

DIVERSITY PLAN
2006-2010:
Baseline Report

Prepared by Diversity and Multicultural Affairs

June 1, 2007



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

TABLE OF CONTENTS

Background _____	1
Baseline Findings: Executive Summary _____	3
Chart 1. Diversity Goals Reported Addressed _____	3
Table 1. Diversity Goals Addressed by Schools and Administrative Units _____	4
Opportunities for the Future _____	10
Chart 2. Target of Recruitment and Retention Efforts _____	10
Appendix A: Summary of Reported Diversity-Related Initiatives and Programs	
by Goal and Unit _____	12
Goal 1: Communicating the University’s Commitment to Diversity _____	12
Goal 2: Supporting the Achievement of Critical Masses _____	16
Goal 3: Making Diversity Education Available _____	22
Goal 4: Creating an Inclusive Climate _____	26
Goal 5: Supporting Research on Diversity _____	30

BACKGROUND

The necessity of an institutional diversity plan emerged from the findings and recommendations of the 2005 Chancellor's Task Force on Diversity. The Task Force assessment concluded that while diversity clearly resonated as an important value for Carolina, the University community did not actually share a common understanding of diversity across the campus or of diversity priorities. To address this concern, the Task Force recommended that the University adopt common diversity goals and develop a plan to ensure accountability for achieving these goals. Diversity and Multicultural Affairs was given the responsibility, in consultation with the campus community, of formulating a diversity plan that includes annual benchmarks and evaluation methods for implementation and review. This plan also establishes an annual reporting process for sharing campus-wide efforts to address common diversity goals.

Institutional Commitment

The University's Diversity Plan was implemented in fall 2006. The plan is designed to strengthen Carolina's commitment to diversity by establishing a common set of goals for university leaders and an avenue for sharing related strategies and outcomes. Endorsed by the Chancellor after thorough review by the University's senior leadership, the Diversity Plan is part of Carolina's on-going commitment to be a leading public institution. Diversity is understood to be a key component of Carolina's academic plan and our pursuit of excellence as a leading educational institution. As a public institution with a mission to serve all the people of North Carolina, the University is committed to ongoing attention to diversity in its many dimensions.

The Diversity Plan conveys the expectation that schools and units from across the institution are accountable for advancing university-wide diversity goals. The plan also establishes an annual process for Carolina academic and administrative units to report contributions to the institution's diversity goals. This plan requires units to establish specific objectives tied to university-wide diversity goals, identify benchmarks for these objectives, and evaluate the unit's accomplishments of these objectives.

Carolina's Diversity Goals

Five goals serve as guides for Carolina's diversity efforts:

1. Clearly define and publicize the University's commitment to diversity.
2. Achieve the critical masses of underrepresented populations necessary to ensure the educational benefits of diversity in faculty, staff, students, and executive, administrative and managerial positions.
3. Make high quality diversity education, orientation, and training available to all members of the university community.
4. Create and sustain a climate in which respectful discussions of diversity are encouraged and take leadership in creating opportunities for interaction and cross group learning.
5. Support further research to advance the University's commitment to diversity.

These goals are intended to guide all graduate and professional schools, the College of Arts and Sciences, departments and other academic and administrative units in establishing their specific objectives for addressing Carolina's diversity goals and to develop specific strategies and assessment measures. A detailed description of each goal is available online at www.unc.edu/diversity/diversityplan/goals.html.

The Baseline Report

In Fall 2006, fourteen schools and thirteen administrative units submitted a brief report providing a baseline overview of recent (within the last two years) diversity-related initiatives or programs that address one or more of the University's stated diversity goals. These reports varied according to the scope and depth of diversity-initiatives or programs each unit reported. The unit self-reports form the basis of this 2007 baseline report. Baseline reports were received from the following units:

College of Arts and Sciences	Department of Athletics
Graduate School	Diversity and Multicultural Affairs
Kenan Flagler School of Business	Equal Opportunity / ADA Office
School of Dentistry	Information Technology Services
School of Education	Office of Scholarships and Student Aid
School of Government	Office of the Provost and Executive Vice
School of Information and Library Science	Chancellor: Centers and Institutes and
School of Journalism and Mass Communication	International Affairs
School of Law	Undergraduate Admissions
School of Medicine	University Counsel
School of Nursing	University Library
School of Pharmacy	Vice Chancellor, Finance and Administration
School of Public Health	Vice Chancellor, Research and Economic
School of Social Work	Development
	Vice Chancellor, Student Affairs

BASELINE FINDINGS

Executive Summary

The five central diversity goals identified by the Diversity Plan are currently addressed in substantive and diverse ways across the institution. Schools and administrative units described a variety of strategies, programs and initiatives in place that contribute to the University’s vision for diversity. These efforts help to position the University to reap the educational benefits of diversity.

All fourteen schools and thirteen administrative units reported efforts to recruit and retain students, faculty and/or staff from underrepresented populations (Goal 2). Thirteen of fourteen schools and ten of thirteen administrative units, or 85% of reporting units, described efforts to make diversity training and education widely available (Goal 3). Twelve of fourteen schools and nine of thirteen administrative units, or 78% of reporting units, are engaged in programs or initiatives addressing the communication of Carolina’s commitment to diversity (Goal 1). Seven of fourteen schools and eleven of thirteen administrative units, or 67% of reporting units, are involved efforts to create a climate that welcomes diversity and promotes cross-group interaction (Goal 4). Ten of fourteen schools and eight of thirteen administrative units, or 67% of reporting units, described some form of research related to diversity interests (Goal 5).

An overview of the diversity goals addressed by reporting units is offered below in Chart 1. A complete summary of diversity goals addressed by schools and administrative units is available in Table 1. A list of diversity-related initiatives and programs by unit is available in Appendix A.

Chart 1.
Diversity goals reported addressed by schools and administrative units.

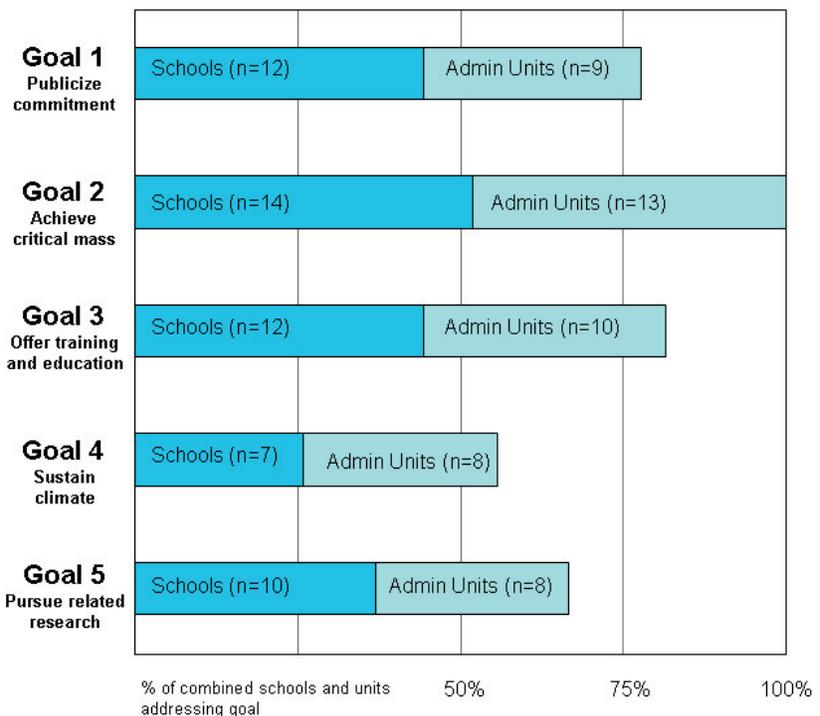


Table 1. University diversity goals addressed by schools and administrative units

