

# Strategic Diversity and Inclusion Plan: 2020-2025

**1830**

First state-chartered  
college in Alabama

**8,046**

Students

**19-to-1**

Student-teacher ratio

**64**

Countries represented  
in campus enrollment

Named 2016-2017

**'Institution  
Committed to  
Diversity'**

by Minority Access Incorporated



# Strategic Diversity and Inclusion Plan: 2020-2025



I am honored to present the new 2020-2025 *Strategic Diversity and Inclusion Plan, Model for Academic Excellence Through Diversity, Equity, and Inclusion*, to the University of North Alabama (UNA). At UNA, “diversity” and “inclusion” are complementary, inextricably linked, and interrelated, rather than being mutually exclusive. A defining feature of UNA’s past, present, and future diversity and inclusion refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, geographic region, and others. For the University of North Alabama to fully realize its potential and embody inclusive excellence, it must foster a diverse, inclusive, engaged, and innovative campus environment where everyone is treated with respect and dignity. The opportunity ahead is to transform UNA into a diverse, equitable, and inclusive scholarly community of the highest caliber. A university that honors diversity, upholds a renewed commitment to every background and perspective, and forges a new narrative, one that is focused on free inquiry, respect, knowledge, and a global context—this is what we strive for at UNA.



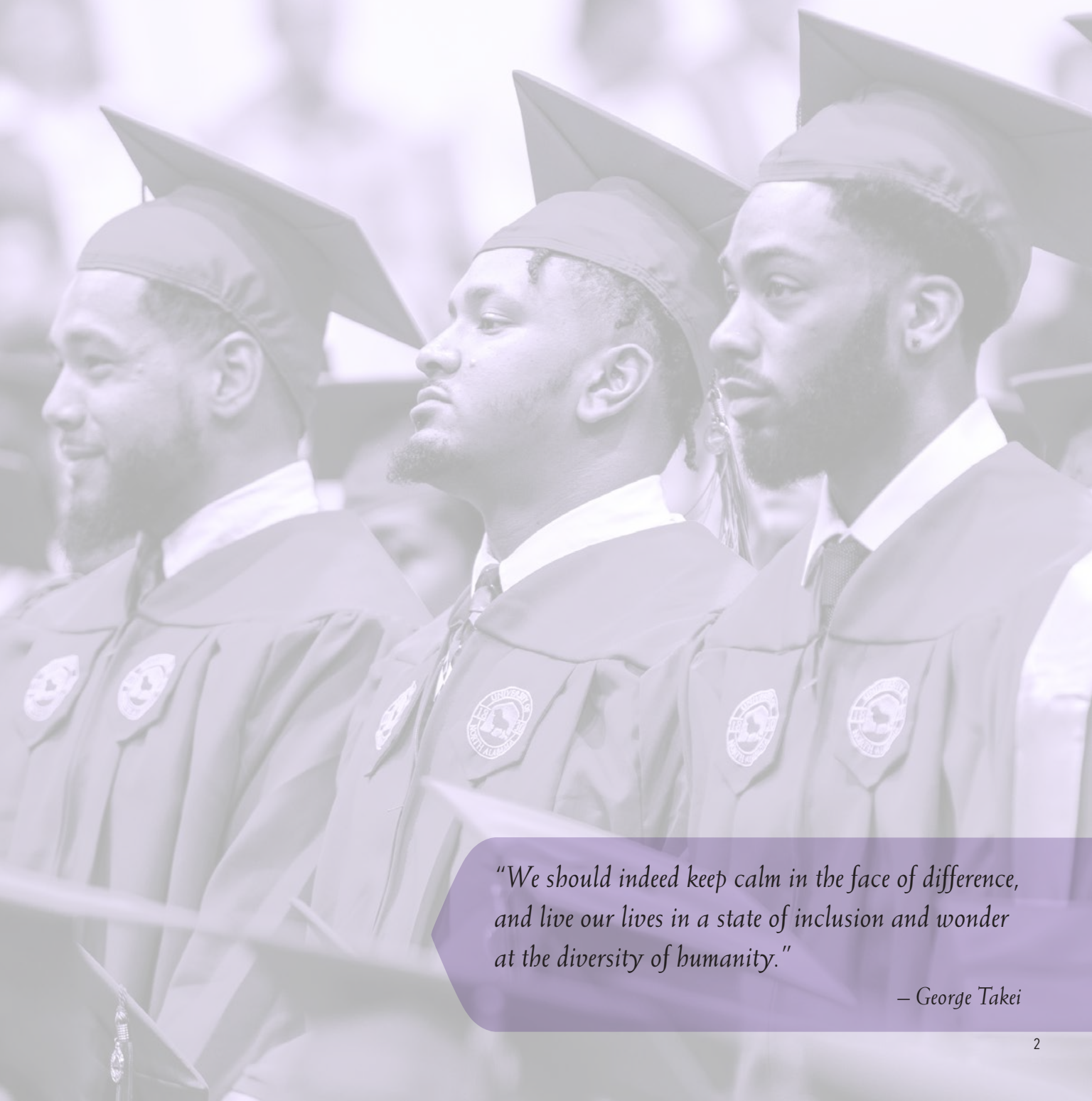
Importantly, the new *Strategic Diversity and Inclusion Plan* aligns with the University’s 2019-2024 Strategic Plan and is the next logical step in the institutional transformation of UNA. This is a living, actionable, and measurable plan that spans the spectrum of inclusion, access, and equity—that when fulfilled—will become a model for other institutions of higher education. This plan is holistic in scope, rooted in empirical evidence, and derived through broad consensus building. The plan is a culmination of a 13-month internal and external investigation of diversity and inclusion, access, and equity. An 18-person task force conducted more than 20 constituent group meetings, hosted eight focus groups (internal and external), and surveyed our campus community. I commend the Strategic Diversity and Inclusion Task Force and thank them for crafting a plan that embarks on a path to inclusive excellence.

