evaluations, deans will be held accountable for putting systems in place that extend FAU's outreach to women and minorities. They, in turn, should apply the same accountability standard to those whom they supervise.
- Each of the University's colleges and divisions will prepare and submit a detailed annual report to the President on the ways in which searches have been conducted and their outcome. Whether or not a female or minority candidate was hired, the steps that were taken to attract such candidates will be described.
- The colleges and divisions will also report to the President annually on the number of internal promotions that have taken place and the ethnicity and gender of those who have been promoted. This is to underscore the

importance of placing women and minorities in leadership/mentorship roles in order to enhance their ability to serve as role models for their students and colleagues.

- The Office of the President will create a Diversity Advisory Committee made up of a broad cross-section of faculty, staff and administrators, including both minority-group and majority-group representatives. It will be the mission of this committee to evaluate the effectiveness of the University's efforts to attract and retain a highly diversified employee base and to suggest ways in which outreach could be improved. The committee will conduct an annual diversity assessment and critical analysis, presenting it to the President at the conclusion of the spring semester each year.
- The President will submit a detailed annual report on faculty/employee diversity to the Board of Trustees.

Florida Atlantic University is justly proud of the progress it has made in bringing broad diversity to its student body in recent years. Similarly, we take pride in the fact that the University has met or exceeded its minority contracting goals every year since 1996-97. These successes provide a solid foundation for the current initiative to bring greater diversity to our faculty and staff, an objective that is fully supported by our recently adopted Strategic Plan. FAU is a public university situated in the heart of one of the most richly diverse parts of the United States, and, to as great a degree as possible, its employees should be representative of the people it serves. The University fully embraces that mission and intends to fulfill it.

A handwritten signature in black ink that reads "Frank T. Brogan". The signature is written in a cursive style with a large initial "F" and "B".

Frank T. Brogan '81
President

COMMITTEE MEMBERS

Chair: Dr. Bill Bryant, FAU Trustee
Vice chair: Dr. Diane Alperin, Associate Provost for Academic Personnel
Ms. Robin Kabat, Personnel Services

Ms. Paula Behul, Director of Equal Opportunity Programs
Dr. Jennifer O'Flannery, Chief of Staff and Director of BOT Operations
Ms. Raquel Baez, Student Government officer for Cultural Diversity
Dr. Dianne Wright, College of Education faculty member
Mr. Pablo Paez, Alumni Board member
Dr. Joyanne Stephens, Campus Vice President
Dr. Michelle Brown, Athletics
Ms. Patty Singer, Ombudsman
Mr. Larry Glick, Associate General Counsel
Ms. Mamie Jones, Office Manager, USPS representative
Ms. Ingrid Jones, Director, International Students and Scholars, A&P representative

EXECUTIVE SUMMARY

The purpose of this report and plan of action is to ensure the university sustains an environment of openness, inclusiveness, and cultural awareness through a strong and effective diversity initiative. The results of this effort should provide a foundation that develops the cultural diversity of the university's faculty, staff, and administration to mirror the student diversity, area demographics, and national trends in the academic areas. At this time the university should focus on improving the staff diversity numbers to reflect the demographics of the service area. While the university's diversity numbers are similar to other peer state universities, Florida Atlantic University serves a strongly diverse student body and therefore additional attention should be directed towards further diversity of faculty.

This report makes a series of recommendations in the areas of hiring practices, employee programs, and student programs. Hiring practices should ensure that equal opportunity is afforded to all applicants and that proactive measures are in place to provide FAU with exceptional pools of qualified and diverse candidates for positions. The culture of inclusiveness in the workplace as well as awareness, respect, and sensitivity should be cultivated through a series of programs, educational seminars, and policies. FAU's student body serves as the best example of diversity and acceptance, but the university administration must support and take proactive measures to enhance campus life and the cultural awareness programs through sponsored through student government.

This report is the work of a university-wide committee, commissioned by the FAU Board of Trustees Audit and Finance committee, and chaired by FAU Trustee, Dr. Bill Bryant. The committee began its work in February 2006 and presents the report to the board on June 14, 2006.

CURRENT DATA SYNOPSIS

Faculty and Adjuncts Observations:

- (Table 1) In the colleges, percentages of underrepresented (black and Hispanic) faculty range from 8% in Business and Science to 16% in Education.
- Representation of black faculty is lowest in Biomedical Sciences, Business and Science. However, the most recent national availability data from NSF shows a total of 139 black and 165 Hispanic doctoral recipients in the biological sciences, and 60 black and 80 Hispanic doctoral recipients in the physical sciences, or between 1% and 2% of all doctoral recipients in these areas, indicating that hiring of underrepresented minorities will be extremely competitive.
- The non-instructional faculty outside of the colleges are generally librarians and administrators. There is no minority representation in units other than the Provost's area and Library. These units include the campus VP's, and administrators in IRM, Financial Affairs, Research and Graduate Studies.
- Female faculty are underrepresented in Engineering and Computer Science, Science and Business. The most recent NSF national availability data shows 927 female doctoral recipients in engineering, 833 in the physical sciences, and 431 in math, comprising between 2% and 5% of total recipients, and indicating that hiring of female faculty in these areas will be extremely competitive.
- Female faculty are overrepresented in Nursing and Education, and in the Library.
- For those colleges who employ a large number of adjuncts, representation of black and Hispanic adjuncts range from a low of 3% in Nursing to 12% in CAUPA and Business.
- (Table 2) Among SUS peers, FAU's overall employment of instructional (tenured and tenure-track) black and Hispanic faculty is equal to that of UCF and USF. FIU has stronger representation, especially of Hispanic faculty, as would be expected by its location. FAU's employment of non-instructional minority faculty exceeds that of UCF and USF. FAU's employment of female faculty, instructional and non-instructional, exceeds that of its SUS peers. FAU's representation of full-time minority instructional faculty is also equal to or greater than that of its national peer set.

**Table1
Faculty and Adjuncts By Race/Ethnicity and Gender, Fall 2005**

	Faculty *							Adjuncts						
		B	H	A	W		F		B	H	A	W		F
	#	%	%	%	%		%	#	%	%	%	%		%
Colleges														
ARCHITECTURE, URBAN & PUBLIC AFFAIRS	82	10	5	4	78		49	69	3	9	1	87		30
ARTS & LETTERS	209	5	5	1	83		45	140	4	6	1	82		44
BIOMEDICAL SCIENCES	35	0	9	14	46		49	5	0	0	0	40		40
BUSINESS	140	3	5	11	72		34	97	6	6	2	81		17
EDUCATION	173	8	8	4	79		66	216	5	5	0	88		66
ENGINEERING & COMPUTER SCIENCE	99	5	8	29	50		12	11	0	9	9	55		0
HONORS	39	5	5	3	80		41	7	0	14	14	71		57
NURSING	54	4	6	2	87		89	29	3	0	0	97		90
SCIENCE	153	3	5	10	72		22	44	2	7	7	71		43
Other areas														
LIBRARY	32	9	6	3	81		75	0						
PROVOST	7	14	0	0	86		43	0						
All other units	17	0	0	0	100		35	5	0	0	0	80		20
Total	1,040	5	6	8	75		44	623	4	6	2	84		47

* Faculty includes all faculty pay plan

Source: Banner HR

Table 2

Peer Data

FAU & SUS Peer Faculty and Adjuncts By Race/Ethnicity and Gender, Fall 2005

	Tenured & Tenure Track Faculty					Others on Faculty Pay Plan					Adjuncts				
	B	H	A	W	F	B	H	A	W	F	B	H	A	W	F
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
FAU	5%	4%	11%	73%	34%	6%	8%	2%	78%	61%	4%	6%	2%	84%	47%
UCF	5%	4%	10%	68%	30%	4%	4%	3%	82%	52%	4%	7%	3%	83%	48%
USF	4%	4%	5%	75%	33%	6%	5%	3%	75%	53%	4%	7%	7%	81%	48%
FIU	7%	13%	13%	62%	29%	7%	17%	5%	64%	50%	9%	35%	4%	51%	47%
Total	5%	7%	9%	69%	32%	6%	7%	3%	75%	53%	5%	13%	5%	76%	48%

Source: University Employee File

FAU National Peer Institutions

Percent of Full-time Minority Instructional Faculty, Fall 2005

State	University	% Minority Faculty*
FL	Florida Atlantic University	20%
VA	George Mason University	15%
GA	Georgia State University	19%
IN	Indiana Univ-Purdue Univ - Indianapolis	n/a
VA	Old Dominion University	20%
OR	Portland State University	14%
OH	University of Akron, Main Campus	16%
KY	University of Louisville	18%
TN	University of Memphis	20%
NV	University of Nevada - Las Vegas	18%
TX	University of Texas-Arlington	20%
OH	University of Toledo	17%
WI	University of Wisconsin - Milwaukee	19%
VA	Virginia Commonwealth University	18%

* Includes black, non-Hispanic; American Indian or Alaskan native; Asian or Pacific Islander; or Hispanic

Source: Common Data Set - Instructional Faculty

May 30, 2006

Observations: AMP and SP Staff

- (Table 3) Underrepresented minorities comprise 22% of total AMP staff and 30% of SP staff.
- In administrative areas with at least 10 AMP staff, minority representation ranges from a low of 9% in Facilities to a high of 40% in Undergraduate Studies.
- In colleges with at least 10 AMP staff, minority representation ranges from a low of 12% in Education to a high of 47% in CAUPA.
- SP positions, which generally require less education and provide less compensation, have stronger minority representation. Over half of the SP staff in Facilities and in the Broward VP area is minority. Minority representation is strong in Student Affairs and Financial Affairs.
- Among the colleges, CAUPA has the largest minority representation in the SP staff; Business and Engineering have the lowest.
- Overall, areas with the weakest minority representation among staff include Advancement and the Library.
- Hispanics are underrepresented in staff positions, both AMP and SP. Hispanics comprise 15% of the population in Palm Beach County, but only 7% of FAU staff.
- Overall, females comprise 55% of the AMP staff and 71% of the SP staff. All areas of the University except Athletics, Facilities, and IRM are majority-female.