● Goal addressed according to school or unit report □ Goal not addressed according to school or unit report

School	Goal 1: Publicize commitment	Goal 2: Achieve critical mass	Goal 3: Offer training and education	Goal 4: Sustain climate	Goal 5: Pursue related research
College of Arts and Sciences	●	●	●	●	●
Graduate School	●	●	□	□	□
Kenan-Flagler Business School	●	●	●	□	●
School of Dentistry	□	●	●	□	□
School of Education	●	●	●	●	●
School of Government	●	●	●	●	●
School of Journalism and Mass Communication	●	●	●	□	□
School of Law	●	●	●	●	●
School of Medicine	□	●	●	□	□
School of Nursing	●	●	●	●	●
School of Pharmacy	●	●	□	□	●
School of Public Health	●	●	●	●	●
School of Information and Library Science	●	●	●	●	●
School of Social Work	●	●	●	□	●
Administrative Unit	Goal 1: Publicize commitment	Goal 2: Achieve critical mass	Goal 3: Offer training and education	Goal 4: Sustain climate	Goal 5: Pursue related research
Athletics	●	●	●	●	□
Diversity and Multicultural Affairs	●	●	●	●	●
Equal Opportunity/ADA	●	●	□	●	□
Finance and Administration	●	●	●	●	●
Information Technology Services	□	●	●	□	□
Office of the Provost: Centers and Institutes	●	●	●	●	●
Office of the Provost: International Affairs	□	●	□	●	□
Research and Economic Development	●	●	●	●	●
Scholarships and Student Aid	□	●	□	□	□
Student Affairs	●	●	●	●	●
Undergraduate Admissions	●	●	●	●	●
University Counsel	●	●	●	●	●
University Library	●	●	●	●	□

GOAL 1

Define and publicize the University's commitment to diversity.

Twelve of fourteen schools and nine of thirteen administrative units reported programs or initiatives addressing the communication of Carolina's commitment to diversity. Schools and units shared a number of strategies to address this goal, including the integration of diversity into mission, values and goal statements and the production of public documents that expressed a commitment to diversity.

Several schools employed marketing materials that include references to the significance of diversity to the institution and made an effort to represent the diversity of Carolina's students, faculty and/or staff in media materials. Curricula that emphasized investigation of diversity in relation to specific disciplinary issues were also well represented across schools. In addition, recruitment activities targeting underserved populations were described by seven schools as one means of conveying the school's commitment to diversity.

Administrative units consistently reported the inclusion of diversity priorities in mission, goal and vision statements, and annual reports. Other substantial efforts to publicize the institution's commitment to diversity were evident in administrative unit recruitment practices. Strategies included assuring positions were posted in publications targeting diverse populations, composing search committees of diverse members and including the equal opportunity statement and non-discrimination policy in position advertisements. Public programs and research projects exploring dimensions of diversity were also described by a number of units as a means of conveying the centrality of diversity to inquiry and the university's educational mission. Finally, some units made an effort to highlight the multicultural competencies of their staff as a means of publicizing a commitment to diversity.

HIGHLIGHTS of school & unit strategies

Finance and Administration

- Unit goals and values reference diversity, openness and inclusiveness.

Research and Economic Development

- Grant Source Library resources for underrepresented minority students
- Frank Porter Graham Multicultural Initiative Group

School of Dentistry

- School's academic plan includes diversity as a major goal

School of Law

- Statement on public documents: "The School of Law is dedicated to helping minorities achieve satisfying careers in law. This diversity enriches the classroom experience for every student and we believe produces better lawyers."

School of Public Health

- Annual Minority Health Conference, Annual Summer Public Health Research Institute, and Videoconference on Minority Health

School of Social Work

- New student orientation program emphasizes diversity and economic disparities

Student Affairs

- Carolina Way Orientation Program

Undergraduate Admissions

- Departmental mission statement expresses commitment to diversity

University Library

- Public collections represent diverse populations in the state
- Accessibility for on and off-site patrons

GOAL 2

Achieve the critical masses of underrepresented populations necessary to ensure the educational benefits of diversity.

All fourteen schools and thirteen administrative units reported efforts to recruit and retain students, faculty and/or staff from underrepresented populations.

School recruitment efforts focused on underrepresented populations, with the intent of addressing racial, ethnic and gender imbalances. Strategies for student recruitment included on and off-campus programs, conferences, student-organization events, participation in national organizations dedicated to the advancement of minority scholars, focused efforts to engage with Historically Black Universities and Colleges, and multi-day themed enrichment programs for high school and college students. Approaches for faculty and staff recruitment included communicating clear charges for search committees to seek a diverse applicant pool and the establishment of a specialist position to track and enhance the diversity of school faculty and staff. Overall, more school programs and initiatives addressed the recruitment and retention of students than of faculty or staff. All but one school reported specific efforts to recruit students from underrepresented populations.

Among administrative units, strategies to achieve critical mass included enhancing the diversity of search committees, offering targeted recruitment programs for prospective students, mentoring Carolina Covenant students, educational programs to develop future students and scholars, conferences for high school students, future faculty programs and job fairs. Some units also contributed to these efforts by participating on search committees, hiring diverse student staff and offering orientation programs that emphasize diversity.

HIGHLIGHTS

of school & unit strategies

Diversity and Multicultural Affairs

- Recruitment programs for underserved prospective students
- Leadership Institute

Equal Opportunity/ADA Office

- Monitors and consults on equal opportunity and diversity efforts

Facilities Planning and Construction

- Historically Underutilized Businesses Resource Center

Finance and Administration

- Faculty Spousal and Targeted Hiring Program

Graduate School

- Welcome Receptions for Minority and Native Graduate Students
- New Directions in American Indian Research Conference

Kenan Flagler Business School

- Alliance of Minority Business Students
- Carolina Women in Business

Office of the Provost and Executive Vice Chancellor:
Centers and Institutes

- Moore Undergraduate Research Program, Institute for African American Research
- North Carolina Health Careers Access Program

Research and Economic Development

- Carolina Postdoctoral Program for Faculty Diversity

School of Medicine

- Medical Education Development Program
- Simmons Scholar Program

School of Nursing

- Ethnic Minority Scholars Program
- Nurse Exploration Week

Undergraduate Admissions

- Identify, recruit and enroll excellent undergraduates who contribute to critical masses

GOAL 3

Make diversity education and training available.

Thirteen of fourteen schools and ten of thirteen administrative units reported efforts to make diversity training and education widely available. The learning and training opportunities described included both department or unit specific programs and general programs open to the entire campus community.

A number of schools and departments (Dentistry, Education, Government, Information and Library Science, Journalism, Medicine) indicated that diversity had a central position in their curriculum. Others encourage staff to participate in university-sponsored diversity training.

