The Florida State University

Diversity and Inclusion Initiative

2012-2013 Operating Plan

The University Diversity and Inclusion Council
The Florida State University
Tallahassee, Florida 32306
Table of Contents

I. Executive Summary .................................................................................................................... 3

II. Prologue, Mission, and Vision .................................................................................................. 4

III. Diversity and Inclusion Council and Operating Plan – Overview

   KFA 1: Leadership, Faculty, Staff and Student Involvement ................................................. 6
   KFA 2: Education, Training, and Development ..................................................................... 7
   KFA 3: Recruitment and Retention ....................................................................................... 8
   KFA 4: Community Relations ............................................................................................... 9
   KFA 5: Communication ....................................................................................................... 10
   KFA 6: Policy and Program Development ............................................................................ 11
   KFA 7: Measurement and Reporting ..................................................................................... 12

IV. The Diversity and Inclusion Champions, Council Members, and Subcommittee Members .................................................................................................................................................... 13

V. Appendices ................................................................................................................................ 23

   Accomplishments To Date ...................................................................................................... 24
   Communications ....................................................................................................................... 26
   Websites ..................................................................................................................................... 30
   Publications ................................................................................................................................ 32
   Recognition .............................................................................................................................. 34
   Objectives: At-a-Glance .......................................................................................................... 35
I. Executive Summary

We are uniting our efforts at FSU to move diversity and inclusion even more to the forefront of our University's agenda so that we can deliver on our vision to become the university and workplace of choice. Effectively managing a diverse work force can contribute to increased faculty, staff and student retention and productivity. It can enhance the organization's responsiveness to an increasingly diverse world of customers, improve relations with the surrounding communities, increase the organization's ability to cope with change, and expand the creativity of the organization.

At the Florida State University, we recognize that every competitive advantage begins with people. By valuing, celebrating and leveraging the differences and similarities of our students, faculty and staff, we inspire an environment of innovation and passion – one that enables us to create a teaching, research and service environment that better reflects the needs of our students, faculty, staff, customers, constituents, communities and other key stakeholders. Therefore, we have launched a Diversity and Inclusion Initiative at the University.

Diversity and Inclusion have long been a part of the operating philosophy at the University. In the context of the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizes the unique contributions that individuals with many types of differences can make, and creates a work environment that maximizes the potential of all employees. As a concept, it focuses on a broader set of qualities than race and gender. Inclusion is a practice of ensuring that people in an organization feel they belong, are engaged, and are connected through their work to the goals and objectives of the organization.

In February 2009, the Board of Trustees approved the development of a Diversity and Inclusion Operating Plan. This operating plan outlines seven key focus areas, each of which is being led by a Vice President, staffed by council members and other faculty, staff, and students, and facilitated by a Human Resource Director. The Diversity and Inclusion Council is led by the President and is facilitated by the Assistant Vice President of Human Resources and Chief Diversity Officer.
II. The Florida State University Prologue, Mission, and Vision

Prologue

The Florida State University was founded in 1851 and has developed from one of the nation’s preeminent women’s colleges into a comprehensive graduate-research university, offering a broad array of academic and professional programs at all degree levels.

Mission

The Florida State University preserves, expands, and disseminates knowledge in the sciences, technology, arts, humanities, and professions, while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The University is dedicated to excellence in teaching, research, creative endeavors, and service. The University strives to instill the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement within a community that fosters free inquiry and embraces diversity.

Vision

The Florida State University will be one of the world’s premier institutions of higher education, devoted to transforming the lives of our students, shaping the future of our state and society, and offering programs of national and international distinction in a climate of inquiry, engagement, collegiality, diversity, and achievement.
III. Diversity and Inclusion Council and Operating Plan – Overview

Although the concepts of Diversity and Inclusion are nothing new at the Florida State University, FSU has, for the first time, established a Diversity and Inclusion Council. The Mission of the Council is to identify policies, programs and practices that are in need of creation or revision in order to meet the needs of a diverse workforce and student population.

Managing Diversity and Inclusion through a council supports an organizational approach for embracing all of the diversity dimensions of the University. Differences are welcome and all input is valued at the Diversity and Inclusion Council meetings, as well as the subcommittee meetings. Issues are addressed through a deliberate, consensual process.

