September 2-3, 2012 and January 2013 – Dr. Tim Elmore with Growing Leaders presented to select junior and senior student-athlete leaders from each team. This was a hands-on approach to leadership and the student-athletes were able to participate by being engaged in discussion of topics such as building character, setting a positive climate, feeding oneself for personal growth and how to handle criticism and confrontation.

October 3, 2012 – General Bodenheimer, the former Chairman of ESPN, spoke to student-athletes about several topics, including characteristics of effective leaders and successful organizations/teams.

March 4, 2013 – Mike Green, a trained substance abuse professional, presented a program educating athletes on the dangers of drugs and alcohol and the effects of drugs and alcohol consumption on campus.

GOAL THREE

Goal Three: Increase diversity within the University’s faculty and senior level administration to ensure that students are exposed to and learn from individuals from a variety of backgrounds and experiences, and consequently graduate with a better ability to understand, appreciate, and contribute to a global society.

Action Steps:
1. University officials responsible for establishing policies and procedures in hiring faculty and senior level administrators will dedicate resources to receiving and disseminating information related to recruiting and retaining a diverse faculty and administrative staff.
2. The University will continue to require hiring officials to follow university procedures regarding searches and selection process and will implement initiatives it deems appropriate to recruit, hire, and retain African Americans.

Among the 40 flagship institutions, UA currently ranks fourth in percentage of African-American faculty. While no information was reported for EEO-1’s and EEO-3’s for Fall 2013, UA last ranked second in percentage of African-American EEO-1 administrators, and sixth in percentage of African-American EEO-3 professional staff. Approximately 17.8% of UA’s faculty are minorities and internationals and 19.7% of UA’s staff are minorities. UA remains committed to further diversifying its faculty and staff so that its students are exposed to and learn from individuals from a variety of backgrounds and experiences. Initiatives helpful in achieving Goal Three are discussed below.

1. Efforts to Receive and Disseminate Information on Best Practices in Increasing Faculty and Staff Diversity

Information about current practices: Hiring for faculty and staff positions is now handled through an on-line system, and approvals are generally not obtained unless
established protocols are followed. Information about recruiting resources and anti-discrimination laws is provided online to hiring managers through various resources at http://hr.ua.edu/staff-recruitment-resources/hiring-manager-resources. In addition, the Strategic Diversity Plan is posted on the Provost’s and EOP’s websites.

**Inaugural Comprehensive Diversity Conference: Diversity in Higher Education for the 21st Century: Bridging Research and Best Practices.** On November 5-6, 2012, Auburn University hosted the Inaugural Comprehensive Diversity Conference: Diversity in Higher Education for the 21st Century: Bridging Research and Best Practices. This conference was sponsored by Alabama Association of Higher Education Diversity Officers. Some thirty researchers, educators and practitioners made presentations about their research and best practices in diversity to a highly interactive group of about 100 conference attendees. The Provost’s office encouraged academic units to attend resulting in representatives from numerous areas of UA. The University Compliance Officer and twelve other UA employees attended the conference. The conference featured a Pre-conference Diversity Training Workshop, “The Changing Landscape of Diversity and Inclusion” presented by Patricia Pope and Associates, and four UA employees attended that session. Dr. Charles Nash, Vice Chancellor for Academic and Student Affairs, University of Alabama System, presided over the Welcome Plenary. Sessions included Diversity in the Media, International Collaborations and Partnerships, Diversity Staff and Professional Development, Institutional Climate, Faculty Recruitment and Retention, and round tables. It also included a Research Plenary Session and a closing luncheon with Representative John Knight as the speaker. Several representatives from UA were among the presenters and panel members. This type of networking and information sharing proves helpful in recruitment and retention efforts.

**College-initiated efforts to educate:** Other UA administrators likewise have focused time/resources on educating about best practices in achieving diversity. For example, the faculty in Communication and Information Sciences (C&IS) are continuing to implement their college-wide Diversity Statement and Plan. In the College of Human Environmental Sciences, which has articulated a specific strategic goal related to increasing the diversity of its faculty, search committee members are encouraged to read documents written by JoAnn Moody (NEBHE): *Good Practices – Recruiting and Retaining Minority Faculty* and *Good Practices in Recruiting Non-Majority Faculty*. In addition, the Dean of HES reviews with each department chair the commitment to diversity in terms of both faculty and student recruitment. Also, department chairs readily share with each other effective means of promoting diversity. To provide for on-going education in the area of diversity and to stimulate ideas for faculty and student recruitment, the College of Arts and Sciences provides a bi-monthly subscription to *Diverse Issues in Higher Education* to all department chairs. A&S also subscribed to the *Higher Education Directory for Diversity*. A&S and the College of Education have made available to faculty search committees a copy of *Diversifying the Faculty: A Guidebook for Search Committees*. Also in the College of Education, all search committee chairs have attended a training workshop and are given recommendations for increasing the diversity of the search pools. Also, part of the College of Education’s systematic and comprehensive efforts to recruit and retain a diverse faculty includes adoption of the College’s own non-discrimination and anti-harassment policy, which supplements UA’s policies.
Student Affairs-initiated Education Efforts: As noted in the Goal One discussion, Student Affairs has implemented a division-wide Strategic Diversity Plan that complements the University’s. Goal Two of that plan is to “enhance the recruitment, retention, and promotion of Student Affairs staff that reflect underrepresented populations such as people of color, women, ethnic minorities, and people with disabilities to a level that is reflective of the community.” Some of the strategies used by the division to achieve its goal include: 1) “seek to include all University constituencies including people of color, ethnic minorities, women, and members of other underrepresented groups in senior administrative positions;” 2) “seek to increase employee diversity, including women, people of color, ethnic minorities, people with disabilities, and other underrepresented groups in higher level staff positions;” 3) “establish work life enhancement programs to attract and retain outstanding, diverse Student Affairs staff and better compete with peer institutions;” and 4) “create a mentoring program focused on exploring career opportunities in the area of Student Affairs for students of underrepresented populations who are employed within the DSA.” Crossroads Community Center also supports the development of diversity within the University’s faculty and senior level administration as part of its mission to provide leadership and coordination for professionals in multicultural affairs. Crossroads also contributes to this University goal through the development of the Crossroads professional staff.