Administrative units most frequently reported sponsoring or participating in diversity-related trainings specific to their professional duties. Units also reported providing staff expertise to diversity training and educational initiatives to colleagues at UNC and beyond.

HIGHLIGHTS

of school & unit strategies

Department of Athletics

- NCAA Diversity Education Workshop

Diversity and Multicultural Affairs and Human Resources

- “Diversity in the Workplace” courses offered to employees and supervisors

Finance and Administration

- Carolina Dining Services management training with the Chapel Hill Institute for Cultural and Language Education

Office of the Provost and Executive Vice Chancellor: Centers and Institutes

- The Carolina Women’s Center, Sonja Haynes Stone Center for Black Culture and the Center for Teaching and Learning offer regular programming addressing diversity topics

School of Public Health

- Diversity at SPH orientation program

School of Nursing

- “Courageous Dialogues” and book club programs

School of Social Work

- S.A.G.E. (Students Achieving Graduate Education) Pre-Orientation Program

Student Affairs

- Housing and Residential Education monthly diversity programs
- Campus Y Table Talk Committee
- Campus Health Service provides in-services about diversity to staff across campus

GOAL 4

Create a climate for discussion of diversity and cross-group learning.

Seven of fourteen schools and eleven of thirteen administrative units reported efforts to create a climate that welcomes diversity and promotes cross-group interaction.

As appropriate, schools and departments have expanded their course offerings to include diversity as a topic for inquiry. Colloquia, retreats, guest speakers, committees and conferences also provided opportunities for discussions of diversity. Student organizations played a significant role in fostering dialogue within schools and departments.

Administrative units reported a variety of strategies to contribute to the open discussion of diversity. The development and sponsorship of public programs on diversity topics, in-house discussions and programs on diversity, mentoring of students, participation in diversity-related campus committees, and distribution of resources addressing diversity were among the most cited strategies for contributing to an inclusive campus climate.

HIGHLIGHTS

of school & unit strategies

Department of Athletics

- Carolina Educators Mentoring Student Athletes program

Equal Opportunity/ADA Office

- Funded over \$20,000 of accommodations for individuals with disabilities

Diversity and Multicultural Affairs

- Chair of annual MLK Birthday Celebration and co-sponsor of annual cultural and community events

Office of the Provost and Executive Vice Chancellor:
Centers and Institutes

- Ackland Museum collections reflects the diverse communities of North Carolina
- Center for the Study of the American South holds programs on themes of cultural identity
- The North Carolina Botanical Garden developed multiple programs and exhibits focused on diversity

School of Dentistry

- Students are taught specific skills for effective communication with diverse populations

School of Education

- Retreat for faculty and graduate students on multicultural teaching and learning

School of Law

- “Colorlines” program and annual Conference on Race, Class, Gender and Ethnicity

School of Nursing

- Faculty and staff annual evaluations include a performance objective on contributions to the School’s climate of cross-cultural understanding

School of Public Health

- Minority Student Caucus hosts an annual Minority Health Conference

GOAL 5

Support research to advance the University's commitment to diversity.

Ten of fourteen schools and eight of thirteen administrative units reported some form of research related to diversity. Few of these efforts addressed specific University commitments or interest, but were rather framed by larger social and disciplinary research questions.

As members of university committees and task forces, schools and departments have contributed to the investigation of the state of diversity at Carolina. In addition, some schools initiate and engage in research focused on diverse populations and shifting demographics and cultural identities in North Carolina and beyond.

As part of annual review efforts, units engaged in analysis of employee demographics and hiring outcomes. In addition, units reported participation in university task forces and studies designed to improve diversity-related policies and practices. Finally, some research centers and institutes lead an array of projects which examine diversity and contemporary multicultural issues.

HIGHLIGHTS

of school & unit strategies

Equal Opportunity/ADA and Human Resources

- Analyze and respond to data on workforce demographics, with particular attention to SPA salary equity issues

Diversity and Multicultural Affairs

- Managed the Chancellor's Task Force on Diversity (2005), which included an assessment of the state of diversity at Carolina

Office of the Provost and Executive Vice Chancellor: Centers and Institutes

- NC Health Careers Access Program initiated a study of the effectiveness of its Science Enrichment Preparation Program
- Institute of African-American Research is investigating factors that inhibit greater inclusion of underrepresented minorities and women as faculty in the academy

Office of the Provost and Executive Vice Chancellor: International Affairs

- Produced an outcome-oriented assessment of the impact of international studies on seniors and freshman

School of Law

- Center for Banking and Finance conducted a study of diversity on corporate boards and sponsors the Director Diversity Initiative
- Center for Civil Rights hosts research efforts related to public education in North Carolina

School of Public Health

- Selected to participate in the Engaged Institutions Initiative funded by the W.K. Kellogg Foundation to develop a strategic plan to address diverse research needs for eliminating health disparities in North Carolina

OPPORTUNITIES FOR THE FUTURE

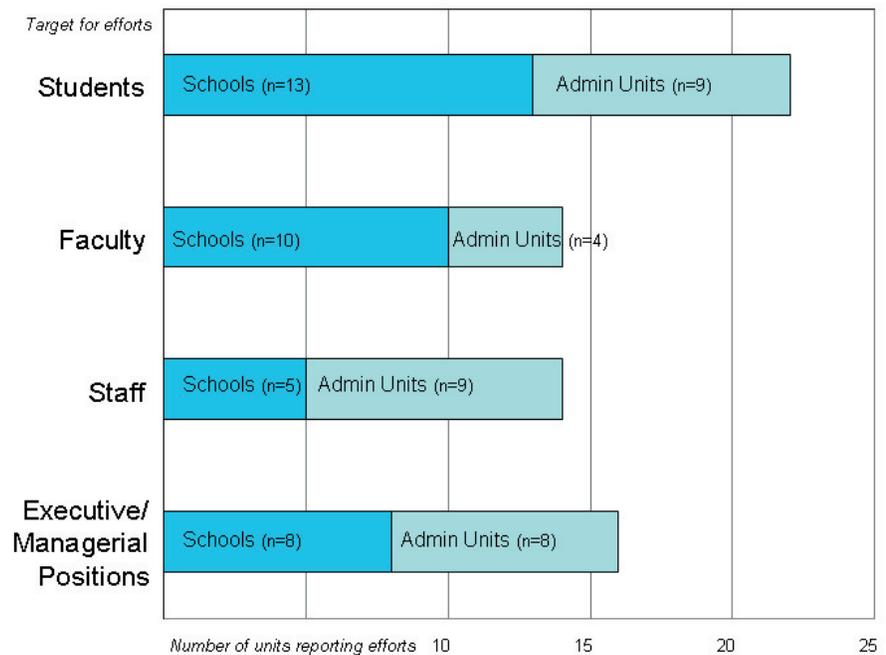
It is clear from this baseline report that substantial efforts to address the University's five diversity goals are in evidence across the schools, departments, and units of the institution. However, there remain areas which received less attention and are in need of further development.

Goal 2: Achieve the critical masses of underrepresented populations necessary to ensure the educational benefits of diversity

Although all units reported efforts to attain a critical mass of underserved populations, a number of units relied on reporting demographic statistics in order to demonstrate that recruitment and retention efforts were in place, rather than describing specific initiatives or programs that address issues of critical mass. Furthermore, the majority of programs and initiatives addressing critical mass targeted students. According to the information provided in school and units reports, faculty and staff received much less attention in programs addressing critical mass. This is an area that needs further development and attention in the future. Chart 2 below shows a summary of the target of school and unit efforts to address critical mass.

