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

The President’s Office provides financial support for several diversity-related programs and activities on campus, including:

- President’s Cabinet Diversity Adviser
- Martin Luther King observance lecturer
- Martin Luther King “Advancing One Community” award

Department of Athletics (DA):
- High mark from the Black Coaches and Administrators on the annual BCA Hiring Report Card for Football 2008-2009 regarding our search and selection process.
- Regularly posting job vacancies on BCAsports.org (Black Coaches and Administrators).
- Providing paid memberships to the Black Coaches and Administrators organization for our minority staff and designated head coaches and administrators.
- In April 2009, Stan Johnson from the NCAA presented 4-hour diversity workshops to department heads and coaching staff, and a diversity workshop focusing on race issues to Student-Athlete Advisory Council (SAAC) members.
- In April 2010, Suzette Parks from the NCAA will present advanced diversity workshops focusing on race issues to department heads, coaching staff and SAAC members.
- In February 2009, Discrimination and Harassment Prevention Training was presented by the ISU Office of Equal Opportunity and Diversity to coaching staff.
- In February 2010, two DA staff attended an MVP (Mentors in Violence Prevention) “Train the Trainer” workshop.
- In 2009-10, DA applied for and received a NCAA Division I Women’s Basketball Grant for $18,000 to better market/promote women’s basketball.
- SAAC participated in ISU’s Martin Luther King Day observance in 2009 and 2010.
- SAAC was involved in Sexual Assault Awareness Month in spring 2010.
- Student-Athletes of Color Recognition Banquet held in fall 2009.

ISU Alumni Association (ISUAA):
- Two of four new ISUAA board members are African-American.
- Hosted alumni trip with President Geoffroy to Southeast Asia.
- Coordinated alumni reception with President in Indonesia.
- Created Malaysian Special Interest Society.
Planning a Black Alumni reunion for 2010.
Hosted guests from University of Pretoria, South Africa, alumni relations to share ideas.
Participated in International Student Graduation and Minority Student Graduation receptions.
Alumni gathering was held in Singapore in March 2010.
Discrimination and Harassment Prevention class attended by 28 out of 29 ISUAA staff.
Increased ISUAA staff minority representative to 10%; 79% of staff is female
Diverse coverage in VISIONS magazine (see Appendix I).

Ombuds Office (OO):
Since September, 2008, Ombuds Office has served 137 visitors. Presently the OO does not formally request its visitors to self identify if they are members of a protected class; however the diversity of visitors to the office is informally monitored by observation, and some visitors have self-identified as having a disability. Of the 137 visitors served since September, 2008:
- 72 visitors were female (52.5%)
- 20 visitors were observed to be a person of color, or in a protected class due to national origin (14.5%)
- 7 visitors self-identified as having a disability (5%)
- 18 visitors felt that a diversity-related issue played a part in their conflict (13%)

Ombuds Officer serves as a member of ISU’s Difficult Dialogues Initiative, a program to help faculty learn how to successfully initiate and facilitate classroom discussions on difficult topics such as race/ethnicity, religion, gender, and sexuality. The members of the Initiative will be developing forums, programs, and workshops to teach faculty how to deal with these controversial topics in a manner that enhances student learning and faculty appreciation about the value of diversity.

Office of University Counsel (OUC):
The OUC is one of the responsible offices relating to non-discrimination and affirmative action law and policy. OUC staff have been involved in a multi-year effort to anticipate and resolve issues early and to reduce claims. That effort, in conjunction with the offices of the EVP/P, EOD and HR, has resulted in a reduction of formal and informal complaints on the campus and in the courts. The number of internal and external complaints of discrimination has fallen dramatically in the last two years. OUC staff have also been involved in policy changes to improve the campus environment for our diverse population (Sexual Misconduct, Discrimination and Harassment). OUC has been involved in assisting in development of policies relating to work-life balance, including: Flex Time, Children in the Workplace, and Family and Medical Leave. OUC staff are involved in diversity training and development programs on an ongoing basis.