Roar Lions!  
Sincerely,

*Ron K. Patterson*

Ron K. Patterson, Ed.S., *Chief Enrollment Officer and Assistant to the President for Diversity*

# Strategic Diversity and Inclusion Plan: 2020-2025



*"We should indeed keep calm in the face of difference, and live our lives in a state of inclusion and wonder at the diversity of humanity."*

*– George Takei*

# Strategic Diversity and Inclusion Plan: 2020-2025



I am pleased to offer this welcome to the new *Strategic Diversity and Inclusion Plan* for the University of North Alabama. As a public university, UNA plays a key role in uplifting the quality of life for citizens in our region and state. The range of programs we provide runs the gamut from academic degrees to artistic performances, and from economic development to athletic competitions. In addition to these activities, we also lead by example when it comes to ensuring that our campus community celebrates diversity as a strength and encourages participation by individuals from different backgrounds and life experiences.

UNA boasts a proud tradition when it comes to diversity and inclusion. In the late nineteenth century, this institution became a national leader for gender equality by being among the first to welcome women into the student population. Racial barriers fell a century later, and, once again, the University made headlines for the positive example it set for social change in higher education.

As proud as we are of this history, we understand that a commitment to diversity and inclusion is a journey and not a destination. For the University of North Alabama, that journey remains an active and important part of our identity. We want to be a champion for diversity and inclusion in the twenty-first century just as surely as we were in earlier eras. That means thinking about diversity in new ways and constantly assessing our campus climate to ensure that we are positioned to meet the needs of all students. That's why this new plan is so important.

In closing, I wish to acknowledge the members of the Strategic Diversity and Inclusion Task Force and thank them for the many hours that went into the construction of this plan. UNA is stronger and better because of their efforts.

Roar Lions!

*Ken Kitts*

Ken Kitts, Ph.D., *President*



# Strategic Diversity and Inclusion Plan: 2020-2025

It is my distinct pleasure to offer my fullest support of the University of North Alabama's first Strategic Diversity and Inclusion Plan. I commend the committee and the campus community for crafting a plan that is actionable, bold, concise, and reflective of the mission and values of UNA. The University has a legacy of embracing perceived differences, celebrating diversity and inclusion, engaging in honest dialogue, and working together to achieve goals—and this plan is no exception.

Importantly and appropriately, the *Strategic Diversity and Inclusion Plan* align with the University's 2019-24 Strategic Plan that boasts diversity and inclusion as one of its five guiding themes. One can clearly see how seriously UNA takes diversity and inclusion as a core tenet threaded through all aspects of the University. Students, especially, will be exposed to diversity and inclusion—broadly-defined—at all stages of their education and development, gaining a deeper and more profound appreciation and respect for all people and perspectives.

While the University of North Alabama has many successful programs and initiatives already in place, it is further committed to integration and prioritization of diversity and inclusion by: first, the strategic recruitment and hiring of faculty members from disadvantaged backgrounds; second, the design and implementation of more culturally diverse curricula; next, increased academic support of students from diverse and disadvantaged backgrounds; finally, further focus upon the Mitchell-West Center for Social Inclusion, the only academic center of its type in the region.