Chart 2.

Target of recruitment and retention efforts reported by schools and administrative units.



Goal 3: Make high quality diversity education, orientation, and training available.

While this goal was addressed by many schools and units, opportunities for diversity education and training appeared to be episodic. Student orientations were reported by a number of schools as a key strategy; however, similar opportunities were not reported for faculty or staff. Further, it is unclear how well these programs are engaging the campus as a whole in education and training. The establishment of more systematic training and educational opportunities along with a deliberate assessment process on the efficacy of such training should be a goal for the future.

Goal 4: Create a climate for discussion of diversity and cross-group learning.

While most units reported efforts to create and sustain a climate where respectful discussions of diversity could occur, few described specific initiatives or practices that specifically encouraged large numbers of students, faculty and staff to engage in these discussions. Disparity in access to such opportunities is also related to employment status, as SPA employees in particular have much more limited access to interactive learning opportunities and need the support of managers to engage in these discussions. Future efforts should consider the development of more public and widely accessible activities to engage a significant portion of the University community in cross-group learning.

Goal 5: Support further research to advance the University's commitment to diversity.

Of the five diversity goals, the least reported area was research efforts to enhance the University's commitment to diversity. Clearly, many schools, departments and units across the university are concerned with diversity in their research and routinely address issues affecting minority populations. However, most of the reported research was not specifically related to higher education, the educational benefits of diversity, or Carolina's institutional challenges. To advance the University's diversity goals, it is essential that campus environments and practices are investigated by the scholars of this institution. Expanded engagement in research focused on diversity in higher education generally and at Carolina specifically should be a goal for the future.

Appendix A: Summary of Reported Diversity-related Initiatives and Programs by Goal and Unit

GOAL 1: Clearly define and publicize the University's commitment to diversity.

Twelve of fourteen schools and nine of thirteen administrative units reported programs or initiatives addressing the communication of Carolina's commitment to diversity.

Schools

College of Arts and Sciences

- Position vacancy announcements publicize the University's commitment to diversity, as does advertising openings and programs for historically black institutions.
- The North Carolina chapter of the National Organization of Black Chemists and Chemical Engineers is sponsored by the Department of Chemistry.
- The Department of Geography highlights its commitment to diversity in its published mission statement.

Graduate School

- Several publications communicate the School's commitment to creating a diverse and inclusive climate for all graduate students.
- The School is a member of national groups involved in the recruitment of underrepresented students, including Graduate Degrees for Minorities in Engineering and Science, Inc. and National Name Exchange.

Kenan-Flagler Business School

- Marketing materials meet the University diversity guidelines.
- The Kenan-Flagler website links to University diversity policy and includes other pages devoted to diversity.

School of Education

- The core mission statement publicizes the School's commitment to diversity, equity and social justice.

School of Government

- The School actively pursues a diversity of instructors and students for its Institute of Government educational programs, a key public program serving NC public officials.
- The School adopted a policy of "Principles of Diversity in Initial Faculty Appointments."
- A "Diversity in Public Service" scholarship fund was established.

School of Journalism and Mass Communication

- Key publicity materials and media such as the school website and newsletter include substantial material about diversity and accomplishments by diverse students, faculty and staff.

- Current minority students works to help recruit high school seniors to the school.
- The Ethics and Excellence in Journalism Foundation awarded the school a grant to develop and carry out a high school diversity workshop in summer 2007.

School of Law

- A commitment to diversity is publicized through the school's website, mission statement and vacancy announcements.

School of Nursing

- The School's Office of Multicultural Affairs hosts a website, maintains a community-based advisory board, produces and distributes a public diversity quick facts sheet, and offers public options for contributions to support diversity efforts.

School of Pharmacy

- The School developed and distributed a recruitment DVD, "360 Degrees of Opportunity."

School of Public Health

- The Dean's efforts to establish diversity as a high priority includes the creation of a Special Assistant to the Dean for Diversity, extensive outreach to school and community groups, alumni and boards on diversity and health disparities, plus focus groups with students.
- Diversity is highlighted on the School's website.
- Flagship programs, such as the Annual Minority Health Conference, the Minority Health Project, and the Annual Summer Public Health Research Institute and Videoconference showcase the School's commitment to diversity and minority health issues.
- Commitment to diversity was one criteria for the selection of five new department chairs recruited within the last year.

School of Information and Library Science

- A Diversity Committee established in 2004 has drafted a SILS Diversity Statement diversity-related goals for faculty review.

School of Social Work

- New student orientation addresses diversity and the values of the social work profession each year.
- The School is committed to promoting a respect for difference as it relates to age, gender, race, class, color, national origin, religion, philosophical perspective, disability and sexual orientation.
- Recruitment materials include language and photographs that communicate the School's commitment to serve a diverse student body.

Administrative Units

Athletics

- The Student Athlete Handbook Statement on Diversity is widely distributed.
- A Department Diversity Committee addresses issues for diversity for NCAA certification process and regular review of climate, presence, academic persistence, retention, hiring and promotion.
- Prospective student-athletes are introduced to on-campus minority professionals at Carolina.

Diversity and Multicultural Affairs

- The unit mission mirrors the University diversity goals and values.
- The unit leads and publicizes the University's commitment to diversity assessment, including producing annual reports on pan-university diversity efforts.
- The unit engages in marketing the University's commitment to diversity, publicizes diversity activities and informing university leaders of key diversity issues and achievements.

Equal Opportunity/ADA

- The University's Equal Opportunity Plan and university policy statement are widely shared.
- The equal opportunity statement is included in all position advertisements.

Finance and Administration

- Unit goals and values include specific references to diversity, openness and inclusiveness, as do the missions and value statements of many subunits.

Centers and Institutes, Office of the Provost and Executive Vice Chancellor

- Many Centers exemplify diversity values in their core work, including NC-HCAP, the Stone Center, the Institute for African American Research, the Carolina Women's Center, and soon the American Indian Center.
- Other centers express commitment to diversity through their missions, programming and service to the campus and the wider community.

Student Affairs

- Public attention to diversity is evident in the hiring process, mission statements, program development, student services and physical spaces.
- Long-time collaborative relationships are maintained with offices outside the division that focus on diversity issues.

Undergraduate Admissions

- Unit goals reflect university diversity goals and values.
- Unit media and publicity materials highlight diversity information.
- Institutional commitment to diversity is shared through professional organizations and partnerships.

University Counsel

- The unit reviews criteria for scholarships and endowments to assure criteria are legally defensible, and reviews the potential for expansion of more inclusive programs on campus.
- The University's Statement on Non-Discrimination is reviewed and updated each year.
- Other contributions include participation in search committees for key university leadership positions and in university committees addressing diversity, such as the Chancellor's Task Force on Diversity, NCAA Certification Self-Study and Sexual Harassment Advisory Committee.
- The unit coordinates responses regarding University affirmative action practices for hiring SPA employees for an external agency and provides legal advice on equal opportunity and diversity issues to campus groups.