Table 3

AMP and SP Staff By Race/Ethnicity & Gender, Fall 2005

Source: Banner HR

	AMP							SP						
	#	B	H	A	W		F	#	B	H	A	W		F
Administrative Area	#	%	%	%	%		%	#	%	%	%	%		%
ADVANCEMENT	22	18	0	0	82		64	12	0	0	17	83		92
ATHLETICS	65	14	6	2	75		28	4	0	0	0	100		100
COMMUNICATIONS & MARKETING	7	0	14	0	71		71	4	25	0	0	75		75
FACILITIES	31	6	3	3	84		16	92	43	8	0	48		34
FINANCIAL AFFAIRS	55	13	5	11	69		47	110	25	13	3	58		62
INFORMATION RESOURCE MANAGEMENT	87	15	8	8	66		36	52	15	13	4	63		48
LIBRARY	16	6	6	13	75		50	49	8	6	6	78		86
PROVOST	58	17	9	3	69		71	46	13	7	4	72		89
RESEARCH & GRADUATE STUDIES	27	19	4	0	78		70	14	21	0	7	71		86
STUDENT AFFAIRS	94	21	6	3	63		62	85	26	8	2	62		74
UNDERGRADUATE STUDIES	20	40	0	10	50		80	9	11	0	0	89		100
UNIVERSITY PRESIDENT	16	25	6	0	69		56	5	20	0	0	80		100
VP, BROWARD CAMPUSES	10	10	0	10	80		60	15	40	13	7	40		47
VP, JUPITER CAMPUS	4	50	0	0	50		100	14	14	0	0	86		57
VP, TREASURE COAST	5	20	0	0	80		100	10	20	0	0	80		40
Total	517	17	6	5	70		51	521	24	8	3	63		64
		B	H	A	W		F		B	H	A	W		F
Colleges	#	%	%	%	%		%	#	%	%	%	%		%
ARCHITECTURE, URBAN & PUBLIC AFFAIRS	15	40	7	0	40		67	17	47	18	0	29		88
ARTS & LETTERS	21	14	0	5	81		62	22	23	14	0	64		100
BIOMEDICAL SCIENCES	16	13	13	0	69		75	7	0	0	14	86		100
BUSINESS	43	14	16	5	56		53	29	17	3	0	79		97
EDUCATION	32	3	9	0	84		75	46	13	11	2	72		98
ENGINEERING & COMPUTER SCIENCE	27	7	11	7	74		63	36	14	6	0	81		64
HONORS	5	20	0	20	60		80	4	0	25	25	50		100
NURSING	9	11	0	11	67		67	19	21	5	0	68		95
SCIENCE	36	14	0	6	81		67	24	21	8	4	67		88
Total	204	13	8	4	70		65	204	19	9	2	69		90
Grand Total	721	16	6	5	70		55	725	22	8	3	65		71

Student Observations:

- Overall, 35% of the undergraduate students are black or Hispanic. The College of Nursing has the highest representation of minority students at 49%, and the Honors College has the lowest at 13%.
- Minority student representation among graduate students is lower (22%). Nursing enrolls the greatest percentage of minority graduate students (29%) and Science the lowest (13%).
- FAU's student body is predominantly female. At the extremes, women comprise 15% of the undergraduate enrollment in Engineering and 91% in Nursing. Graduate enrollment is similar or slightly higher, with women comprising 27% of Engineering students.
- FAU's students are more diverse than its SUS peer institutions except for FIU, which enrolls a greater proportion of Hispanic students. FAU's enrollment of female students is comparable to USF, and greater than UCF or FIU.

Table 4
Student Headcount By Race/Ethnicity and Gender, Fall 2005

	Undergraduate							Graduate							Unclassified					
	#	B	H	A	W	F		#	B	H	A	W	F		#	B	H	A	W	F
		%	%	%	%	%			%	%	%	%	%			%	%	%	%	%
Colleges																				
Architecture, Urban & Public Affairs	1,758	25	20	3	49	56	291	14	11	1	70	69								
Arts & Letters	3,689	14	16	3	64	60	417	10	11	2	72	68								
Business	5,513	19	17	5	53	52	939	8	11	5	66	47								
Education	2,457	15	15	2	66	86	815	13	12	2	72	80								
Engineering & Computer Science	1,381	20	18	8	46	15	273	6	8	13	35	27								
Honors College	363	4	9	3	77	65														
Nursing	924	36	13	4	46	91	272	22	7	6	64	92								
Science	2,847	18	19	7	51	69	433	3	10	4	57	56								
Undecided	1,166	11	17	4	66	51														
Unclassified													2,456	17	13	5	63	65		
Total	20,098	18	17	4	56	60	3,440	10	11	4	65	63	2,456	17	13	5	63	65		