In closing, I could not be more excited about this plan or hopeful regarding the culture of diversity and inclusion at UNA. Roar Lions!

Sincerely,

*Ross C. Alexander*

Ross C. Alexander, Ph.D., *Vice President for Academic Affairs and Provost*



## MISSION STATEMENT

The mission of the University of North Alabama is to be:  
*Innovative. Inclusive. Engaged. Evolving. Global.*

### Theme III – Diversity and Inclusion

As noted in the new five year “2019-2024 *Roaring with Excellence*” University Strategic Plan, theme three highlights *Diversity and Inclusion*. Diversity and Inclusion, an embedded piece of our mission, will gain renewed focus in the Strategic Diversity and Inclusion Plan as the University seeks to build a welcoming, respectful campus community that is committed to the evolution of this great University.

First, for the purposes of our plan, diversity, equity, and inclusion are defined below.

#### DIVERSITY

Individual differences (e.g., personality, prior knowledge, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin, and ability as well as cultural, political, religious, or other affiliations) (Association of American Colleges & Universities).

#### EQUITY

The practice of ensuring that personal or social circumstances, such as protected class or intersecting identities, are not obstacles to achieving one’s potential. Equity is reflected in policies and processes, which acknowledge that we live in a world where not all members are afforded the same resources, treatment, and opportunity, and works to remedy this fact (adapted from *Equity and Quality in Education*, 2012).

#### INCLUSION

The result of a successful alignment of diversity and equity, inclusion is an active and ongoing process of intentional engagement with all members of our campus and community to increase respect, knowledge, and empathic understanding; and a commitment to change the power structures and institutional policies and practices that create systematic advantages for some and disadvantages for others (adapted from Association of American Colleges & Universities; Williams, 2013).