University Library

- Collections seek to include diverse groups present in North Carolina.
- Accessible facilities and remote service options publicize the university's commitment to access and enhance the experience of all patrons.

Vice Chancellor for Research and Economic Development

- Frank Porter Graham Child Development Institute formed a Multicultural Initiative Group to implement a vision for research and outreach on multicultural issues.
- Grant Source Library developed funding resources for underrepresented students.
- Center for Aging and Diversity, founded in 2003, addresses health disparities.
- Odum Institute is part of the Atlantic Coast Social, Behavioral and Economic Sciences Alliance to increase the number of underrepresented minority students entering science, technology, engineering and mathematics fields.
- NSF Science and Technology Center includes a chapter of the National Organization of Black Chemists and Chemical Engineers.

GOAL 2: Achieve the critical masses of underrepresented populations necessary to ensure the educational benefits of diversity.

All fourteen schools and thirteen administrative units reported efforts to recruit and retain students, faculty and/or staff from underrepresented populations.

Schools

College of Arts and Sciences

- Over 11 Departments have benefited from recruiting candidates from the minority post-doc program.
- Many departments make special efforts to recruit of students from underrepresented populations. Hank Frierson's SBE and SPGRE programs, as well as NC OPT-ED were cited as key resources for these efforts.
- Gender imbalance is being addressed in a number of departments including Philosophy, Physics and Astronomy, Biology, Chemistry, Computer Science, Geology, Art History, African and Afro-American Studies and Academic Advising.
- Department of Geography considers "how well applicants represent the diversity of North Carolina, the U.S. and the world" in its admission criteria.
- Substantial diversity in gender, ethnicity, religious affiliation and sexual identity has been accomplished by several departments, including Art, Asian Studies, Exercise and Sports Science, Linguistics, Romance Languages and Slavic Languages and Literatures.

Graduate School

- A variety and recruitment activities and conferences address outreach to minority students, including campus fairs, recruitment alliance events and hosting on-site campus visits.
- Other recruitment/retention efforts include Diversity Awareness Action Committee Workshops, Sister Circle Networking, New Directions in American Indian Research Conference, Native Graduate Student Welcome Reception, Minority Graduate Students Welcome Reception, New Graduate Students of Color Luncheon, monthly coffee break for first year graduate students and a PhinisheD, a dissertation support group for students of color.
- The School works closely with the following programs to support research experiences for underrepresented students: Summer Pre-Graduate Research Experience Program (SPGRE), Summer Undergraduate Research Fellowships (SURE) and Research Education Support (RES) Program in the Biomedical and Health Sciences.

Kenan-Flagler Business School

- The School hosts a variety of prospective student programs, including an annual preview weekend with the Alliance of Minority Business Students, annual Women's Workshop for prospective female MBA applicants and Admit Weekend with a brunch for GLBTA students.
- Membership in the Consortium for Graduate Study in Management, which seeks to increase the number of underrepresented minorities attending full-time MBA programs, the Forte Foundation, which seeks to increase the number of women in business, and the PhD Project,

a national organization to recruit minority candidates to doctoral programs, contributions to critical mass efforts.

- The Master of Accounting Program partners with Diversity and Multicultural Affairs and corporate sponsors to support the Leadership Institute, a business leadership development program for students from underserved populations.
- Hiring diverse faculty is a high priority and efforts are also made to diversity EPA and SPA staff.

School of Dentistry

- A key goal of the School's academic plan is to increase diversity among faculty, staff and students to reflect the diversity of the state of North Carolina. Supporting efforts including investing financial aid to make the school's program accessible for qualified North Carolina residents.
- In collaboration with the Medical Education Development (MED) Program, the School sponsors a summer program for minority student and students from underserved areas.

School of Education

- Recruitment and retention of minority professionals and students is a high priority for search and enrollment.

School of Government

- "Principles of Diversity" in faculty recruitment policy was established.
- The School participates in job fairs that include diverse and minority populations, and seeks to prepare current minority doctoral students to become future faculty.

School of Journalism and Mass Communication

- The School is strongly committed to increasing diversity among faculty, staff, undergraduate and graduate students.
- Undergraduate minority students can take advantage of a large number of scholarships offered with a preference for both minority and underprivileged students.

School of Law

- Faculty recruitment is conducted primarily through the Association of American Law Schools.
- Student recruitment is supported by a majority African American Admissions Office staff plus a number of programs such as Minority Law Day, visits to historically black colleges and universities, and Hispanic and Native American serving institutions. Admitted students are contacted by the Dean and information is shared about alumni of color. Communications and visits with current students of color are also arranged.

School of Medicine

- Recruitment activities for students include visitation by current medical students to historically black institutions and presentations at national conferences.
- The Medical Education Program increases the diversity of the applicant pool and is

considered a national model for these programs. The school participates in the Science Enrichment Preparation Program (headed by NC-HCAP) for college students in pre-health professions programs.

- Several student organizations support the School's diverse student body.
- Faculty recruitment is supported by the Minority Scholar Program and Simmons Scholar Program.
- The School's Human Resources Office is participating in a concerted effort with the Equal Opportunity Office to curtail the use of Requests for waivers of Advertising and to instead encourage full recruitment for all EPA non-faculty positions. The School also works closely with the UNC Office of Human Resources to assure that SPA position recruitment complies with the University's Equal Opportunity Plan.

School of Nursing

- Student recruitment strategies include a weeklong residential program, Nurse Exploration Week, which is comprised of 50% minority students. The school also offers statewide distribution of a nursing recruitment brochure.
- Student retention is addressed with student mentoring groups.
- Faculty diversity is served by the Ethnic Minority Scholars Programs, PRIDE Grant, Center of Innovations in Health Disparities Research, Research Enrichment and Apprenticeship Program and the Office of Multicultural Affairs.

School of Pharmacy

- The School developed and distributed a recruitment DVD, "360 Degrees of Opportunity", with support from a state grant.

School of Public Health

- The principal role of the Special Assistant to the Dean is to increase the diversity of the School.
- The Office of Student Affairs leads activities to increase enrollment of minority students, including programs for high school students and undergraduate students. The staff also attends graduate and professional school fairs at various historically black institutions.
- The School has a strong record of obtaining training grants for graduate students and postdoctoral fellows, which contributes to the School's ability to recruit and retain students from diverse backgrounds.
- The Minority Health Project conducts two annual satellite/internet broadcasts which reach students and health professionals from all over the country and attracts students and researchers to the School.

School of Information and Library Science

- Targeted recruitment activities for faculty have occurred and there is the potential to do more with the Carolina Postdoctoral Program for Faculty Diversity.
- Student recruitment efforts have been aided by alumni, expos at the graduate school fair of North Carolina Central University, and School membership in regional and national organizations such as the Association of Research Libraries Minority Fellowship Program.
- Additional student development/recruitment efforts include participation in the Summer

- Pre-Graduate Research Experience Program and the Summer Bridges program.
- Additional funds are sought for financial aid and tuition remission, to expand support for merit-based financial aid.

School of Social Work

- Student recruitment activities include on-campus visitation to historically black institutions in North Carolina, a Diversity Open House Program and the recruitment of Ronald McNair Post-baccalaureate Achievement Program Scholars to participate in a six week summer research experience.
- Faculty of color within the School engage in recruitment activities.