Source Student Data Course File

Table 5
FAU & SUS Peer Student Headcount By Race/Ethnicity and Gender
Fall 2005

	Undergraduate					Graduate					Unclassified				
	B	H	A	W	F	B	H	A	W	F	B	H	A	W	F
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
FAU	18	17	4	56	60	10	11	4	65	63	17	13	5	63	65
UCF	9	13	5	68	55	7	8	4	66	59	8	13	4	67	59
USF	13	11	6	65	59	7	8	4	68	63	9	9	4	70	61
FIU	13	60	4	16	57	12	39	3	25	58	13	50	4	21	56

CURRENT DIVERSITY PRACTICES AND PROGRAMS

Academic Affairs

1. Faculty Search and Screen Process

Working closely with the Office of Equal Opportunity Programs, all units within Academic Affairs work to assure the diversity of the applicant pools and enhance the diversity of their units. Currently 44% of instructional faculty is female; 19% are identified as an ethnic minority (Asian, Black, Hispanic, and Native American) and 6% have an international status.

2. Faculty mentoring and retention

The Office of Academic Affairs, through its offices and through the colleges, assure faculty are appropriately mentored and reviewed in preparation for promotion and tenure. Data on tenure and promotion by gender and ethnicity are reported to the Office of Equal Opportunity Programs. This year this data was also reported to the Committee on Academic and Student Affairs of the FAU Board of Trustees. We reward faculty based on their contributions to research and teaching, as appropriate to their discipline.

3. Special College-based Diversity Initiatives

Several Colleges have developed their own diversity initiatives. For example, the Dorothy F. Schmidt College of Arts and Letters has a Director of Ethnic Studies and Diversity Initiatives. This person focuses on enhancing the diversity profile of the college and encouraging diversity hiring initiatives.

4. Courses; Degree and Certificate Programs; Special Events

Many colleges afford the FAU community – students, faculty and staff – exposure to diverse perspectives through courses, degrees and certificate programs and special events. Some examples include:

- Languages and Linguistics
- Jewish Studies
- Caribbean and Latin American Studies
- International Business
- Ethnic Conflict
- Women and the Law
- Childhood Bilingualism
- Women's Studies

- Introduction to Islam
- Minority Issues and Social Work
- Race and Ethnic Relations
- Education in a Multicultural Society
- Multicultural Education
- Gender and Culture
- International Human Rights
- Introduction to African Studies
- Intercultural Communication
- Minorities and the Media
- Study Abroad Programs
- Exhibits and Lectures

5. Recruiting a diverse student body

Many colleges have special initiatives focused on recruiting a diverse student body. The College of Engineering's division of Student Services provides services to Engineering and Pre-Engineering students. They are active with the Southeastern Consortium for Minorities in Engineering (SECME) program, whose primary objective is to increase the number of minority and female students in engineering, math and science.

Financial Affairs

1. Department of Personnel Services

The Department of Personnel Services incorporates a strong diversity focus in all relevant areas. Hiring authorities are offered information to assist in recruiting a diverse pool of candidates. Information is provided on publications, web sites and other resources to assist in the search process. Voluntary self identification of candidates is requested to ensure a diverse pool of eligible candidates, and this information is sent to the Office of Equal Opportunity Programs. Instructions are given to insure that Search Committees are made up of a representative group of employees taking both ethnicity and gender into account. Personnel Services also offers information and assistance to international employees.

2. Purchasing

FAU is dedicated to improving small and minority business participation in its Purchasing program and to continually support all segments of Florida's growing business community. FAU solicits, counsels, advises and makes available every opportunity for small and minority businesses to participate in the public procurement

process. The Purchasing Department for Florida Atlantic University procures a wide variety of supplies and services supporting various educational and research programs, administrative activities, campus operations, and maintenance services.

This FAU program was established in 1987 and produces an annual expenditure plan for the purchase of goods and services related to construction, contractual services, commodities and architectural and engineering services spent with small and minority businesses. FAU is proud to report that in fiscal year 2004-05, MBE expenditures exceeded 4.15 percent of its prior year business plan. The expenditures between fiscal years 1996-97 and 2004-05 have ranged from \$5 million to nearly \$12 million annually. The average expenditure of targeted dollars is 8.43 percent annually.