# Strategic Diversity and Inclusion Plan: 2020-2025

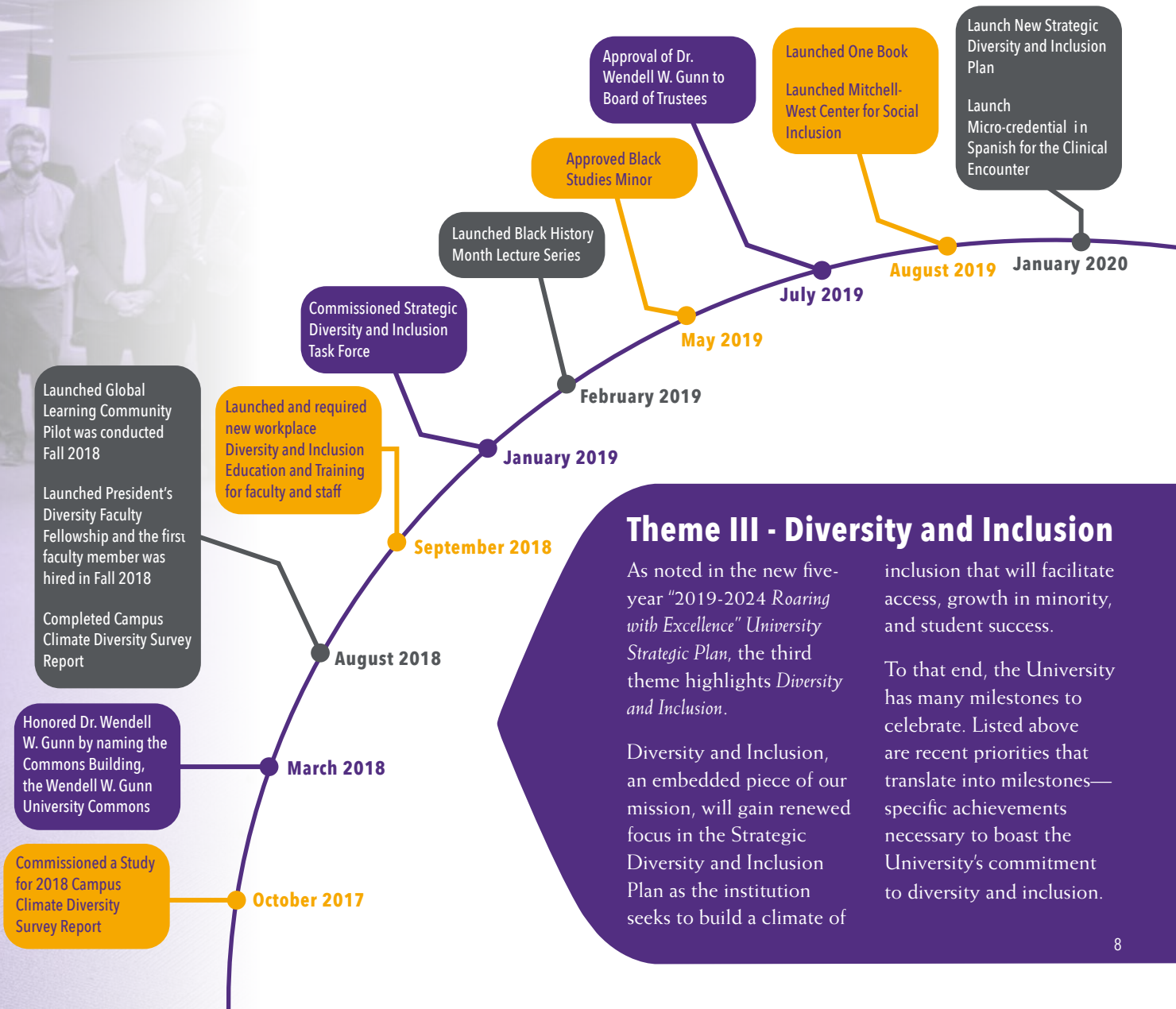






# Strategic Diversity and Inclusion Plan: 2020-2025

## Key Milestones Timeline 2017-2019



### Theme III - Diversity and Inclusion

As noted in the new five-year "2019-2024 *Roaring with Excellence*" University Strategic Plan, the third theme highlights *Diversity and Inclusion*.

Diversity and Inclusion, an embedded piece of our mission, will gain renewed focus in the Strategic Diversity and Inclusion Plan as the institution seeks to build a climate of

inclusion that will facilitate access, growth in minority, and student success.

To that end, the University has many milestones to celebrate. Listed above are recent priorities that translate into milestones—specific achievements necessary to boast the University's commitment to diversity and inclusion.

# Strategic Diversity and Inclusion Plan: 2020-2025

**Theme One:** Awareness, Education, and Training

**Goal One:** Improve awareness and communication about education and training

Tactics/Activities	Accountable	Assessment	Completion Target
All marketing and communications messaging in print, digital web, and video developed need to ensure they reflect diversity as well as promote inclusion through accessibility, social justice, civility, and respect as values that guide the development of these materials	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Director of Communications and Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-monthly and quarterly review of print, digital, and web analytics</li> <li>• Accurately represent diversity and inclusion through marketing materials</li> </ul>	Ongoing
Establish and publish a comprehensive Diversity and Inclusion calendar of events, celebrations, historic dates, dialogues, trainings, and holidays	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive calendar created to increase awareness, education, and participation</li> </ul>	Fall 2020

# Strategic Diversity and Inclusion Plan: 2020-2025

**Theme One:** Awareness, Education, and Training

**Goal Two:** Develop and implement diversity and inclusion topics throughout the curriculum in the First-Year Experience Program, General Ed curriculum, and community settings

Tactics/Activities	Accountable	Assessment	Completion Target
Implement a One Book across the First-Year Experience Program	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Director of First-Year Experience</li> </ul>	<ul style="list-style-type: none"> <li>• Increase percentage of the curriculum content that addresses Diversity and Inclusion</li> </ul>	Ongoing
Establish immersive student experiences to increase cultural competence	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• VP of Student Affairs</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Director of First-Year Experience</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of student experiences in cultural competence</li> <li>• Increase percentage of student experiences in curriculum content that address cultural competence</li> </ul>	Ongoing
Continue to educate students, faculty, and staff on topics of diversity, equity, and inclusion	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• VP of Student Affairs</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Director of First-Year Experience</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of programs, events, and activities on diversity and inclusion</li> </ul>	Ongoing

# Strategic Diversity and Inclusion Plan: 2020-2025

**Theme One:** Awareness, Education, and Training

**Goal Three:** Provide annual mandatory training

Tactics/Activities	Accountable	Assessment	Completion Target
Implement online diversity and inclusion training for faculty and staff	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase percentage of faculty and staff who complete training</li> </ul>	Ongoing
Develop a “Discovering Diversity and Inclusion” Course	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Measure the number of new and current faculty and staff who participated in the course</li> </ul>	Fall 2023
Create and offer diversity, equity, and inclusion workshops/seminars accessible through face-to-face and Zoom for faculty and staff	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Information Technology Services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of diversity and inclusion workshops and seminars</li> <li>• Increase percentage of faculty and staff who have completed training</li> </ul>	Fall 2022
Develop and implement a campus-wide diversity and cultural fluency program to empower and equip new and existing faculty and staff	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase percentage of faculty and staff who have completed training</li> </ul>	Fall 2023