The role of the Council Members is to:

- Participate in the University Diversity and Inclusion Council Meetings
- Undergo Diversity and Inclusion training offered by the University
- Support the development and implementation of the University’s Diversity and Inclusion Operating Plan by:
  - Participating in assigned subcommittee(s)
  - Reviewing recommendations brought by subcommittees
  - Promoting the principles of Diversity and Inclusion at FSU
- Serve on a subcommittee for one of the key focus areas
- As a subcommittee member, Council Members are responsible for:
  - Reviewing data pertaining to assigned Key Focus Area
  - Identifying policies, programs and practices which are in need of revision
  - Serving as an advisory committee regarding strategies and tactics that will create:
    - Individual and cultural diversity that is accepted and valued
    - Open lines of communication among all levels
    - Opportunities for all students and employees to achieve their goals

Since February 2012, the full Diversity and Inclusion Council has met twice, and each subcommittee has met at least twice. As a result, the Council recommends this Operating Plan, which is outlined by Key Focus Area on the following pages.
Key Focus Area 1: Leadership: Faculty, Staff, and Student Involvement

In order to advance toward our Vision of achieving a University climate of inquiry, engagement, collegiality, diversity, and achievement, it is imperative to develop leaders within our faculty, staff, and student populations to embrace diversity and practice inclusion.

**Champion:** Mary Coburn, Vice President for Student Affairs

**Subcommittee Members:** Seth Beckman, Janea Daniels Ingram, Joyce Ingram, Jhadrian Lawrence, Nancy Marcus, Susannah Miller, Larry Scharmann, Tom Shewan, Eric Stewart, Sandi Smith Anderson and Bill Strickland

**Objective:** To expand the pipeline of diverse and talented leaders by identifying and inviting potential faculty, staff, and students to participate in activities that will increase their cultural competence and leadership skills, resulting in increased diversity of University leadership.

**Projected Outcome:** Improved succession planning and expanded pipeline of diverse and talented leaders who will continue to move the University toward its vision of achieving a University climate of inquiry, engagement, collegiality, diversity, and achievement.

**Performance Indicators:** Number of participants, placement of participants into leadership positions, and pre- and post-assessment of participants’ self-evaluation of how their leadership knowledge, skills, and abilities have changed.
Key Focus Area 2: Education, Training and Development

Education creates a platform of understanding for all stakeholders and ensures alignment in purpose of formulating the building blocks for sustaining the Diversity and Inclusion initiative.

**Champion:** Gary K. Ostrander, Vice President for Research

**Co-Champion:** Carolyn Egan, General Counsel

**Subcommittee Members:** Demetra Andrews, Melissa Conner, Alice-Ann Darrow, Joyce Ingram, Helen Livingston, Susannah Miller, Laura Osteen, Martell Teasley and Sandi Smith Anderson

**Objective:** To develop a comprehensive diversity and inclusion education, training and development process for faculty, staff, and students.

**Projected Outcome:** Strategic alignment to Diversity and Inclusion Initiative. Increased knowledge, skills, abilities and development in the areas of diversity and inclusion.

**Performance Indicators:** Climate measure (survey) as baseline, Number of courses taught, number of participants, level of participation.
Key Focus Area 3: Recruitment and Retention

In order to attract and retain the best faculty, staff, and students, it is imperative to establish best practices for a recruitment and retention strategy. The highest achieving faculty, staff, and students look for and appreciate an environment and culture that encourages collaboration, learning from differences, flexibility, fairness and equal opportunity.

Champion: Garnett S. Stokes, Provost and Executive Vice President for Academic Affairs

Subcommittee Members: Frank Fincham, Renisha Gibbs, Lois Hawkes, RaMonda Horton-Ikard, Joyce Ingram, Bruce Lamont, Sally McRorie, Susannah Miller, Maxine Montgomery, Dragana Popovic, Winston Roberts, Jose Rodriguez and Sandi Smith Anderson

Objective: By the end of Spring Semester 2013, produce a report of recommended strategies on recruitment and retention based upon a literature survey on best practices, a review of successful programs, and examination of data on current faculty, staff, and student demographics and retention rates.

