

**IOWA STATE UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**Interoffice Communication**

**DATE:** April 11, 2006

**TO:** Members, President's Advisory Committee on Diversity

Carla R. Espinoza, Co-Chair	Robert E. Lipsey
Mike Whiteford, Co-Chair	Debra K. Marquart
Christopher K. Ahoy	Eugenio Matibag
Sharon R. Bird	Eveadean M. Myers
Kaela J. Black	Yanira Pacheco-Ortiz
Susan L. Carlson	Cilia Maria Ruiz-Paz
Kathleen K. Hickok	Jerry D. Stewart
Tahira K. Hira	Megan A. Wolf
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**FROM:** Gregory Geoffroy   
President

**RE:** Assessment and Recommendations regarding  
Campus Climate Implementation Plan

I very much appreciate your thoughtful assessment of the recommendations regarding the Campus Climate Implementation Plan (CCIP). You have done an excellent job of providing a systematic approach to assessing the responses, examining the priorities, and making recommendations to me. I especially appreciate the work you have done in identifying certain priorities and areas of emphasis for my attention. I want you to know that your insightful analysis of the various recommendations will be very helpful as I visit with the vice presidents about their follow-up activities and assessment plans. I also believe that it will be helpful for coordinating the many follow-up actions with PACD to have a representative from each of the vice president's office appointed as ex-officio members to PACD, as well as a representative from GSB, and I will make those appointments shortly.

As you noted in your letter, much is already being done in response to the April report. In response to the review by PACD, I have summarized the status of each recommendation and my intended follow-up plans in the attached document.

## Assessment and Recommendations regarding Campus Climate Implementation Plan

**IMPLEMENTATION GOAL 1 - Institutional Commitment: Achieve a just environment on campus where everyone feels welcome, respected, and safe.**

<b>Actions</b>	<b>President's Actions and Plans</b>
<b><i>1.1 Create a visible institutional statement/vision for diversity</i></b>	<p>I have approved adoption of the diversity definition and instructed Carla Espinoza to ensure that it is well communicated to the university community.</p> <p style="text-align: right;"><b>Completed</b></p>
<b><i>1.2 Hold colleges/VP's accountable for progress on diversity issues/plans</i></b>	<p>I will ask each Vice President to submit an annual diversity progress report to my office by May 1<sup>st</sup> of each year and will share those with PACD when received. Progress on diversity issues will continue to be an important factor in my annual performance evaluation and salary setting process for each Vice President. I will direct Provost Allen to similarly request annual diversity reports from each college dean and ensure that progress on diversity issues is also an important factor in each of their annual evaluations.</p> <p style="text-align: right;"><b>May 1, 2006 and annually thereafter</b></p>
<b><i>1.3 Re-evaluate organizational structures, offices, staffing, services, and naming related to campus climate.</i></b>	<p>I will ask each Vice President to conduct a full review of their organizational structures, offices, staffing, services, and naming to ensure they are optimally organized and staffed to ensure progress on campus climate issues. If their current budgets are insufficient to fund needed changes, they may submit funding requests as part of the annual budgeting process, with those requests to be judged and prioritized alongside all other funding requests.</p> <p style="text-align: right;"><b>September 1, 2006 and ongoing</b></p> <p>I will ask VP Hill to provide an update to my Cabinet on the plans for a Multicultural Center,</p> <p style="text-align: right;"><b>May 1, 2006</b></p> <p>I will direct Assistant to the President Hira to ensure the timely establishment of the new Ombuds office,</p> <p style="text-align: right;"><b>Established by July 1, 2006</b></p> <p>My office will work with other campus leadership groups to advance the work of GSB's Principles Commission.</p> <p style="text-align: right;"><b>May 1, 2006</b></p>
<b><i>1.4 Increase visibility, promotion, and importance of diversity issues</i></b>	<p>The Office of University Relations and EOD have been directed to increase visibility, promotion, and importance of diversity issues in publications by adding a Diversity link to the ISU Homepage, stressing the campuswide use of the Diversity Calendar, and publishing an organizational chart for diversity committees throughout the University. I will also direct the Provost's Office, EOD and University Marketing to publish materials, especially job announcements that communicate the university's welcoming of a diverse pool of applicants.</p> <p style="text-align: right;"><b>Completed</b></p>