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Two: Recruitment, Hiring, and Retention

### Goal One: Expand recruiting, marketing/advertising list for faculty and staff positions

Tactics/Activities	Accountable	Assessment	Completion Target
Expand job recruitment sites list	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of job recruitment sites that vacant positions are posted including discipline-specific job posting sites</li> </ul>	Ongoing
Highlight and publicize efforts to grow diversity within our workforce	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase diversity within each applicant pool</li> </ul>	Ongoing

## Theme Two: Recruitment, Hiring, and Retention

### Goal Two: Strategic and intentional targeted hiring

Tactics/Activities	Accountable	Assessment	Completion Target
Continue to hire talented faculty and staff	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of underrepresented faculty and staff</li> </ul>	Ongoing
Integrate the senior diversity officer in the recruitment and hiring process	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Create a system to ensure all faculty and staff hires held in conjunction with Vice President for Diversity, Equity, and Inclusion</li> </ul>	Ongoing
Establish trained Equity Officers to serve on search committees (faculty/staff) to ensure equity throughout the hiring process	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of trained full, tenured faculty and professional staff</li> </ul>	Fall 2021
Implement a hiring workflow process to involve all of the appropriate people throughout each hiring stage	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Execute communication from all involved regarding new faculty and staff hires</li> </ul>	Ongoing

# Strategic Diversity and Inclusion Plan: 2020-2025

**Theme Two:** Recruitment, Hiring, and Retention

**Goal Three:** Strategic and intentional targeted recruitment and retention

Tactics/Activities	Accountable	Assessment	Completion Target
Implement a President's Diversity Faculty Fellowship Program	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Academic Departments</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of talented underrepresented faculty</li> </ul>	Ongoing
Develop a pipeline of talented professionals by discipline for both faculty and staff	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Academic Departments</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Pipeline of talented professionals created by discipline for both faculty and staff</li> </ul>	Ongoing
Increase faculty and staff from underrepresented populations	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of underrepresented faculty and staff</li> </ul>	Ongoing
Increase retention of faculty and staff from underrepresented populations	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Increase percentage of retained faculty and staff from underrepresented populations</li> </ul>	Ongoing

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Two: Recruitment, Hiring, and Retention

### Goal Four: Improve onboarding and exit interview process

Tactics/Activities	Accountable	Assessment	Completion Target
Develop a universal process for onboarding and exit interviews for all faculty and staff that includes Diversity, Equity, and Inclusion components	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Assistant VP of Human Resources</li> <li>• Office of Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• Increase percentage faculty and staff who complete training</li> <li>• Annual review and evaluation of onboarding and exit interview data for continual improvement</li> </ul>	<p>Fall 2021</p>

## Theme Two: Recruitment, Hiring, and Retention

### Goal Five: Require colleges and departments (both academic and non-academic) to create diversity and inclusion action plans

Tactics/Activities	Accountable	Assessment	Completion Target
Work with colleges to develop college-specific diversity and inclusion plans	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Academic Departments</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• Create new diversity and inclusion plans specific for each college</li> <li>• Annually review plans for continual improvement</li> </ul>	<p>Spring 2021</p> <p>Ongoing</p>
Work with departments to develop department-specific diversity and inclusion plans	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Non-academic Departments</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• Create new diversity and inclusion plans specific for each departments</li> <li>• Annually review plans for continual improvement</li> </ul>	<p>Spring 2021</p> <p>Ongoing</p>

# Strategic Diversity and Inclusion Plan: 2020-2025

**Theme Two:** Recruitment, Hiring, and Retention

**Goal Six:** Establish metrics for all employees, specifically those that focuses on underrepresented populations

Tactics/Activities	Accountable	Assessment	Completion Target
Establish key performance indicators for which to track	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Office of Institution Research</li> </ul>	<ul style="list-style-type: none"> <li>• Create a list of measurable performance indicators</li> <li>• Include diversity hiring as a performance indicator on all hiring managers (Deans and Department Heads)</li> </ul>	Fall 2020
Develop a Diversity Dashboard to effectively measure and track key performance indicators and results of students, faculty, and staff	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Office of Institutional Research</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Create a Diversity Dashboard to measure and track institutions progress on key performance indicators related to diversity and inclusion</li> <li>• Review dashboard periodically for continual improvement</li> </ul>	Fall 2020



# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Three: Support and Resources

### Goal One: Create a Vice President for Diversity, Equity, and Inclusion position

Tactics/Activities	Accountable	Assessment	Completion Target
Hire a Vice President for Diversity, Equity, and Inclusion that reports directly to the President and is also a member of Executive Council	<ul style="list-style-type: none"> <li>• President</li> <li>• VP of Academic Affairs and Provost</li> <li>• VP of Finance and Administration</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Position created and person hired</li> </ul>	Fall 2020
Establish a budget and resources to effectively sustain the Office of Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> </ul>	<ul style="list-style-type: none"> <li>• Budget created to support the Office of Diversity, Equity, and Inclusion</li> </ul>	Fall 2020

## Theme Three: Support and Resources

### Goal Two: Create/restructure an organizational structure with appropriate staff that reports to the Vice President for Diversity, Equity, and Inclusion

Tactics/Activities	Accountable	Assessment	Completion Target
Create/restructure an organizational structure with appropriate staff that reports to the Vice President for Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> <li>• President</li> <li>• VP of Academic Affairs and Provost</li> <li>• VP of Finance and Administration</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational structure and create outline with appropriate departments</li> </ul>	Fall 2020
Establish a budget and resources to effectively sustain the Office of Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> </ul>	<ul style="list-style-type: none"> <li>• Budget created to support the Office of Diversity, Equity, and Inclusion</li> </ul>	Fall 2021

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Three: Support and Resources

### Goal Three: Invest in additional staff

Tactics/Activities	Accountable	Assessment	Completion Target
Commit additional staff and resources in Diversity and Institutional Equity, Mitchell-West Center for Social Inclusion, Presidential Mentors Academy, Disability Support Services, and International Affairs	<ul style="list-style-type: none"> <li>• President</li> <li>• VP of Academic Affairs and Provost</li> <li>• VP of Finance and Administration</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Hire one (1) full-time staff for Diversity and Institutional Equity</li> <li>• Hire one (1) full-time staff counselor that is underrepresented and/or identifies as LGBTQ+ to work with Hispanic, LGBTQ+, African-American students</li> <li>• Hire one (1) full-time staff for Presidential Mentors Academy</li> <li>• Hire one (1) full-time staff for Disability Support Services</li> <li>• Hire one (1) full-time staff for International Affairs</li> </ul>	Fall 2025

## Theme Three: Support and Resources

### Goal Four: Increase philanthropic outreach for Diversity

Tactics/Activities	Accountable	Assessment	Completion Target
Establish a list of donors and friends of the University	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of University Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Increase philanthropic outreach for Diversity</li> </ul>	Fall 2020

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Three: Support and Resources

### Goal Five: Invest in mentoring faculty, staff, and students

Tactics/Activities	Accountable	Assessment	Completion Target
Establish a formal mentoring program for underrepresented faculty and staff	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of faculty and staff trained to serve as mentors</li> </ul>	Fall 2021
Establish a formal mentoring program for underrepresented student populations	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director Presidential Mentors Academy</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Assistant VP of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of students trained to serve as mentors</li> </ul>	Fall 2021

## Theme Three: Support and Resources

### Goal Six: Invest in faculty and staff research

Tactics/Activities	Accountable	Assessment	Completion Target
Establish a fund to support faculty and staff research and initiatives on diversity, equity, inclusion, and retention	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• VP of Finance and Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Fund established with measurable goals to support new research and initiatives</li> </ul>	Spring 2025

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Four: Access and Equity

**Goal One:** Establish a recruitment strategy targeting a diverse undergraduate and graduate student population, specifically African-American, Hispanic, students with disabilities, veterans, and first-generation/low-income students