Information from conferences/workshops/associations: Several UA administrators continue to attend conferences or participate in associations/listservs that ensure currency on best practices for increasing diversity in outreach, recruiting and retaining diverse students/faculty/staff. As noted above, UA representatives attended and participated in the Inaugural Comprehensive Diversity Conference sponsored by the Alabama Association of Higher Education Diversity Officers. Arts and Sciences recruited prospective faculty members at the Compact Conference for Faculty Diversity Institute for Teaching and Mentoring and the McKnight Fellows Conference in October of 2012. Dr. Jimmy Williams attended the Academic Achievement of Men of Color, August 2012; Global Perspectives on College and University Teaching, Auburn University, April 2013; National Conference on Race and Ethnicity in Higher Education, June 2013; and attended the Compact Conference for Faculty Diversity Institute for Teaching and Mentoring, October 2012. Dr. Williams made a presentation on Diversity in Higher Education at the UA McNair Scholars Program, November 2012.

EOP/University Compliance Office: To ensure currency on best practices for increasing diversity in outreach, recruiting and retaining diverse students/faculty/staff, the University Compliance Officer/Director participated in the National Association for Diversity Officers in Higher Education (NADOHE) and the Disability Student Service Officers in Higher Education listservs, and maintained membership in the following organizations: American Association for Affirmative Action (AAAA), Society for Human Resources Management (SHRM), and the Alabama Association of Higher Education Diversity Officers (ALAHEDO). The EOP office also is responsible for updating and disseminating the President’s annual Statement on Diversity, Reaffirmation of Equal Opportunity Policy, UA’s Nondiscrimination statement, and Compliance with ADA; and for providing information for search committees on conducting effective searches, including
2. Initiatives to Recruit and Retain a Diverse Faculty and Staff

   a. Recruitment Strategies

   Inviting minorities to apply: At a minimum, hiring officials post positions for which searches have been approved on UA’s Employment website, http://hr.ua.edu/employment/, (as well as their departmental websites) and encourage applications from members of underrepresented groups by including on their position advertisements reference to UA’s EEO statement (“The University of Alabama is an Equal Opportunity Affirmative Action Employer. Women and minorities are strongly encouraged to apply” or “The University of Alabama is an Equal Opportunity Affirmative Action education institution/employer;” or simply “Equal Opportunity/Affirmative Action Employer”). Some hiring departments expand upon that. For example, job notices sent from the UA Libraries include a cover letter that expresses UA’s commitment to developing a faculty that is racially, ethnically, culturally and socially diverse. In addition, deans encourage minority faculty in their academic units to share job announcements with any professional or social organizations to which they belong.

   Human Resources expends considerable time and energy training student supervisors on how to use the student job website to help them gain a diverse student applicant pool, and have offered training for all students on how to use the student job site and how to conduct an effective job search.

   Developing recruitment plans: Additional efforts are made university-wide to encourage an effective recruitment plan. For example, a job search is not authorized until after the hiring area has developed a proposed recruitment plan, which includes a description of special efforts to identify minority and female candidates. The College of Arts and Sciences requires an even more detailed report of what efforts will be undertaken. Human Resources staff provide Behavioral Interview training and Creating Effective Recruitment Strategies training to educate hiring managers on how to reach a diverse applicant pool.

   Human Resources also reviews online application and recruitment system information and updates and brings into compliance based on the American with Disabilities Act/Vietnam Era Veteran’s Readjustment Assistance Act. That office also helps departments include appropriate language for hearing/sight impaired applicants. The EOP’s Affirmative Recruitment Resource (http://eop.ua.edu/resources.html) and almost two dozen Affirmative Action Officers serve as resources to assist departments in maintaining contact with female and minority organizations. In the Libraries, their Affirmative Action Officer meets with each search committee at the beginning of the search process and reviews affirmative action guidelines and also ensures that there is an African-American member on the search committees. In the College of Education, the Dean and Associate Dean meet with each search committee chair and not only emphasize the importance of attracting a diverse faculty, but provide a number of guidelines on how to accomplish that, using the book purchased by the Provost (“Diversifying the Faculty: A Guidebook for Search Committees,” Caroline Sotello Viernes Turner, 2002). In the Law School, the Dean has directed that each hiring committee for faculty and staff seek to ensure a diverse pool of candidates. They achieve