Projected Outcome: The University will implement best practices in the area of Recruitment and Retention.

Performance Indicators: Survey and data results, completed report, implementation of recommendations.
Key Focus Area 4: Community Relations

Our outreach efforts exemplify the University’s commitment to Diversity and Inclusion. Our partnerships with the external community illustrate our responsiveness to an increasingly diverse world, and the value we place on inclusion.

**Champion:** Thomas Jennings, Vice President for University Advancement

**Co-Champion:** Randy Spetman, Athletics Director

**Subcommittee Members:** Edward Acoff, Dominick Ard’is, Maria Cicciarelli, Cindy Clenney Vickers, Robinson Herrera, Beth Hodges, Joyce Ingram, Susannah Miller and Sandi Smith Anderson

**Objective 1:** To survey current community relations activities around campus that emphasize the University’s commitment to Diversity and Inclusion, and to work with the Communications subcommittee to highlight this information for both internal and external stakeholders.

**Expected Outcome:** Increased quality and quantity of programming for diversity and inclusion.

**Objective 2:** Identify areas within the University with potential to initiate community relations activities related to Diversity and Inclusion, and to work with other subcommittees to effect a change so that these areas of potential can be realized.

**Expected Outcome:** Increased quality and quantity of programming for diversity and inclusion.

**Performance Indicators:** Number of outreach programs, number of attendees in programs, satisfaction of attendees.
Key Focus Area 5: Communication

How, to whom, and when the University sends messages of Diversity and Inclusion are critical contributing factors to the success of the initiative. Initial and on-going communication helps faculty, staff, and students understand how Diversity and Inclusion benefits them and the University.

Champion: Liz Maryanski, Vice President for University Relations

Subcommittee Members: Browning Brooks, Cassandra Brown, Jimmy Canteenwalla, Vanessa Fuchs, Phaedra Harris, Joyce Ingram, Susannah Miller, Irene Padavic, Jose Rodriguez, Valerie Scoon and Sandi Smith Anderson

Objective: To develop a comprehensive communication plan for Diversity and Inclusion to ensure consistency and effectiveness in communicating our mission and vision of a diverse and inclusive University.

Expected Outcome: Alignment and common understanding of the University’s philosophy on Diversity and Inclusion.

Performance Indicators: Number of messages of Diversity and Inclusion.
Key Focus Area 6: Policy and Program Development

The University’s policies and programs should align with the University’s philosophy of Diversity and Inclusion to ensure there are no barriers to optimal performance.

**Champion:** John Carnaghi, Senior Vice President, Finance and Administration

**Subcommittee Members:** Alex Aviña, Pam Coats, Eileen Cormier, Terry Coonan, Renisha Gibbs, Joyce Ingram, Susannah Miller, Donna Trumbower, Lauren Williams and Sandi Smith Anderson

**Objective:** To establish Guiding Principles that set expectations for current policies and programs and future policy and program development for adherence to the University’s philosophy on Diversity and Inclusion.

**Expected Outcome:** University policies and programs that are in alignment with the University’s mission, vision, and Diversity and Inclusion philosophy.

**Performance Indicators:** Established Guiding Principles, Compliance of Policies and Programs with Guiding Principles.
Key Focus Area 7: Measurement and Reporting

Collecting and tracking data is critical to measuring the success of the Diversity and Inclusion initiative because it provides the most accurate evaluation of our efforts and it identifies important issues that might otherwise be overlooked.

Champion: Robert B. Bradley, Ph.D., Vice President for Planning and Programs

Subcommittee Members: Bahram Arjmandi, Arnel Bacani, Joling Emerick, Joyce Ingram, Susannah Miller, Mark Palazesi, Juliann Woods and Sandi Smith Anderson

Objective 1: To conduct a comprehensive, university-wide Diversity and Inclusion survey to establish baseline data on current conditions, upon which future data may be compared, to assess progress.

Expected Outcome: Establishment of current state and baseline data for use by subcommittees in evaluation of objectives and assessment of progress.

Performance Indicators: Established baseline data.

Objective 2: To incorporate the measurement of objectives for each of the seven (7) key focus areas into the institutional effectiveness portal so that progress for each KFA is measured in relation to the SACS accreditation process.