<p><b><i>1.5 Review of ‘policies’ and ‘statements’ for campus climate impacting issues and ease of access to information.</i></b></p>	<p>I have appointed a full time policy administrator to continually address concerns of both clarity and accessibility in university policy, particularly as policy pertains to the creation of a safe and inclusive university community and individual rights.</p> <p style="text-align: right;"><b>Completed</b></p>
<p><b><i>1.6 Assess needs and enhance training programs and services for diversity.</i></b></p>	<p>I will ask EOD and the Provost’s Office to review their training programs, in consultation with employee and student organizations, and send to me their plans for implementing needed changes.</p> <p style="text-align: right;"><b>Review to be completed by Dec 31, 2006</b></p>
<p><b><i>1.7 Demonstrate the value of diversity through celebrations.</i></b></p>	<p>My office will continue to support and encourage cultural and diversity-focused events and celebrations, including the F.A.C.E.S., the Martin Luther King celebrations, and the “Welcome to My World” experiential learning event sponsored by Disability Resource Services.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<p><b><i>1.8 Promote and enhance campus-wide discussions on diversity and campus climate issues</i></b></p>	<p>My office will continue to encourage and support programs and speakers who stimulate campus discussion of diversity and climate issues.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<p><b><i>1.9 Create a Personal Safety Commission</i></b></p>	<p>I will ask Vice Presidents Madden and Hill to convene a group of concerned campus constituents to evaluate the current level and coordination of personal safety activities, identify gaps that may exist, and propose ways to fill those gaps and improve coordination.</p> <p style="text-align: right;"><b>Evaluation to be completed by Nov 1, 2006</b></p>
<p><b><i>1.9.1 Membership: campus &amp; community members with knowledge &amp; skills related to incident management &amp; response [Purpose: Formulate responses to incidents of domestic and/ or relationship violence, sexual assault, workplace violence, and substance abuse.]</i></b></p>	<p>See response to 1.9</p>

<b><i>1.10 Create an Online Incident Reporting Center</i></b>	ISU will continue use of the online Bias Incident Form that was developed by the Breaking Down the Barriers Committee and the online confidential reporting mechanism that has been developed to respond to Sarbanes-Oxley. <b>Ongoing</b>
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**IMPLEMENTATION GOAL 2. Curriculum & Pedagogy. Develop a curriculum that guides students to think critically about social justice issues and provides faculty with the tools to teach inclusively.**

**Subcommittee Responses:**

Kathy Hickok (Chair), Mike Whiteford, Debra Marquart, Cilia Ruiz-Paz

<b>Actions</b>	<b>President's Actions and Plans</b>
<p><i>2.1 Continue Tightening of the International Perspectives Requirements and U.S. Diversity Requirements by the Faculty Senate Curriculum Committee.</i></p>	<p>I support the Faculty Senate's revision of guidelines for approving courses for the international perspectives and U.S. diversity requirements, and I will ask the Provost to prepare a report listing newly approved courses using the revised Senate guidelines.</p> <p style="text-align: right;"><b>Completed by Nov 1, 2006</b></p>
<p><i>2.2 The University must include as one of its priorities in the Reallocation and Capital Campaign processes that are taking place, a substantial increase in hiring in those academic fields that provide a significant number of diversity courses.</i></p>	<p>I will ask the Provost to continue to emphasize to College Deans the importance of hiring in those academic fields that provide a significant number of diversity courses, with financial support from reallocated funds, private fundraising, or new funding if required. New funding requests to the Provost will be considered annually as part of the university's normal budget development process.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<p><i>2.3 Continue to educate academic advisors adequately about the centrality of diversity courses to the undergraduate educational experience.</i></p>	<p>I will ask the Provost to ensure that all academic advisors understand the importance of diversity courses to the undergraduate experience and also share the training model developed by the LAS Diversity Committee with the other colleges.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<p><i>2.4 Provide adequate library support to acquire books and periodicals in fields related to U.S. Diversity and International Perspectives.</i></p>	<p>I will ask the Provost to consider budget requests from the library for resources pertaining to international studies and U.S. diversity as part of his annual priority setting process for new and reallocated funding. New funding requests will be considered annually as part of the university's normal budget development process.</p> <p style="text-align: right;"><b>Annually, by Jan 15<sup>th</sup></b></p>
<p><i>2.5 Create a Dialogues on Diversity- Part 2 (or develop new courses -consider other proposals for such courses from the community) that has its focus on "diversity in action"</i></p>	<p>I will ask the Provost to review the current 1-credit course Dialogues on Diversity and make recommendations for strengthening the course and ask PACD to develop a proposed model for Diversity in Action that explains what it is and how it would work.</p> <p style="text-align: right;"><b>Evaluation completed by Oct 1, 2006</b></p>