Administrative Units

Athletics

- Department efforts to address critical mass including a Diversity Committee, Senior Student-Athletes Exit Interview and Survey, focused recruitment and hiring practices, and collaboration with Sports Administration Program
- Graduate students serve as interns throughout the Athletic department.

Diversity and Multicultural Affairs

- The unit leads recruitment programs for undergraduate students from underserved populations, and support and development programs for enrolled students from underserved populations
- Support for minority junior faculty, post-docs, and staff members is also provided.

Equal Opportunity/ADA

- The unit establishes and monitors Equal Opportunity Plan and Procedures for hiring, including position advertising and selection processes.
- Staff advise hiring committees on strategies for enhancing diversity of candidate pools and provide training on recruitment and selection procedures.
- The unit develops institutional networks and relationships with other institutions and professional organizations

Finance and Administration

- HR employs PeopleClick software to analyze hiring patterns and uses a “dashboard” report to view workforce demographics by university department.
- Facilities Planning and Construction supports the annual Project Uplift program for high school students from underserved populations and is a leader in the state’s Historically Underutilized Business Participation Program.
- Purchasing Services encourages Historically Underutilized Businesses to participate in the bid process.

International Affairs, Office of the Provost and Executive Vice Chancellor

- Women and racial/ethnic minorities predominate on staff.
- The majority of programming funds were awarded to members of traditional

underrepresented groups.

Information Technology Services

- Position openings are advertised in recruitment sites that target underrepresented populations.
- Successful recent hires include 4 female senior managers, 5 female EPA positions and one person of color.
- CIO is represented on the Coalition to Diversify Computing.
- The unit is involved in mentoring Carolina Covenant students.

Centers and Institutes, Office of the Provost and Executive Vice Chancellor

- NCHCAP offers the Science Enrichment Preparation and Ambassador programs.
- Carolina Women's Center sponsors Sister Circle for graduate student and faculty women of color.
- Friday Center for Continuing Education offers accessible, flexible programs to attract diverse students.
- Stone Center for Black Culture and History offers international study fellowships for students of color and students from underrepresented groups.
- Center for Public Service's Public Service Scholars Programs involves a significant (35%) number of participants from underrepresented populations.
- Institute for African American Research directs the Moore Undergraduate Research Apprenticeship Program and Matrix Project.
- Many centers and institutes seek diversity in their staffing, including the Carolina Women's Center, Friday Center, NCHCAP, The Morehead Planetarium and Ackland Art Museum.

Office of the Provost and Executive Vice Chancellor

- The Office of the Provost funds the Faculty Spousal and Target Hiring program to support the goal of achieving critical masses of populations among faculty.

Scholarships and Student Aid

- The Carolina Covenant and Covenant Scholars programs contribute to the enrollment and retention of low income students.
- The Pogue Scholarship was expanded to include out-of-state students.
- The Corbitt Scholarship supports handicapped residents of North Carolina
- The Pine Tree Scholarship supports gay and lesbian students

Student Affairs

- Campus Health Services sponsors the Diversity Action and Awareness Committee, parents of color presentations, focus groups, workshops and support groups to diverse students in wellness. CHS also emphasizes diversity in its hiring process.
- Carolina Leadership Development's offers the Emerging Leaders Program.
- The Carolina Union's collaborative efforts to support multicultural programs and celebrations, including the annual MLK birthday celebration, Journey into Asia, Carolina Indian Circle Pow Wow and Noche Latina.
- Campus Y contributes to undergraduate recruitment and retention through the Catalyst

- Conference, annual theme weeks and Freshman Camp
- Dean of Students Office sponsors Safe Zone training and emphasizes inclusion, diversity and safety in C-TOPs programs for incoming students.
- Office of Greek Affairs monitors recruitment process for all 50 fraternities and sororities.
- Housing and Residential Education boasts a high percentage of minority student staff and is dedicated to supporting engagement with diversity through educational programs, language learning communities, a diversity action plan, and the unit's mission.
- Office of New Student Programs emphasizes diversity as a value in all new student programs, intentionally hires a diverse student orientation staff, and collaborates with Diversity and Multicultural Affairs to encourage new students to attend the annual Pre-O Cultural Show.
- Carolina Parent's Office programs and services are available to all parents of enrolled students and encourages family participation in their student's Carolina experience.
- Disability Services promotes equal educational opportunity through programs and services.
- University Career Services boasts a diverse staff, programs and customer-service orientation to assure a welcoming and supportive climate for all students. Programs include a diversity career fair and resources for special populations.

Undergraduate Admissions

- A variety of recruitment programs address critical mass and diversity.
- Diversity is considered in all office activities as part of program goals.
- A multi-dimensional admission decision process reflects affirmative action consciousness and an understanding of the effects of socio-economic differences on application preparation.

University Counsel

- The unit reviews criteria for scholarships and endowments to assure criteria are legally defensible and review the potential for expansion of more inclusive programs on campus
- Staff participate in search committees for key university leadership positions.
- The unit coordinates responses regarding University affirmative action practices for hiring SPA employees for an external agency and provide legal advice on equal opportunity and diversity issues to campus groups

University Library

- Open positions are posted widely to attract diversity candidates. These announcements include a statement on diversity in vacancy announcements.
- Managers seek to hire a student workforce that is reflective of the diverse campus student population

Vice Chancellor for Research and Economic Development

- The Carolina Postdoctoral Program for Faculty Diversity develops future faculty and results in minority faculty remaining at Carolina.
- Odum Institute supports the Atlantic Coast Social, Behavioral and Economic Sciences Alliance which seeks to recruit and prepare students to complete the PhD and prepare future faculty for success.
- All units seek to maintain diversity among their staff.

GOAL 3: Make high quality diversity education, orientation, and training available to all members of the university community.

Thirteen of fourteen schools and ten of thirteen administrative units reported efforts to make diversity training and education widely available.

Schools

College of Arts and Sciences

- Clinical Program in the Department of Psychology has had a Diversity Training Program for students since 1998.

Kenan-Flagler Business School

- Courses address workplace diversity.
- Admissions staff completed the GLBTA workshops offered by the University.
- Country/culture specific learning meetings with current students inform program leadership about the experiences of international students.
- OneMBA programs draws students from around the work together to work in teams.
- The School's Human Resources Taskforce leads an enrichment series for staff and faculty on diversity issues.
- Student organizations offer advocacy and support to the school's diverse student body.
- Annual Dean's Speakers Series includes a number of minority speakers.
- Carolina Entrepreneurial Initiatives has targeted efforts to enhance minority participation and to establish relationships with Howard University for future collaboration.

School of Dentistry

- The curriculum includes multiple courses addressing diversity, health disparities and related issues, including the required first year course Dental Ecology.

School of Education

- An annual Diversity Education Retreat, sponsored by the Department of Teaching and Learning, strengthens curricula across the School.

School of Government

- The Master of Public Administration program offers a day-long diversity workshop annually.
- Detailed orientations which address difference and inclusion are provided for faculty, staff and degree students.

School of Journalism and Mass Communication

- All classes in the School cover diversity issues relevant to the course focus; additional courses focus specifically on diversity or particular communities.
- Regular speakers series plus the executive education program offers opportunities to learn

about diverse communities.