Fiscal Year	Goal	Actual	Percent of Goal
1996-97	\$4,068,939.00	\$ 4,809,110.57	118.2%
1997-98	\$7,925,362.53	\$ 9,040,856.71	114.1%
1998-99	\$7,567,550.17	\$ 7,592,027.89	100.3%
1999-00	\$4,379,560.85	\$ 5,024,233.86	114.7%
2000-01	\$7,911,968.19	\$10,614,886.58	134.2%
2001-02	\$5,045,532.68	\$11,335,124.26	224.7%
2002-03	\$5,353,816.00	\$ 5,689,985.07	106.3%
2003-04 *		\$ 7,073,184.09	
2004-05 *		\$ 7,363,296.00	
2005-06 (3rd Qtr) *		\$ 5,126,208.00	
* Goals No Longer Established			

President's Office

1. Ensuring Equal Opportunity

The Equal Opportunity Programs (EOP) office is responsible for overseeing the search and screen process for staff recruitment. The office reviews and approves faculty search committee membership as well as monitors applicant pool diversity. The Equal Opportunity Programs office reports to the President and is responsible for developing the Affirmative Action Plan as well as the Equity Accountability Plan for the university. The office ensures university compliance with university, state and federal regulations and laws.

The Equal Opportunity Programs office also reviews compliance with the Americans with Disability Act and through the ADA Accessibility Committee ensures that all university classrooms, meetings and buildings are accessible. The EOP conducts university wide harassment training and investigates discrimination complaints.

2. Ombudsman

The University Ombudsman, established in 1990 and reporting to the President, works to solve problems, to allay frustration, and to advise those requesting help, either before or after existing processes are used. The Ombudsman functions independently and serves as a neutral problem-solver, has access to all University offices, records and personnel. The Ombudsman provides information on processes, refers to appropriate offices, investigates, recommends and mediates. With knowledge gained as a result of this effort, the Ombudsman may recommend policy or procedure changes. The role of Ombudsman enhances the President's commitment to providing the best possible environment for students, faculty and staff to assure that all constituents of the University are served well in all situations.

Student Affairs

The division of Student Affairs is well engrossed in providing services for a diverse student population. Below is a list of offices and the programs and services that are sponsored to meet the needs of a diverse student body.

1. Career Development Center

The Career Development Center (CDC) assists recruiters in accessing specific student groups on campus to generate a more inclusive applicant pool; the center also provides additional opportunities for students through partnerships with organizations with diversity initiatives, such as the Hispanic Association of Colleges and Universities (HACU) and Inroads, a placement service with major corporations for Black students. The Career Fairs provide access to a broad array of recruiters seeking students for internships, Co-op's and professional full-

time opportunities. CDC also sponsors corporate representatives to speak on an array of career planning topics for student clubs and organizations.

2. Counseling Center

The Counseling Center assists students in formulating and achieving their educational goals through psychological, psychiatric, psycho-educational, and clinical social work services. Several types of counseling services are offered such as Individual and Group Counseling, Career Counseling, Psychiatric Services, Multicultural Counseling, Alcohol and Other Drug Counseling, Relationship Counseling, Psychological and Career Testing, Workshops and Seminars as well as a Graduate Staff Training Program.

The Counseling Center provides individual and group counseling to currently enrolled FAU students. Its professionally trained staff seeks to assist students with social, emotional, and academic concerns in a sensitive, caring, and confidential manner. The staff seeks to provide a warm and caring office atmosphere in which students are treated with sensitivity and dignity.

The Counseling Center provides services to students whose personal difficulties and problems interfere with their academic adjustment and ability to fully benefit from the University experience. The Psycho Educational Assessment Service assists students in identifying and formulating sound academic and occupational goals. The Center's approach is unique at the University and it employs the full range of psychological tools to help students develop their potential. Psychologists, Clinical Social Workers, Mental Health Counselors, Marriage and Family Therapists, and a Psychiatric Nurse Practitioner provide professional therapeutic services and assistance to students whose personal difficulties and learning problems interfere with their ability to benefit from academic and extracurricular experiences.

3. International Student and Scholar Services (ISSS)

Through its hiring practices, the office employs staff members from six different countries. The office promotes awareness of other cultures by co-sponsoring Festival of Nations, a yearly event showcasing dance, music, and fashion performances from around the world, put together by FAU student organizations. This event is open to the public to give all FAU students and members of the community the opportunity to interact with and learn from international students. Additionally, the ISSS office conducts its own international student orientation, where incoming international students are informed on cultural differences between their country of origin and the United States and how to adjust to them. International Student advisors are also available to assist those students who are experiencing difficulty integrating with the American culture.

4. Multicultural Affairs

The Office of Multicultural Affairs is committed to extending the educational experience of Florida Atlantic University constituency with particular emphasis on the enhancement of knowledge and the acquisition of skills that will prove useful during and after matriculation, through the utilization of support services and retention programs. Pre-collegiate preparatory programs are offered conducive to influencing positive attitudes toward postsecondary education. Programs focused on diversity are: Multicultural Programs, IMPAC Scholarships, Connection Mentoring, Tutorial Services, Gospel Choir, Book Loan Program, Intercultural Learning Communities, Cultural Café, Spanish Fiesta and a Student Advocacy Program.