Expected Outcome: Alignment of the D&I operating plan and objectives with the University’s SACS process.

Performance Indicators: Performance indicators for the other six (6) subcommittees.
IV. The University Diversity and Inclusion Champions, Council Members, and Subcommittee Members

Champion of Diversity and Inclusion
Eric J. Barron
University President

Facilitator, Diversity and Inclusion Council
Joyce A. Ingram
Assistant Vice President and Chief Human Resources & Diversity Officer

Champion for Leadership, Faculty, Staff and Student Involvement
Mary Coburn
Vice President for Student Affairs

Facilitator, Diversity & Inclusion Subcommittees
Susannah Miller
Director of Faculty Relations, Diversity & Inclusion, Ombuds Program Office of Human Resources

Champion for Education, Training and Development
Gary Ostrander
Vice President for Research

Champion of Recruitment and Retention
Garnett S. Stokes, Ph.D.
Provost and Executive Vice President for Academic Affairs
Champion of Community Relations
Thomas Jennings
Vice President for University Advancement

Champion of Measurement and Reporting
Robert B. Bradley, Ph.D.
Vice President for Planning and Programs
Professor, Askew School of Public Administration and Policy
Director, Institute of Science and Public Affairs (ISPA)

Champion for Communications
Liz Maryanski
Vice President for University Relations

Co-Champion for Education, Training and Development
Carolyn Egan
General Counsel

Champion of Policy and Program Development
John Carnaghi
Senior Vice President, Finance and Administration

Co-Champion of Community Relations
Randy Spetman
Athletics Director
Subcommittee Member
Edward Acoff
Director, Supplier Diversity
Office of Human Resources

Council Member
Bahram Arjmandi
Margaret A. Sitton Named Professor and Chair,
Nutrition, Food & Exercise Sciences

Council Member
Demetra Andrews
Assistant Professor, Marketing Department,
College of Business

Council Member
Alex Aviña
Assistant Professor of History

Council Member
Dominick Ard'is
Graduate Student, Urban & Regional Planning; International Affairs

Council Member
Arnel Bacani
Assistant Director, Building Services, Facilities Department
Council Member
Seth Beckman
Senior Associate Dean for Academic Affairs, Director of Graduate Studies, College of Music

Council Member
Jimmy Canteenwalla
Human Resources Representative

Council Member
Browning Brooks
Strategic Communications Advisor, Office of University Communications

Council Member
Maria Cicciarelli
Senior Executive Support Assistant

Subcommittee Member
Cassandra Brown
Assistant Director, University Business Administrators

Council Member
Cindy Vickers Clenney
Head of Human Resources & Volunteer Services, John and Mable Ringling Museum of Art
Council Member
Pam Coats
Robert C. Earnest Professor of Finance, University Distinguished Teaching Professor

Council Member
Eileen Cormier
Associate Professor of Nursing

Council Member
Melissa (Missy) Connor
Director of Student Affairs & Enrollment Management, Panama City Campus

Council Member
Alice-Ann Darrow
Irvin Cooper Professor of Music; College of Music

Council Member
Terry Coonan
Executive Director, Center for Advancement of Human Rights

Council Member
Joling Emerick
Database Analyst, Office of Institutional Research
Council Member
Frank Fincham
Eminent Scholar & Director of FSU Family Institute, College of Human Sciences

Subcommittee Member
Phaedra Harris
Director, Office of Human Resources

Council Member
Vanessa Fuchs
Senior Associate Athletics Director/Senior Woman Administrator

Subcommittee Member
Lois Hawkes
Associate Dean and Professor of Arts and Sciences

Subcommittee Member
Renisha Gibbs
Director, Office of Human Resources

Council Member
Robinson Herrera
Associate Professor of Latin American History
Council Member
Beth Hodges
Coordinator of Federal Relations & Research Programs

Council Member
Bruce Lamont
Thomas L. Williams Eminent Scholar in Strategic Management, College of Business

Council Member
Ramonda Horton-Ikard
Associate Professor of Communications Science & Disorders

Council Member
Helen Livingston
Assistant Dean in the College of Medicine

Council Member
Janeia Daniels Ingram
Assistant Dean for Student Affairs, College of Law