**IMPLEMENTATION GOAL 3. Research & Scholarship. Creating an academic environment that appreciates and values cultural / social differences through supporting and valuing research/scholarship that focuses on social justice/multicultural issues.**

**Subcommittee Responses:**

Eugenio Matibag (Chair), Sharon Bird, Susan Carlson, Dan Zhu

<b>Actions</b>	<b>President's Actions and Plans</b>
<b>3.1 Create Institute for Justice</b>	I will ask the Provost to conduct a feasibility study to explore and address all relevant issues related to creating an Institute for Social Justice. <b>Completed by Nov 1, 2006</b>
<b>3.2 Actively recruit diversity faculty<sup>1</sup>. (see also 2.2, 4.2)</b>	My office will support the work of the Provost's Office and the Faculty Senate in enhancing the recruitment and retention of a diverse faculty, graduate students, postdoctoral scholars and lecturers. The ISU Faculty Search Handbook outlining search policies will be made available online. Additionally, my office will be hiring a new staff member to coordinate a partner accommodation policy and address other performance related duties. <b>Ongoing</b>
<b>3.3 Revise policies/guidelines for diverse(ity) faculty impacting issues</b>	I will direct the Provost to ensure that departments support faculty in their diversity work and recognize and reward faculty achievements under all components of faculty evaluation. <b>Ongoing</b>
<b>3.3.1 Position Responsibility Statements (PRS) should be evaluated annually for faculty duties, research, teaching, professional practice/extension, and service (i.e., get rid of 110% formula – e.g., 50% research, 50% teaching, 10% “service”)</b>	I will direct the Provost's Office to ensure that the university has policies for the regular evaluation of Position Responsibility Statements and create additional models reflecting diversity criteria and place those on file with existing models. I will also ask the Provost office to encourage Sociology and Religious Studies to share their joint-hire PRS documents with other academic units. <b>Completed by Oct 1, 2006</b>
<b>3.3.2 Recognition in annual evaluations, as in the P&amp;T process, must occur for diverse(ity) scholars by soliciting input from scholars in the faculty member's area of scholarship.</b>	I will direct the Provost's Office to ensure that faculty members whose scholarly work is in diversity-related areas are fairly evaluated with input from national and international scholars who are experts in the faculty member's area of scholarship. <b>Ongoing</b>

<p><b><i>3.4 Develop Training programs for Chairs, P&amp;T Committees, Deans</i></b></p>	<p>I will ask EOD to collaborate with the Provost's office and college committees to develop training programs and criteria to assess the effectiveness of those programs. Models are the diversity programs developed by the College of Liberal Arts &amp; Science.</p> <p style="text-align: right;"><b>Completed by Nov 1, 2006</b></p>
<p><b><i>3.5 Dedicate funding to increase support of diverse(ity) faculty teams</i></b></p>	<p>I will ask EOD and PACD to conduct an inventory of diversity programs and positions to identify model initiatives and potential collaborations, and, in concert with the Office of Institutional Research, to regularly update data on minority hires. I will direct the Provost's Office, EOD and University Marketing to publish materials, especially job announcements that communicate the university's welcoming of a diverse pool of applicants.</p> <p style="text-align: right;"><b>Completed by Nov 1, 2006</b></p>
<p><b><i>3.6 Mentoring</i></b></p>	<p>I will ask EOD and PACD in concert with the Office of Institutional Research to regularly update data on minority hires. I will also ask the Provost's Office in conjunction with Academic Units to develop programs to encourage campus leadership and mentoring, as outlined in the already released Taskforce on Mentoring Report, and to continue to review and update programs, such as the revised faculty mentoring program for Fall 2006.</p> <p style="text-align: right;"><b>Ongoing</b></p>

**IMPLEMENTATION GOAL 4. Increase the representation of historically underrepresented populations among faculty, staff, and students.**