School of Law

- The Law Library has participated in staff-wide diversity training.
- An annual minority student breakfast is hosted by the minority law students.

School of Medicine

- Cultural competence and diversity is central to extracurricular study, research and service during medical school.

School of Nursing

- Education and discussion programs include Courageous Dialogues and monthly book club sessions.
- The Director of Multicultural Affairs participates in the Dean's Cabinet, all admissions committees and meets with every recruited faculty member.
- Student and faculty orientations address diversity and the School's diversity plan.

School of Public Health

- Student Orientations include programs for underrepresented students and special topics addressing diversity at the School.
- The Dean's Council participated in an interactive diversity training that focused on successful approaches and strategies to improve recruitment, retention and mentoring.
- The Emerging Leaders in Public Health Fellowship at the School's North Carolina Institute for Public Health prepares the next generation of public health leaders from underrepresented minority, racial and ethnic groups.

School of Information and Library Science

- Diversity is a substantial component in a number of courses.

School of Social Work

- A pre-orientation program, Students Achieving Graduate Education (SAGE), was developed to address the needs of new students of color and international students. This program includes mentor matching for new students.

Administrative Units

Athletics

- Unit resources for diversity training include the Diversity Committee, NCAA Diversity Education Seminar and Lesbian, Gay, Bisexual and Transgender Representative.

Diversity and Multicultural Affairs

- Workshops, training and other educational opportunities are offered to students, faculty and staff.
- Two classes are taught by DMA staff for Human Resources on diversity in the workplace.

- Orientation and educational programs are offered to new and returning members of the Carolina community.
- Recruitment and development programs include diversity issues as a part of their curriculum.

Finance and Administration

- Finance Diversity Committee is planning a division-wide diversity training in 2007.
- Carolina Dining Services offered management training on “Cultural Awareness in the Workplace” and begun a collaboration with Carolina Language Partnerships to offer English language tutoring for employees.
- HR offers a Diversity Certificate program for all employees.
- Public safety provides regular training to guard against bias-based profiling plus cultural diversity training.

Information Technology Services

- The unit is in-process of establishing mandatory diversity training for all supervisors and is working with HR to offer “Diversity in the Workplace for Supervisors” training for managers.

Centers and Institutes, Office of the Provost and Executive Vice Chancellor

- Many programs offer education in diversity issues, including Carolina Women’s Center programs, such as GendeRace and Sisters Beneath the Skin, Stone Center colloquia, Friday Center distance education courses on ethnic/cultural issues and the *¡A Su Salud!* Project, Center for Public Service Public Service Scholars Program, and Center for Teaching and Learning workshops and programs.

Student Affairs

- The staff development program offers opportunities to learn through open exchange and dialogue.
- Campus Health Services offers training and diversity meetings.
- Center for Leadership Development includes diversity in training topics.
- Carolina Union facilities and events promote dialogue and discussion, with many offerings related to diversity and multicultural topics.
- Campus Y organizes and sponsors programs to foster debate and exchange around current cultural, diversity and political issues.
- Dean of Students supports programs such as Living with Compassion.
- Housing and Residential Education holds campus wide diversity programs every month and supports the BEAD project to encourage dialogue on diversity.
- Office of New Student Programs coordinates the Carolina Summer Reading Program, which fosters thoughtful dialogues and exchange.
- Carolina Parents Office collaborates with other units to offer educational programs.
- Disability Services assures that all programs and facilities of the University are accessible to all persons in the University community.

- University Career Services offers a multicultural resource room and Diversity Career Fair.

Undergraduate Admissions

- Admissions offers presentations and resources to students and at conferences emphasize diversity
- Staff participate in diversity awareness programs for student organizations, departments and schools.

University Counsel

- The unit reviews criteria for scholarships and endowments to assure criteria are legally defensible and review the potential for expansion of more inclusive programs on campus.
- Educational sessions are provided to student-athletes on protections against harassment and discrimination.
- Diversity and equal opportunity are addressed in a “Legal Issues in Higher Education” class.
- The unit provides legal advice and training related to equal opportunity and diversity issues.

University Library

- Staff development activities include sessions on fostering a service culture and exploration of multi-generational differences in the workplace.

Vice Chancellor for Research and Economic Development

- Institute on Aging Center for Aging and Diversity supports a monthly research working group meeting for junior and senior faculty to discuss ethnicity and health disparities.
- Grant Source Library developed and offers a finding funding training program for underrepresented faculty, post-docs and students.
- Odum Institute hosted 11 entering doctoral students from Atlantic Coast Social, Behavioral and Economic Sciences Alliance schools for a week long workshop designed to ease their transition into graduate work.
- Frank Porter Graham Child Development Institute supports staff engagement in diversity discussions through the Multicultural Initiative.
- SHEPS Center for Health Services Research ECHO program and Interdisciplinary Certificate Program in Health Disparities engage students and health professionals in examination of health disparities.

GOAL 4: Create and sustain a climate in which respectful discussions of diversity are encouraged and take leadership in creating opportunities for interaction and cross group learning.

Seven of fourteen schools and eleven of thirteen administrative units reported efforts to create a climate that welcomes diversity and promotes cross-group interaction.

Schools

College of Arts and Sciences

- Departments that can do so “naturally” have been expanding their course offerings to include diversity as a subject of study.
- Biology has established a climate for regular discussion of gender diversity, as part of faculty recruitment efforts.
- City and Regional Planning has a long standing committee on diversity issues, composed of student, staff and faculty members.
- Dramatic Art formed a Diversity Task Force to study the realities and perception of student diversity within the department.

School of Education

- Retreats, curriculum development committee and faculty meetings emphasize focus on the culture of the School.
- The School Advisory Committee, which includes faculty, SPA and EPA staff and students of all levels, has focused on School climate as standing agenda item.

School of Government

- Faculty orientation includes small group meetings and discussion of inclusive organizational culture.
- Applicants to the Public Executive Leadership Academy are asked to reflect upon and address their own contributions to diversity.
- Diversity is a frequent topic of IOG training programs and advising efforts.

School of Law

- Many courses focus on minority issues, ranging from critical race theory, civil rights litigation and immigration law, to social justice lawyering.
- A school-wide program “Colorlines” involves students of color, faculty and staff in discussions about issues that affects students of color.

School of Nursing

- Faculty and staff evaluations include a performance objective that speaks to making a contribution to the School’s climate of interpersonal, cross-cultural understanding. An annual award recognizes staff and faculty who have made significant contributions of this kind.
- Course evaluations include reference to faculty commitment to and enthusiasm for cultural

diversity topics.

- Admissions criteria reflect understanding of the diversity of experiences that could contribute to a student's preparation.

School of Public Health

- Minority Student Health Caucus promotes a culturally sensitive and inclusive environment at the School and sponsors the annual Minority Health Conference.
- An informal LGBT Group hosts meetings, discussions and social events.
- The Office of Research sponsors "Conversational Living Rooms" to discuss interdisciplinary, including health disparities topics, research in an informal setting.
- The Minority Health Project joined with the School's External Affairs to co-sponsor the 25th Annual Black Reunion.

School of Information and Library Science

- Faculty will discuss the philosophy of diversity and related goals when they are presented with the draft Diversity Statement from the SILS Diversity Committee.