Tactics/Activities	Accountable	Assessment	Completion Target
Recruit all prospective undergraduate and graduate students, specifically, underrepresented students; utilizing partnerships, collaborations, and support for pipeline programs (K-12, community colleges, graduate programs, learning agreements, non-traditional, online)	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director of Admission</li> <li>• International Affairs</li> <li>• Director Presidential Mentors Academy</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Institutional Research</li> <li>• Academic Deans</li> <li>• Academic Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of enrollment across all underrepresented student populations</li> <li>• Increase partnerships with HBCU's, Hispanic serving Institutions, Tribal Colleges and Universities, Minority Serving Institutions, and Predominantly White Institutions</li> </ul>	Ongoing
Recruit and enroll international students, utilizing partnerships, collaborations, and global engagement programs	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Senior VP of International Affairs</li> <li>• Academic Deans</li> <li>• Academic Departments</li> <li>• Director of Admission</li> <li>• Office of Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• Increase partnerships and collaborations with global partners both in the U.S. and global</li> </ul>	Ongoing
Develop and implement a persistent, retention, and degree completion rate plan for all students, specifically targeting underrepresented students	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Academic Departments</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• Increase persistent, retention, and degree completion rates</li> <li>• Annual review of underrepresented students' progress toward degree completion</li> <li>• Create and implement a persistent, retention, and degree completion plan</li> </ul>	Fall 2021
Expand Learning in Retirement and Continuing Education classes to underrepresented populations	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Office of Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of classes offered in Learning in Retirement and demographic data of registered enrolled</li> </ul>	Fall 2024
Continue to develop culturally competent students as part of the on-going co-curricular online education and training administered by Student Affairs such as <i>AlcoholEdu for College and Haven</i> ; <i>Sexual Assault Prevention</i> , and other opportunities to ensure that UNA graduates are culturally competent leaders and members of their communities	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Student Affairs</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in an intentional co-curricular Title IX program required for all students</li> </ul>	Ongoing

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Four: Access and Equity

### Goal Two: Create a summer pathway program

Tactics/Activities	Accountable	Assessment	Completion Target
Expand enrollment and increase funding and programming for the Presidential Mentors Academy	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• VP of Finance and Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the enrollment number across all underrepresented student populations</li> <li>• Increase partnerships with HBCU's, Hispanic-serving Institutions, Tribal Colleges and Universities, Minority-serving Institutions, and Predominantly White Institutions</li> </ul>	Spring 2022
Develop and sustain "Summer @ UNA" bridge program for all students, especially, underrepresented students that includes STEAM-related fields	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Student Affairs</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Academic Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement summer bridge programs</li> <li>• Create a baseline for tracking and reporting diversity outreach for PMA, existing campus resources, and summer programs</li> </ul>	<p>Fall 2024</p> <p>Ongoing</p>
Develop Minority "Outreach Day": college prep for underrepresented students, Early College students, etc.	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Student Affairs</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Institutional Research</li> <li>• Academic Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement a Minority "Outreach Day"</li> </ul>	Fall 2024

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Four: Access and Equity

### Goal Three: Create and sustain an accessible and equitable campus community

Tactics/Activities	Accountable	Assessment	Completion Target
Ensure ADA considerations are at the forefront of current and future curricular and co-curricular planning and development	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Student Affairs</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director of Disability Support Services</li> <li>• Assistant VP of Facilities Administration and Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Review ADA deferred maintenance list, policies, and procedures annually for continual improvement concerning students with disabilities and LGBTQ+ students</li> </ul>	Ongoing
Ensure that all new construction of facilities (both academic and non-academic) accommodate gender neutral restrooms, interfaith areas, and lactation areas	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Academic Affairs and Provost</li> <li>• Director of Disability Support Services</li> <li>• Assistant VP of Facilities Administration and Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities are reviewed annually for continual improvement</li> </ul>	Ongoing

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Five: Community Engagement

**Goal One:** Establish and strengthen partnerships with local chambers, community leaders, businesses and industry, agencies, and faith-based organizations

Tactics/Activities	Accountable	Assessment	Completion Target
Create and maintain a directory of diverse community leaders, businesses, and organizations	<ul style="list-style-type: none"> <li>Assistant to the President for Diversity</li> <li>Director of Diversity and Institutional Equity</li> <li>Director of Mitchell-West Center for Social Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Directory developed and maintained</li> </ul>	Fall 2020

## Theme Five: Community Engagement

**Goal Two:** Establish a community diversity council comprised of community leaders from underrepresented populations, specifically African-American, Hispanic, LGBTQ+, individuals with disabilities, faith-based, and veterans

Tactics/Activities	Accountable	Assessment	Completion Target
Create a community diversity council	<ul style="list-style-type: none"> <li>President</li> <li>Assistant to the President for Diversity</li> <li>VP of Academic Affairs and Provost</li> <li>Director of Diversity and Institutional Equity</li> <li>Director of Mitchell-West Center for Social Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Community diversity council comprised and implemented</li> </ul>	Spring 2021
		<ul style="list-style-type: none"> <li>Survey for continual improvement</li> </ul>	Ongoing