**Subcommittee Response:**

Kaela Black (Chair), Yanira Pacheco-Ortiz, Nancy Knight

<b>Actions</b>	<b>President's Actions and Plans</b>
<b>4.1 Actively Recruit &amp; Retain Historically Underrepresented Students</b>	I will ask PACD to review and evaluate persistence and graduation rates for all ethnic minority groups' progress annually and to monitor strategies implemented to retain matriculated ethnic minority students, which include the Carver Scholar Program, Multicultural Vision Program, etc. I will also ask the chair of the Task Force on Retention to prepare a report detailing the principal reasons for the differences in graduation rates between minority and majority students when the retention rates at the end of one and two years are very similar. <b>Completed by Nov 1, 2006</b>
<b>4.1.1 Enhance existing and/or develop new programs and partnership efforts to recruit historically underrepresented students</b>	I will ask the Admissions Office to increase their efforts in student recruitment from targeted high schools, tribal colleges, community colleges, HBCUs and Hispanic-serving institutions. <b>Ongoing</b>
<b>4.1.2 Support well established successful programs that assist low income and potentially first generation students.</b>	I will ask the Vice President for Student Affairs to monitor the participation and success of federal TRIO Programs and the Early Outreach Program (EOP) and to submit regular reports to me on their progress. <b>June 30, 2006 and annually thereafter</b>
<b>4.1.3 Develop/enhance retention programs beyond year 1 (while continuing good year 1 efforts such as LC programs)</b>	This is the charge of the existing Retention Task Force. I will ask VP Hill and Assoc. Provost Holger, co-chairs of the Task Force, to establish firm goals for retention rates for each year of enrollment and to submit annual progress reports, which I will share with PACD. <b>Oct 1, 2006 and annually thereafter</b>
<b>4.1.4 Enhance the coordination of University, College, and Department efforts with that of Admissions when communicating with prospective students</b>	I will ask the Office of the Vice President for Student Affairs to continue their efforts in communicating with prospective students in a timely, unified manner and in communicating Admissions recruitment plans to university colleges and departments. <b>Ongoing</b>
<b>4.1.5 Faculty &amp; Peer mentoring of students</b>	I will ask Student Affairs to identify the most successful existing mentoring programs within the Division of Student Affairs and to explore expanding those and other opportunities for mentoring relationships. I will also ask the Provost to consider ways to enhance faculty mentorship of students. <b>September 2006</b>

<p><b><i>4.2 Actively Recruit and Retain Historically Underrepresented Faculty &amp; Staff</i></b></p>	<p>I will continue to endorse and support the work of the Provost &amp; Faculty Senate in developing a guide for diversity searches for faculty and in creating interest groups/coalitions for employees with similar background or related needs.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<p><b><i>4.2.1 Develop/Improve policies and resources that present ISU/Ames as an attractive location for new and diverse faculty and staff</i></b></p>	<p>My office will continue developing programs and resources that represent ISU/Ames as an attractive location for new and diverse faculty and staff by working with community organizations to improve community environment and by seeking additional funding to make child care more affordable. I will also encourage development of personnel policies dealing with family leave and partner placement.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<p><b><i>4.2.2 Train department and search chairs on techniques for conducting searches that improve diversity through a required online training course that would be completed prior to the search process.</i></b></p>	<p>I will ask the Provost to work with EOD/HR to develop appropriate training of departments and search committees on techniques for improving diversity.</p> <p style="text-align: right;"><b>Nov 1, 2006</b></p>
<p><b><i>4.2.3 Mentoring should be provided for new faculty. Also see 3.6</i></b></p>	<p>See recommendation in section 3.6</p>
<p><b><i>4.2.4 Assess and enhance visiting faculty/scholar programs to attract faculty from diverse groups</i></b></p>	<p>See recommendation in 3.5</p>
<p><b><i>4.2.5 Enhance institutional resources to enable hiring underrepresented faculty at senior level and in clusters.</i></b></p>	<p>See recommendation for 3.2 for plans to recruit and retain a diverse faculty. In conjunction with the university's Strategic Plan 2005-2010, we will annually assess the possibility of cluster hires and targeted senior hires.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<p><b><i>4.3 Require reporting on campus climate recruitment and retention of students, faculty, and staff, as appropriate. (See suggested questions on following pages).</i></b></p>	<p>I will ask all three vice presidents to regularly update me on the specific outcomes of the strategies employed to increase representation of historically under-represented populations among faculty, staff and students. I will also ask the Chair of the Student Recruitment and Retention Sub Committee, which has been charged with developing an implementation plan for Diversity Equity and Community, to regularly inform me about the progress that is being made. And I will ask EOD to submit an annual report on campus climate recruitment and retention of students, faculty, and staff.</p> <p style="text-align: right;"><b>Annually by May 1st</b></p>