5. Office for Students with Disabilities

The mission of the Office for Students with Disabilities (OSD) is to support students with disabilities in their pursuit of equity and excellence in education. The OSD works with the faculty and staff at FAU to ensure that reasonable accommodations are made to allow this population of students an equal opportunity to learn in the classroom and to have access to all areas around the FAU campus. Students with disabilities are a diverse population who are encouraged to participate in all academic, cultural, and social aspects of campus life by the staff of the Office for Students with Disabilities. The Office for Students with Disabilities uses various educational tools, such as presentations, newsletters, and tours to inform the faculty regarding the various needs of students with disabilities, thus encouraging understanding towards this diverse population, and hence aiding retention.

6. Student Activities

The office promotes diversity through the many programs, activities and student staff. The program board has a diversity chair position, which does programs serving the many cultures of our student population. The office is actively involved in Hispanic Heritage Month and Black History month. This upcoming fall semester Program Board has events scheduled to promote the true diversity at FAU. They will be working on theme meals through the on campus food service, Hispanic Heritage Tailgate, Cultural BBQ, Sundance Festival and the Miss International Pageant.

7. Today and Beyond Wellness

The needs of our diverse student body are met through various programs and practices. FAU participates in the National Black AIDS Awareness Day to promote HIV testing and awareness as well as the campus AIDS awareness programs. Additional programs include drug programs, alcohol programs, stress management, healthy eating, eating disorders, exercise, women's health, men's health, stop smoking and an overview of problematic drug use on college campuses. This information is available in pamphlets and booklets printed in Spanish and other languages designed for our diverse population. In addition, "Safe Zone" is a program designed to educate

staff and faculty regarding the special needs of the gay, lesbian, bisexual and transgender students. The office also employs very diverse student peer educators who promote diversity and acceptance in all programming.

8. Volunteer Center

The Center's outreach efforts are for students to volunteer and acquire quality experience at nonprofit organizations that address the needs of underrepresented areas of our community. As a part of the Middle School Mentoring Program, FAU students are encouraged to mentor minority children by providing them with the vision to obtain a higher education and attend a college or university. The Summer Food Service Program, which may be led by students, provides underprivileged children from Boca Raton, Delray and Deerfield with nutritious meals. Students also take a leadership role in running the Book Drive, which raises awareness while promoting literacy in developing countries such as Sri Lanka, Honduras and others throughout Africa. These efforts are spearheaded by the Volunteer Center in partnership with the Department of Education, Broward County Public Schools' representatives and the over one hundred nonprofit organizations that are registered on the website offering a wide range of volunteer opportunities and related information to our students.

FAU DIVERSITY ACTION PLAN

Goal:

- Ensure the university sustains an environment of openness, inclusiveness, and cultural awareness through a strong and effective diversity initiative. The results of this effort should provide a foundation that develops the cultural diversity of the university’s faculty, staff, and administration to mirror the student diversity, area demographics, and national trends in the academic areas. At this time the university should focus on improving the staff diversity numbers to reflect the demographics of the service area.

Objectives:

- Establish hiring practices that ensure equal opportunity is afforded to all applicants and that proactive measures are in place to provide FAU with exceptional pools of qualified and diverse candidates for positions.
- Develop a comprehensive diversity initiative that provides a series of best practices and programs to improve the diversity of employees, the inclusiveness of the workplace as well as awareness and sensitivity.
- Support the efforts of the student body to develop and enhance cultural awareness programs through student government.

MATRIX #1: OBJECTIVES AND STRATEGIES FOR HIRING PRACTICES

Objective: Establish hiring practices that ensure equal opportunity is afforded to all applicants and that proactive measures are in place to provide FAU with exceptional pools of qualified and diverse candidates for positions.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required
Post job openings in appropriate publications, including at least one publication that is aimed at a diverse readership. Cooperate on the funding of quarterly display ads.	All	Increase the diversity of applicants Increase visibility of FAU as an institution that values diversity	Fall 2006	Coordinator, Equal Opportunity Programs (EOP)	\$35,000 \$36-42,000
Post job openings at colleges and universities with a diverse student body	All	Increase the diversity of applicants Increase the visibility of FAU as an institution that values diversity	Fall 2006	Hiring units	
Outreach at conferences, meetings, and through personal contacts.	All	Increase the diversity of applicants Increase the visibility of FAU as an institution that values diversity	Spring 2007	Hiring units Diversity Committee	\$50,000