# Strategic Diversity and Inclusion Plan: 2020-2025

## Theme Five: Community Engagement

### Goal Three: Develop an annual community forum

Tactics/Activities	Accountable	Assessment	Completion Target
Create and maintain a directory of diverse community leaders, businesses, and organizations	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> </ul>	• Community forum implemented	Fall 2021
		• Survey for continual improvement	Ongoing

## Theme Five: Community Engagement

### Goal Four: Enhance communication and transparency concerning issues on diversity

Tactics/Activities	Accountable	Assessment	Completion Target
Ensure that matters involving diversity and inclusion involve the appropriate voices to discuss resolutions and communication strategies	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Student Affairs</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Office of Institutional Research</li> <li>• Academic Departments</li> </ul>	• Successful dialogue/collaboration on matters related to diversity and inclusion regardless of the outcome	Ongoing



# Strategic Diversity and Inclusion Plan: 2020-2025

**Theme Five** : Community Engagement

**Goal Five:** Implement a “Campus to Corporate” program

Tactics/Activities	Accountable	Assessment	Completion Target
Create a “Campus to Corporate” program (legacy program) for underrepresented students	<ul style="list-style-type: none"> <li>• Assistant to the President for Diversity</li> <li>• VP of Student Affairs</li> <li>• VP of Academic Affairs and Provost</li> <li>• Academic Deans</li> <li>• Director of Diversity and Institutional Equity</li> <li>• Director of Mitchell-West Center for Social Inclusion</li> <li>• Career Center</li> <li>• Academic Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Campus to corporate program implemented</li> <li>• Survey for continual improvement</li> </ul>	<p>Fall 2022</p> <p>Ongoing</p>

# Strategic Diversity and Inclusion Plan: 2020-2025



## Thank You

### Acknowledgments

This Strategic Plan was made possible by:

The unwavering support and passion for equity and inclusion of President Kitts and Dr. Ross Alexander;

the creative thinking and hard work of the members of the Strategic Diversity and Inclusion Task Force;

the Director of the Office of Diversity and Institutional Equity, with gratitude for leadership;

the Director of the Mitchell-West Center for Social Inclusion, with gratitude for leadership;

the many University of North Alabama students, faculty, staff, and senior administration who contributed their voices, ideas, commitment to diversity, inclusion, and social justice, and intellectual and personal integrity;

the Shoals community writ large for participating and sharing its voice and ideas, commitment to diversity, inclusion, and social justice;

colleagues Dr. Benjamin Reese for visiting campus and meeting with the many constituent groups and senior leadership on campus and Deloise Smith for facilitating our focus groups with both on and off campus constituents.

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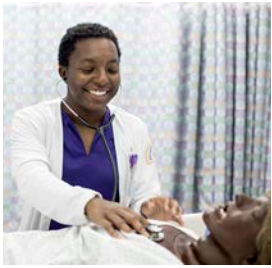
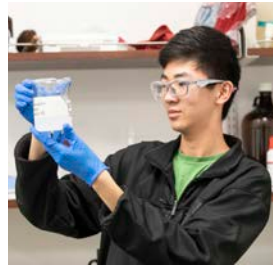
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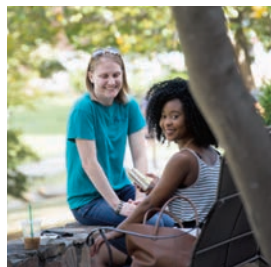
Website: [una.edu/socialinclusion](http://una.edu/socialinclusion)

# Strategic Diversity and Inclusion Plan: 2020-2025





Florence, AL 35632-0001



### UNA Policy on Nondiscrimination

UNA adheres to all federal and state civil rights laws prohibiting discrimination in public institutions of higher education. UNA will not discriminate against any employee, applicant for employment, student or applicant for admission on the basis of race, color, sex, pregnancy, religion, creed, ethnicity, national origin, disability, age, sexual orientation, gender identity, veteran or military status, predisposing genetic characteristics, domestic violence victim status or any other protected category under applicable local, state or federal law, including protections for those opposing discrimination or participating in any resolution process on campus or within the Equal Employment Opportunity Commission or other human rights agencies. This policy covers nondiscrimination in employment and in access to educational opportunities. Reports of discrimination may be reported to the following areas: Human Resources, Student Conduct, University Ombudsman, Title IX Coordinator.