**IMPLEMENTATION GOAL 5. Inter-group & Intra-group Relations. Create a just environment that recognizes and celebrates cultural differences & socially constructed differences (i.e. gender, race, disabilities, sexual identity, etc.) by enhancing relations within and among groups.**

**Subcommittee Responses: Carla Espinoza (Chair), Chris Ahoy, Megan Wolf**

<b>Actions</b>	<b>President's Actions and Plans</b>
<i>5.1 Establish a Campus Community Council to coordinate the on-going communication &amp; coordination of diversity-related programming, events, and efforts between offices and organizations</i>	<p>I will ask EOD and PACD to work with GSB to develop a proposal for the creation of a Campus Climate Council to serve as a clearinghouse for the diversity calendar and the campus community ambassadors.</p> <p style="text-align: right;"><b>Completed by Nov 1, 2006</b></p>
<i>5.2 Create and maintain an online clearinghouse of all of the efforts that are beginning and occurring on campus (the relevant community categories would be noted after each "effort" as appropriate, e.g. LGBTQA, sex/gender, race/ethnicity, ability/disability, religion, politics)</i>	<p>See recommendation for 5.1</p>
<i>5.3 Create an online diversity calendar. The relevant community categories would be noted after each event as appropriate, e.g. LGBTQA, sex/gender, race/ethnicity, ability/disability, religion, politics (To enhance the current online calendar by expanding visibility, highlighting categories of events, &amp; increasing user-friendly accessibility)</i>	<p>I will continue to support the work of the EOD office in coordinating and hosting an online university diversity calendar and an interfaith calendar for the use of the campus community and guests.</p> <p>See recommendations for 1.4.</p> <p style="text-align: right;"><b>Ongoing</b></p>
<i>5.4 Create a "Cyclone Code for Community Respect" – A written pledge to celebrate diversity, make a commitment to welcoming and encouraging persons of all ethnic origins, ability, religion, sex, gender, and sexual identity in all aspects of campus life</i>	<p>I support the work of our students and the endorsement of campus groups on the "Principles of Community" and look forward to reviewing and approving the individual principles shortly.</p> <p style="text-align: right;"><b>Completed by May 1, 2006</b></p>
<i>5.5 Restructure the current "Clubfest" held annually during the fall semester</i>	<p>I will direct the Office of the Vice President for Student Affairs to examine the structure of "Clubfest" to ensure that it includes increased participation and acknowledgement of organizations, offices, departments and centers that focus on diversity and social justice.</p> <p style="text-align: right;"><b>Immediate</b></p>

<p><b><i>5.6 Develop one-on-one educational experiences to increase personal awareness and realization of the importance of diversity.</i></b></p>	<p>I will ask PACD to develop a clear proposal for one-on-one educational experiences to increase personal awareness and realization of the importance of diversity on campus.</p> <p style="text-align: right;"><b>Completed by Nov 1, 2006</b></p>
<p><b><i>5.6.1 Develop the “Step Into My World” program (previous Disability Resources Program) – what does it feel like to experience oppression and/or be a member of a marginalized community?</i></b></p>	<p>I will encourage the vice presidents to ensure a central administration presence in the annual “Welcome to My World” program, and I will ask EOD to develop and organize the offering of learning and development modules that increase experiential learning, knowledge, and awareness related to diversity, discrimination and sexual harassment.</p> <p style="text-align: right;"><b>May 1, 2006</b></p>
<p><b><i>5.7 Establish &amp; train “campus community ambassadors” to promote active relationship building</i></b></p>	<p>See recommendation for 5.6</p>
<p><b><i>5.8 Assess &amp; strengthen current resources for the Multicultural Task Force</i></b> (The MTF provides funding &amp; advising to promote diversity awareness and education on multicultural issues)</p>	<p>I will continue to support the Office of the Vice President for Student Affairs as it proceeds to conduct an assessment of the Multicultural Task Force and make recommendations for future direction.</p> <p style="text-align: right;"><b>Ongoing</b></p>