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required
Add a <i>Diversity Matters</i> -like link on the FAU website		Showcase the diversity activities at FAU by consolidating them at one site Increase the attractiveness of FAU to potential employees	Spring 2007	Office of Diversity Initiatives	
Certify the diversity of search committees for faculty, faculty administrators, and AMP employees at the level of Assistant Director or above		Assure that hiring authority has a diverse perspective	Fall 2006	Coordinator EOP	
Certify the diversity of applicants and finalists for all advertised positions		Assure that the applicant pool is diverse in regards to gender and ethnicity, as appropriate to the position and the discipline	Fall 2006	Coordinator, EOP	
Revise materials and websites in regard to hiring practices and diversity Add new members to the Hiring Practices Committee with expertise in hiring practices and diversity Outreach to hiring units in regard to new procedures and tools for searches		Assure that hiring units appreciate the importance of diversity in regards to gender and ethnicity Assure that hiring units are aware of the tools available to help them	Spring 2007	Director, Equal Opportunity Programs Office of Personnel Associate Provost, Academic Personnel	

MATRIX #2: OBJECTIVES AND STRATEGIES FOR EMPLOYEE PROGRAMS

Objective: Develop a comprehensive diversity initiative that provides a series of best practices and programs to improve the diversity of employees, the inclusiveness of the workplace as well as awareness and sensitivity.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required
UNIVERSITY INITIATIVES					
Establish an Office of Diversity Initiatives	All	The Office of Diversity Initiatives is ultimately responsible to oversee, guide and coordinate all diversity initiatives	Fall 2006	President	To Be Determined
Incorporate diversity objectives and vision into all Orientation programs	All	All new Faculty and Staff are oriented to FAU philosophy	Fall 2006	Personnel, Provost and EOP	
Conduct campus climate surveys - and assessment	All	Allow the committee to assess the current atmosphere on campus and plan appropriate programs	Spring 2007	Institutional Effectiveness and Diversity Committee	
Host annual Diversity retreat	All	Review the diversity plan and assess goal attainment	May 2007	Diversity Committee	\$1,500
Each college, department and division will identify and appoint a faculty or staff person to monitor and develop diversity initiatives	All	Changing the culture from within	Spring 2007	Executive Committee	
Incorporate diversity as part of the appraisal and merit increase process	All	Increase commitment and attention to issues of diversity at all levels of faculty, staff and administration	Fall 2007	Financial Affairs, Provost, President's Office	
Involvement in community and charitable events specific to minorities	All	Increase community awareness of FAU's involvement and commitment to diversity	2007 - 2008	President's Office and Foundation	\$10,000
Leadership Awards for women and minorities - to be incorporated as criteria in current President's Leadership Awards	All	Recognizes outstanding contributions at the University and the community	2007 - 2008	President's Office	N/A

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required
COMMUNICATION					
Develop brochure on FAU diversity and include statement from the President	All	Communicate FAU's mission on Diversity	Fall 2006	Diversity Committee and Communications	\$5,000
Develop an FAU diversity website	All	Communicate FAU's mission on Diversity. Link to other diversity offices, websites, programs, events	Fall 2006	Diversity Committee and Communications	
Ongoing educational and awareness communications to all faculty and staff	All	Periodic communication and updates on diversity issues, events and programs	Spring 2007	Office of Diversity Initiatives	
Diversity Newsletter	All	Presentation of ideas and articles on diversity to be presented to University community	Spring 2007	Office of Diversity Initiatives	
EMPLOYEE DEVELOPMENT					
Faculty Lecture Series	All	Discussions on many issues including sensitivity to diversity in the classroom	Fall 2006	Provost's Office and Diversity Committee	\$8,000
Engage faculty and staff in existing student focused cultural events.	All	University wide involvement in campus life and cultural awareness	Fall 2006	Student Affairs and Diversity Committee	
Diversity training	All	Continual schedule of training available for employees on wide range of diversity topics	Spring 2007	Office of Diversity Initiatives, Personnel Services, Diversity Committee	\$25, 000
Incentive grants for projects and programs on diversity topics	All	Encourage faculty to conduct research in areas related to diversity. Establishes the foundation for the annual Diversity Conference	Fall 2007	Provost's Office, Office of Diversity Initiatives	\$50,000
Annual Diversity Conference	All	Community wide forum with focus groups, discussions, lectures presentations	Fall 2008	Office of Diversity Initiatives, Diversity Committee	\$50,000

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required
RETENTION					
Establish internal minority associations	All	Build relationships, share ideas and stimulating discussions	Fall 2006	Diversity Committee	\$2,000
Development of mentorship programs for new faculty/staff as well as a collegiality statement per college and administrative division	All	Develop retention of staff and faculty by assisting in their professional development. Indicates that our philosophy is one of support and inclusiveness	Spring 2007	Executive Committee, Deans, Office of Diversity Initiatives, Personnel Services	
Assess internal promotional opportunities	All	Identify promotional opportunities to further career options for women and minorities	Spring 2007	EOP and Personnel	
Leadership Education for Asian Pacifics Program (LEAP) for women and minorities	All	Increased leadership opportunities and mentoring program	Fall 2007	Office of Diversity Initiatives	To be determined
Assess turnover rates	All	Track turnover numbers and reasons - springboard for change	Fall 2007	Ombudsman	