Council Member
Nancy Marcus
Dean of the Graduate School
Subcommittee Member
Sally McRorie
Vice President for Faculty Development and Advancement

Council Member
Irene Padavic
Claude and Mildred Pepper Professor of Sociology

Subcommittee Member
Maxine Montgomery
Professor of English

Subcommittee Member
Mark Palazesi
Director, Office of Human Resources

Council Member
Laura Osteen, Ph.D.
Director of the Center for Leadership & Civic Education

Council Member
Dragana Popovic
Scholar and Scientist, Condensed Matter Science, National High Magnetic Field Lab
Council Member
Winston Roberts
Professor of Physics

Council Member
Jose Rodriguez
Associate Professor of Medicine

Council Member
Lawrence Scharmann
Assistant Dean and Director of the School of Teacher Education

Council Member
Valerie Scoon
Associate in Film, College of Motion Picture, Television and Recording Arts

Council Member
Eric Stewart
Professor of Criminology and Criminal Justice

Council Member
Martell Teasley
Associate Professor of Social Work
Council Member

Lauren Williams
Administrative Support Assistant

Subcommittee Member

Juliann Woods
Professor of Communication

Council and Subcommittee Members not pictured

Jhadrian Lawrence, Council Member, Undergraduate Student

Tom Shewan, Subcommittee Member, Director, Maintenance

Sandi Smith Anderson, Subcommittee Member, Human Resources Specialist

Bill Strickland, Subcommittee Member, Sr. Human Resources Specialist

Donna Trumbower, Subcommittee Member, Associate Director, Facilities Admin Services
V. Appendices

Accomplishments to Date

Communications
  Letters from President

Websites
  FSU D&I Website
  Supplier Diversity Website
  Other D & I Websites at FSU

Publications
  Books
  Resources provided from Cornell Training

Recognition

Objectives: At-a-Glance
Accomplishments To Date:
The items below outline the work that has been accomplished to-date under the Diversity and Inclusion Initiative.

Ensured Strategic Alignment by including Diversity in the University’s Mission, Vision, and Strategic Priorities

Mission: The Florida State University preserves, expands, and disseminates knowledge…., and sustained achievement within a community that fosters free inquiry and **embraces diversity.**

Vision: The Florida State University will be one of the world’s premier institutions of higher education,… and international distinction in a climate of inquiry, engagement, collegiality, **diversity**, and achievement.

FSU STRATEGIC PRIORITIES

SP 1.0 Recruit and graduate outstanding and diverse students
SP 2.0 Enrich the student experience while supporting and improving undergraduate, graduate, and professional education
SP 3.0 Recruit, develop, and retain outstanding and diverse faculty and staff
SP 4.0 Enhance research and creative endeavors
SP 5.0 Foster academic excellence
SP 6.0 Ensure operational excellence while maintaining financial integrity
SP 7.0 Strengthen the public service mission of the university
SP 8.0 Build the University’s national reputation

Gained Commitment from Senior Leadership through BOT, the President and the Executive Team

Determined the Scope of the Diversity and Inclusion Initiative

Diversity & Inclusion of leaders, students, faculty and staff
Supplier Diversity Program: Reaching beyond the boundaries of our campus community to include small businesses within our communities

Created the Framework for the Initiative

Benchmarked other Florida public universities and all 62 members of the Association of American Universities (AAU) regarding:

Diversity and Inclusion Initiatives
Infrastructure
Program Development
Measurements

Created key focus areas:
Leadership, Faculty, Staff and Student Involvement
Education, Training and Development
Recruitment and Retention
Community Relations
Communication
Accomplishments To Date, continued

Policy and Program Development
Measurement and Reporting

Developed internal subject matter expertise through external Diversity Management Certification Program

Appointed members of the FSU Executive Council to serve as Champions for each Key Focus Area

Nominated and appointed members to the FSU Diversity and Inclusion Council

Held kickoff meeting facilitated by the President and the Chief Diversity Officer
  February 23, 2012, 12:30 – 2:30pm
  Auditorium of the Center for Global Engagement