Administrative Units

Athletics

- An inclusive climate and discussions of diversity are encouraged by the Diversity Committee, Carolina Leadership Academy for Student Athletes, NCAA Diversity Education Seminar, Carolina Educators Mentoring Student Athletes (CEMSA) and the Lesbian, Gay, Bisexual and Transgender Representative.

Diversity and Multicultural Affairs

- The unit organized and led the Diversity Interactive Learning Committee and Community and Cultural Celebration Committee to encourage campus-wide diversity-related program planning.
- The unit collaborates with other units to present symposia, panel discussions and other programs on diversity topics
- The unit sponsor and directs the Leadership Institute, an interactive learning experience, for undergraduate students.

Equal Opportunity/ADA

- Support was provided to "A Gathering of the First Generation: 1969-2004 African American Literature and Literary Scholarship" conference.
- The unit counsels individuals and departments on responding to complaints of discrimination and harassment.
- Over \$20,000 of support was provided to individuals with disabilities who require reasonable accommodations, including a site license for voice recognition software.
- The equal opportunity advisory council, the disability advisory council and the sexual harassment advisory council were re-activated to encourage dialogue and inform policies.

Finance and Administration

- A Diversity Committee was formed.
- Staff participate in university committees related to diversity and climate.

International Affairs, Office of the Provost and Executive Vice Chancellor

- Global Education Center provides universal street access and meets more stringent requirements for accessibility than mandated.

Centers and Institutes, Office of the Provost and Executive Vice Chancellor

- Programs fostering engagement around issues of diversity are sponsored by most centers and institutes, including the Stone Center, Institute for African American Research, Ackland Art Museum, APPLES, Center for Developmental Science, NC-HCAP, Center for the Study of the American South, Center for Teaching and Learning and the Center for Public Service.

Student Affairs

- Staff development program offers opportunities to learn through open exchange and dialogue.
- Campus Health Services offers training and diversity meetings.
- Center for Leadership Development includes diversity in training topics.
- Carolina Union facilities and events promote dialogue and discussion, with many offerings related to diversity and multicultural topics.
- Campus Y organizes and sponsors programs to foster debate and exchange around current cultural, diversity and political issues.
- Dean of Students supports programs such as Living with Compassion.
- Housing and Residential Education holds campus wide diversity programs every month and supports the BEAD project to encourage dialogue on diversity.
- Office of New Student Programs coordinates the Carolina Summer Reading Program, which fosters thoughtful dialogues and exchange.
- Carolina Parents Office collaborations with other units to offer educational programs.
- Disability Services assures that all programs and facilities of the University are accessible to all persons in the University community.
- University Career Services offers a multicultural resource room and Diversity Career Fair.

Undergraduate Admissions

- Diversity is regularly addressed through discussion and inquiry by all staff and through advisory committee discussions.

University Counsel

- The unit participates in assessment and self-study efforts such as the Chancellor's Task Force on Diversity, the NCAA Certification Self-Study and the Sexual Harassment Advisory Committee.

University Library

- Orientation for new staff introduces value of all staff and importance of creating a service-oriented and inclusive environment.

Vice Chancellor for Research and Economic Development

- ABCR-Federal Affairs has worked with the unit and other university leaders to address increased funding for health disparities research and service efforts.
- Injury Prevention Center hosts periodic lunches among students and staff celebrating diversity.
- Office of Sponsored Research sponsored a working retreat for staff to address stress, customer service and diversity.
- Division of Laboratory Animal Medicine invited all employees to attend HR training on working with multi-generations.

GOAL 5: Support further research to advance the University's commitment to diversity.

Ten of fourteen schools and eight of thirteen administrative units reported some form of research related to diversity.

Schools

College of Arts and Sciences

- No unit has undertaken research specifically aimed at supporting the University's commitment.
- Substantial research on areas of multiculturalism and diversity are central to many departmental research efforts.

Kenan-Flagler Business School

- Kenan Institute is engaged with research focused on minorities and their contributions to the North Carolina economy and directs a Kaufman Foundation funded program to support research focused on minority and women entrepreneurship.
- Faculty member Harvey Wagner provided pro-bono consulting to Catalyst, a women's research organization.

School of Education

- Research into multicultural contexts and strategies for teaching and learning is central to the mission of the school.

School of Government

- Visioning project in Wilson County will involve research, collaboration and inter-group dialogue to build capacity at the local level for future leadership.

School of Law

- The Center for Civil Rights, the Center for Banking and Finance and the Center for Poverty Work and Opportunity all investigate issues critical to equity, diversity and social justice.

School of Nursing

- PRIDE Grant is devoted to issues of diversity and includes development of teaching modules, community recruitment materials and tutorial assistance to students of color.
- Consultative services from centers in the School assist nurse researchers in investigating health disparities and at risk populations.

School of Pharmacy

- Developed and distributed a recruitment DVD, "360 Degrees of Opportunity", with support from a state grant.

School of Public Health

- The School is committed to research on health disparities and to supporting diversity students, faculty and staff in pursuing this research.
- The School participates in the Engaged Institutions Initiatives funded by the W.K. Kellogg Foundation to address long-term, effective relationships with communities of color and to engage with these communities to develop strategic research efforts on health disparities.

School of Information and Library Science

- Research related to recruitment is considered a priority by the grant-funded Workforce Study.
- Original research related to diversity in libraries is of focus of a new faculty hire.

School of Social Work

- Faculty have received funding to conduct research on underserved populations, including disabled adults and Hispanic teens.

Administrative Units

Diversity and Multicultural Affairs

- A campus-wide diversity assessment was conducted in 2005 in collaboration with Institutional Research. The unit communicated findings to campus leaders and units.
- The Diversity Incentive Fund was established in part to encourage pursuit of research related to institutional needs.

Finance and Administration

- A Supplier Diversity Program is under investigation for application to institutional analysis needs.
- HR and EEO continue to analyze and respond to data on workforce demographics.

Centers and Institutes, Office of the Provost and Executive Vice Chancellor

- NC-HCAP and the Institute of African American Research engage in research on institutional effectiveness and best practices in achieving diversity.
- Other centers engage in research on issues of diversity other than those related to institutional effectiveness.

Student Affairs

- The Division has administered the College Student Experience Questionnaire longitudinally and the Cooperative Institutional Research program Freshman Survey.
- Campus Health Services conducted a survey on perceptions, attitude and behavior regarding the CHS program three years ago that revealed differences in perception by gender and race.
- Dean of Students has compiled statistics to validate the need for more diversity training and new recruitment tactics.
- Housing and Residential Education participates annually in a resident satisfaction survey. An intellectual climate committee periodically produces a brief called “The Blue Print” on

- student experiences, including diversity.
- Office of New Student Programs has assessed C-TOPS with particular attention to diversity and a sense of inclusion.
 - University Career Services tracks annual usage of unit services by demographic data.

Undergraduate Admissions

- Admission and recruitment programs data are analyzed to ensure that activities and programs contribute to the advancement of the University's diversity mission
- The unit has published research on data that addresses the validity of the University's admission review process factors.

University Counsel

- The unit participates in assessment and self-study efforts such as the Chancellor's Task Force on Diversity, the NCAA Certification Self-Study and the Sexual Harassment Advisory Committee.

Vice Chancellor for Research and Economic Development

- Many research projects conducted by reporting units focus on diversity or multicultural issues.