MATRIX #3: OBJECTIVES AND STRATEGIES FOR STUDENT PROGRAMS

Objective: Support the efforts of the student body to develop and enhance cultural awareness programs through student government.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required
To increase awareness of the Festival of Nations university wide.	All	To educate, promote, and encourage acceptance and tolerance of various cultures.	Spring 2007	Director ISSS	\$35,000.00
To increase awareness of the Sundance Festival.	All	To educate, promote, and encourage acceptance and tolerance of various cultures.	Fall 2006	Student Government	\$35,000.00
3. Enhance funding for multicultural student services: - Book Loan Program - Mentoring Program	All	Increase awareness and participation in the programs.	Fall 2006	Director Multicultural Affairs	\$10,000.00 \$ 7,000.00
To increase awareness of global cultures: - Black History Month - Hispanic/Latino History Month - Asian History Month - Native American History Month	All	Increase knowledge and tolerance of other cultures and organize month long cultural celebrations on all campuses.	Fall 2006	Director Multicultural Affairs	\$10,000.00 10,000.00 10,000.00 5,000.00
Develop an initiative that highlights minority students' accomplishments	All	To increase notoriety, awareness and student participation in the programs. Identify student leaders and role models to recognize their achievements.	Fall 2008	VP Student Affairs	\$5,000.00
To increase scholarship dollars	All	Provide Financial Support for students who are first in their family to attend college at the undergraduate level	Fall 2007	Foundation Office	\$50,000.00

APPENDIX A: MINORITY BUSINESS EXPENDITURE REPORT

State University System: Annual Certified Minority Business Expenditure Report

University: FLORIDA ATLANTIC UNIVERSITY

FY 04-05 (7/1/2004-06/30/2005)

CATEGORY	MBE CODE	CONSTRUCTION		ARCH & ENG		COMMODITIES		SERVICES		TOTAL	
		NO.	DOLLARS	NO.	DOLLARS	NO.	DOLLARS	NO.	DOLLARS	NO.	DOLLARS
NON PROFIT	S, T, U, V	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
NON-MBE:											
NON-MINORITY	A, Y, Z	360	\$18,105,128	104	\$1,397,189	6878	\$20,350,345	4531	\$32,510,335	11873	\$72,362,997
SMALL BUS. ST.	B	4	\$2,102	0	\$0	54	\$73,232	18	\$47,983	76	\$123,317
SMALL BUS. FED.	C	0	\$0	0	\$0	17	\$125,053	0	\$0	17	\$125,053
MBE. FED.	F	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
GOV'T AGENCIES	E	1	\$28	6	\$4,003	160	\$168,545	254	\$6,272,882	421	\$6,445,458
NON-PROFIT ORG.	D	0	\$0	0	\$0	15	\$216,879	24	\$326,985	39	\$543,864
P.R.I.D.E.	G	0	\$0	0	\$0	452	\$32,696	0	\$0	452	\$32,696
TOTAL NON-MBE:		365	\$18,107,257.68	110	\$1,401,192.55	7576	\$20,966,750.28	4827	\$39,158,184.94	12878	\$79,633,385

APPENDIX B: RESOURCES

Conferences:

American Associate for Affirmative Action 32nd Annual Conference
Pathway to Diversity, Tampa, Florida
April 26 – 29, 2006

Websites:

Diversity and Equal Opportunity Office, University of South Florida
<http://usfweb2.usf.edu/ea/>

Office of Diversity Initiatives, University of Central Florida
<http://www.diversity.ucf.edu/>

The Educational Value of Diversity, University of Michigan
<http://www.diversity.umich.edu/> and <http://vpcomm.umich.edu/admissions/legal/>

Office of Equity and Diversity, University of Alabama
<http://www.uab.edu/equityanddiversity/facultyrecruitment.htm>

HBCU CONNECT.COM school listings
<http://www.hbcu-central.com/siteLogin.cgi>

Duke University
www.duke.edu

Diversity Web
www.diversityweb.org

University of Michigan
www.diversity.umich.edu

Ohio University
www.ohio.edu/equity

University of Oregon
<http://aaeo.uoregon.edu>

Harvard University
<http://www.harvard.edu>

Penn State University
www.psu.edu

University of South Florida
www.usf.edu

Western Michigan University
www.wmich.edu

Publications:

Equity and Access Committee, Florida International University, 2001

“Building on Excellence”
Guide to Recruiting and Retaining an Excellent and Diverse Faculty at Stanford University

“Now is the Time, Meeting the Challenge for a Diverse Academy”
A Report of the AASCU/NASULGC Task Force on Diversity

USF Diversity Summit: Reports from our Diverse Communities

University of South Florida
Proposed Objectives of the USF’s Diversity Network

A Framework to Foster Diversity at Penn State
Penn State University

National Campus Diversity Project
Harvard University

The Five Year Diversity Plan
University of Oregon

New Directions in Institutional Diversity
December, 2005
Boston College

“Detecting Hidden Bias”
HR Magazine February 2006