Provided online Diversity and Inclusion training to Council Members

Created Blackboard site for Diversity Council and Subcommittees

Conducted Pilot Diversity and Inclusion Survey of Faculty and Staff

Subcommittee Work
  Convened subcommittees for seven key focus areas
  Assessed data pertaining to key focus area and brainstormed options
  Recommended next steps to President, Executive Team, and Diversity Council

Developed Proposed Operating Plan for Approval
Communications:
Memorandums from University President

Memorandum dated January 21, 2011

MEMORANDUM

TO: Deans, Directors and Department Heads
FROM: Dr. Eric Barron, President
       Joyce A. Ingram, AVP and Chief Human Resources and Diversity Officer
DATE: January 21, 2011
SUBJECT: Diversity and Inclusion at The Florida State University

At The Florida State University we have long been committed to diversity and inclusion. Generally speaking, diversity is understanding and appreciating the differences in people and inclusion is recognizing and leveraging those differences to maximize the performance of the organization. We have made progress over the past decade, enrolling a higher percentage of diverse students, maintaining our focus on recruiting and developing diverse faculty and staff, and enhancing institutional leadership through diversity endeavors.

Our ambition is to further promote our current diversity initiatives and to develop a university-wide diversity and inclusion framework within which to operate. To support our plan, we ask that you respond to this letter with examples of diversity and inclusion initiatives and practices/policies specific to your area that we may add to the overall list of efforts currently under way at the university. We ask that you send information that corresponds to the following areas:

1. Leadership, Faculty, Staff and Student Involvement
   • (E.g., some colleges have created a Diversity Council to further promote diversity and inclusion initiatives)

2. Education, Training and Development
   • (E.g., courses or training sessions for students, faculty and staff that promote diversity, inclusion, and accepting and appreciating differences)

3. Recruitment and Retention
   • (E.g., programs that support the recruitment and retention of a diverse student, staff and faculty population)

4. Community Relations
   • (E.g., programs that go beyond the borders of the campus to promote diversity and inclusion throughout the community)

5. Communication
   • (E.g., some colleges have a newsletter or publication highlighting diversity and inclusion activities)
Memorandum dated January 21, 2011, continued

6. Policy and Program Development
   • (E.g., policies or programs that go beyond compliance and law to promote
diversity and inclusion)

7. Measurement and Reporting
   • Specific tools for tracking the success of the above diversity initiatives

We would like to showcase the efforts that your college/department/division has taken in the past or plans to
initiate in the future on behalf of the university’s commitment towards supporting a culturally diverse and
inclusive educational and work environment.

The attached form is designed to help us organize our diversity and inclusion efforts. Please feel free to
describe in detail as many activities as you wish to include – we would like to be as comprehensive as
possible in highlighting your efforts. Thank you for this effort.

For submission of updates or questions, contact Lindsay Stratton in the Office of Human Resources at
lstratton@admin.fiu.edu or 644-7941.

CC: Robert Bradley  Paul Strouts  Department Representatives
    Anne Rowe  Renisha Gibbs  Vice Presidents

Attachment
Communications, continued

Memorandum dated August 9, 2011

THE FLORIDA STATE UNIVERSITY
OFFICE OF THE PRESIDENT

MEMORANDUM

TO: Deans, Directors and Department Heads

FROM: Dr. Eric Barron, President
       Joyce A. Ingram, AVP and Chief HR and Diversity Officer

DATE: August 9, 2011

SUBJECT: Diversity and Inclusion at The Florida State University

At The Florida State University, we recognize that every competitive advantage begins with people. By valuing, celebrating and leveraging the differences of our students, faculty and staff, we inspire an environment of innovation and passion – one that enables us to create a teaching, research and service environment that better reflects the needs of our students, employees, customers, communities and other key stakeholders.

Diversity and Inclusion have long been a part of the operating philosophy at the University. Now, we are uniting efforts to move our Diversity and Inclusion initiative even more to the forefront of our business agenda so that we can deliver on our vision to become the university and workplace of choice.

In February we asked you to identify efforts currently underway or in place that are driving diversity and inclusion on campus. Believing that we were already a very diverse and inclusive organization, we were not disappointed with your responses. Attached is a copy of the February 2009 BOT presentation on this issue and another presentation about the framework from the University’s perspective. This information explains the importance of becoming an even more diverse and inclusive university and explains how our efforts in these areas can support our mission and help us achieve our vision. Examples of activities are included and we are glad to report that diversity and inclusion are alive and well at FSU. However, as we all know, even the best can get better.

None of what we are trying to accomplish and maintain will happen without your ongoing commitment. To support the strategies of this Diversity and Inclusion initiative it is essential that everyone – from the University’s executive team on down – play an active role in this effort and requires all those who report to them to do likewise. Our commitment to delivering in a more inclusive work culture is not a short-lived HR program. It is an organizational imperative and our commitment to it needs to be engrained into and demonstrated by how we operate every single day, internally and externally, now and in the future.

To that end, we are creating a Diversity and Inclusion Council that will help us advance this initiative over the coming months. I have asked my leadership team to serve as champions for the key focus areas and they in turn will assist in identifying members of the Council. The Council will have oversight responsibility for the development and implementation of the University’s Diversity and Inclusion initiative.
Memorandum dated August 9, 2011, continued

We'll keep you apprised of our progress on an ongoing basis. In the meantime, if you have any questions, please feel free to contact Joyce Ingram, Assistant Vice President and Chief Human Resources and Diversity Officer directly at 644-7950.

Remember, leaders and employees at every level have the opportunity to shape diversity and inclusion behaviors for Florida State University's educational, research and service advantages. I look forward to our shared involvement in this important initiative.

CC: Garnett Stokes, Provost and Executive Vice President
    Vice Presidents
Websites:

**University Diversity and Inclusion Council**
To visit the website, please click here: http://hr.fsu.edu/diversity/

**Supplier Diversity Program**
To visit the website, please click here: http://supplierdiversity.fsu.edu/

**Other D&I Websites At FSU:**
Division of Student Affairs, please click on the links to visit sites: http://studentaffairs.fsu.edu/
- Campus Recreation, http://fsu.campusrec.com/
- Career Center, http://career.fsu.edu/
- Center for Academic Retention & Enhancement (C.A.R.E.), http://care.fsu.edu/
- Center for Global Engagement, http://cge.fsu.edu/
- The Center for Leadership & Civic Education, http://thecenter.fsu.edu/
- Center for Multicultural Affairs, http://cma.fsu.edu/
- Communications & Marketing Office, http://communications.studentaffairs.fsu.edu/
- Dean of Students, http://deanofstudents.fsu.edu/
- Oglesby Union, http://union.fsu.edu/
- Student Government Association (SGA), http://sga.fsu.edu/
- Thagard Student Health and Wellness Center, http://tshe.fsu.edu/
- University Counseling Center, http://counseling.fsu.edu/
- University Housing, http://housing.fsu.edu/
- Jon C. Dalton Institute on College Student Values, http://studentvalues.fsu.edu/
- Character Clearinghouse, https://characterclearinghouse.fsu.edu/
- The Hardee Center, http://www.coe.fsu.edu/Academic-Programs/Departments/Educational-Leadership-and-Policy-Studies-ELPS/Academic-Programs/Degree-Programs/Higher-Education/Resources/Hardee-Center
Websites, continued

Diverse Leadership Mentoring Program (DLMP)
For more information, visit the website at: http://hrapps.fsu.edu/mentor/

College of Business (Minority Affairs Committee)
For more information, visit the website at: http://www.cob.fsu.edu

College of Law
For more information, visit the website at: http://www.law.fsu.edu

College of Medicine
For more information, visit the website at: http://med.fsu.edu/

College of Human Sciences
For more information, visit the website at: http://www.chs.fsu.edu/

College of Communication & Information
For more information, visit the website at: http://cci.fsu.edu/

National High Magnetic Field Laboratory
For more information, visit the website at:
http://www.magnet.fsu.edu/education/outreach/currentprograms.html

College of Music
For more information, visit the website at: http://www.music.fsu.edu

College of Social Work
For more information, visit the website at: http://ssw.fsu.edu

School of Theatre
For more information, visit the website at: http://www.fsu.edu/~theatre
Publications:

Websites

- www.thediversitychannel.com
- www.diversityinc.com
- Diversity Employment Exchange – www.diversityec.com
- Diversity Services – www.diversity-services.com
- Black Voices – www.blackvoices.com
- The President’s Committee on Employment of People with Disabilities – www.pcepd.gov
- Workplace Dynamics I.L.C – www.workplace-dynamics.com

Books and Readings

- The Loudest Duck – Moving Beyond Diversity While Embracing Differences to Achieve Success at Work – Laura Liswood (2010) John Wiley
- The Evolving Language of Diversity – Kathy Castania
- White Privilege: Unpacking the Invisible Knapsack –Peggy McIntosh
Publications, continued

Resource Binders

Recognition:

NACUBO’s Business Officer Magazine (National Association of College and University Business Officers)
To review the article, visit the website at:
http://www.nacubo.org/Business_Officer_Magazine/Magazine_Archives/October_2012/Branch_Out.html
### At-a-Glance:

<table>
<thead>
<tr>
<th>Diversity Operating Plan At a Glance</th>
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<tbody>
<tr>
<td><strong>Objective</strong> To expand the pipeline of diverse and talented leaders by identifying and inviting potential faculty, staff, and students that will increase their activities, and develop the mission and vision of achieving a University that leads and promotes diversity, engagement, and leadership skills.</td>
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<tr>
<td><strong>Projected Outcome</strong> Number of participants.</td>
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<tr>
<td><strong>Performance Indicators</strong> Climate survey at baseline, number of participants, level of participation.</td>
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<th>Recruitment and Retention</th>
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<tbody>
<tr>
<td><strong>Objective</strong> By the end of Spring Semester 2015, produce a report of recruitment and retention based on current faculty and student demographics and practices.</td>
</tr>
<tr>
<td><strong>Projected Outcome</strong> Survey and data results.</td>
</tr>
<tr>
<td><strong>Performance Indicators</strong> Climate survey at baseline, number of participants, level of participation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education Training and Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong> To develop a comprehensive diversity and inclusion education, training and development process for faculty, staff, and students.</td>
</tr>
<tr>
<td><strong>Projected Outcome</strong> Strategic alignment to Diversity and Inclusion Initiative.</td>
</tr>
<tr>
<td><strong>Performance Indicators</strong> Knowledge, skills, abilities in the areas of diversity and inclusion.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leadership: Faculty, Staff, and Student Involvement</th>
</tr>
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<tr>
<td><strong>Objective</strong> Increased diversity of University leadership.</td>
</tr>
<tr>
<td><strong>Projected Outcome</strong> Expanded pipeline of diverse and talented leaders who will continue to move the University toward its vision of achieving a University that leads and promotes diversity, engagement, and leadership.</td>
</tr>
<tr>
<td><strong>Performance Indicators</strong> Number of participants, level of participation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Focus Area</th>
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<tbody>
<tr>
<td>Recruitment and Retention</td>
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<td>Education Training and Development</td>
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<tr>
<td>Leadership: Faculty, Staff, and Student Involvement</td>
</tr>
<tr>
<td>Policy and Program Development</td>
</tr>
<tr>
<td>-------------------------------</td>
</tr>
<tr>
<td>To establish Guiding Principles that set expectations for current and future policy and programs and align with our vision of a diverse and inclusive University</td>
</tr>
<tr>
<td>University policies and programs that are in alignment with the University's mission, vision, and philosophy on Diversity and Inclusion</td>
</tr>
<tr>
<td>Established guidelines and procedures for diversity and inclusion</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
At-a-Glance, continued

<table>
<thead>
<tr>
<th>Measurement and Reporting (2)</th>
<th>Measurement and Reporting (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To incorporate the measurement of key social area into the institutional effectiveness portal so that progress for each KBA is measured in relation to the SAS accreditation process.</td>
<td>To conduct a comprehensive university-wide Diversity and Inclusion survey to establish baseline data on current conditions upon which future data may be compared to assess progress.</td>
</tr>
<tr>
<td>Alignment of the D&amp;I Operating Plan and objectives with the University's SAS process.</td>
<td>Establishment of current state and baseline data for use by subcommittees in evaluation of objectives and assessment of progress.</td>
</tr>
<tr>
<td>Performance Indicators for each of the other six (6)</td>
<td>Established baseline data</td>
</tr>
</tbody>
</table>