Office of Equal Opportunity and Diversity:

Discrimination and Harassment Complaints: The EOD Office, in conjunction with the Office of General Counsel, is responsible for investigating complaints of discrimination
and harassment made by employees based on protected classes. This year, EOD received 89 complaints regarding alleged discrimination and harassment (53 identified students as either the complainant or the accused, 24 identified faculty as either the complainant or the accused, 32 identified staff as either the complainant or the accused). EOD and the Dean of Students Office have created a strong partnership and have developed a comprehensive process to handle claims of discrimination, harassment, and sexual assault involving students. The two offices have been invited to speak to faculty, staff, and students to educate them on the new Sexual Misconduct, Sexual Assault, and Sexual Harassment Involving Students Policy and the Discrimination and Harassment Policy. EOD partners with the Office of the Executive Vice President and Provost (EVPP) on complaints regarding faculty and staff.

**Discrimination and Harassment Prevention:** EOD is responsible for conducting discrimination and harassment prevention training across campus to help employees understand types and instances of discrimination and harassment, how these types or instances relate to ISU’s Discrimination and Harassment Policy, how to prevent discrimination and harassment in the workplace, and appropriate reporting procedures.

There are three face-to-face session, including one for employees, graduate students, and supervisors, and one web-based training. This year, 1,991 faculty, staff, and graduate students participated in discrimination and harassment prevention training sessions; 572 faculty, staff, and graduate students attended a face-to-face training; 350 attended employee sessions; 55 attended graduate assistants sessions; 167 attended supervisors sessions; and 1,419 faculty, staff and students completed the web-based training. EOD partnered with the Office of University Counsel, Human Resource Services, ISU Police Department and the Dean of Students Office to conduct additional training, include specialized topics and the Student Sexual Misconduct, Sexual Assault, and Sexual Harassment Involving Students Policy training.

**Fostering an Inclusive Work Environment:** EOD facilitated an all-merit staff meeting for dining to clarify expectations of employees and management. Upon completion of the session, EOD provided the Vice President for Student Affairs and the Dining Director with a strategic plan for improving staff morale and streamlining processes to assist in increasing job satisfaction.

**University Committee on Disabilities:** The EOD Office is responsible for chairing the University Committee on Disabilities (UCD). UCD is responsible for sharing knowledge concerning disabilities with the University community, for fostering awareness of the needs of persons with disabilities, and for advocating ways to meet these needs. This year, UCD partnered with Institutional Research to develop a campus-wide disability awareness survey to provide the University recommendations on potential awareness campaigns.

**University-wide Committee Participation:** EOD staff serve on a variety of university-wide committees, including: the Work/Life Balance Committee (including the Parental Leave Sub-committee); Women’s Leadership Consortium, the Advisory Committee on
Diversity Program Planning and Coordination (ACD), Faculty and Staff Safety Team (FASST), and the Critical Incident Response Team (CIRT).

Office of University Relations (UR):
- Participated on the Critical Incident Response Team (CIRT).
- Publicizes and maintains the ISUI web page and helps to test/administer the ISU Alert system.
- In August 2009, developed and maintains the “safety” web site that provides useful information about sexual harassment, workplace and personal safety, counseling, crime reports and a variety of other issues.
- Publicizes articles and announcements on such topics as: how to be safe in the workplace and sexual misconduct policies.
- Developed the H1N1 flu web site.
- Publicized articles and announcements on such topics as: diversity fairs, diversity and enrichment grants, the Ombuds Office, STEM activities, multicultural center activities, surveys on the campus climate, open forums and lectures.
- Developed and helped to maintain the Ombuds Office web site.
- Maintained an online calendar of multicultural events.
- Participated in various campus and community organizations, such as Ames Convention and Visitors Bureau, YWCA and the university program that provides “assistors” to help faculty and staff with issues of discrimination and harassment.
- Published numerous articles focusing on diversity (see Appendix II).

IMPLEMENTATION GOAL 2. Curriculum and Pedagogy. Develop a curriculum that guides students to think critically about social justice issues and provides faculty with the tools to teach inclusively.

IMPLEMENTATION GOAL 3. Research and 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.

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

Iowa State University Foundation:
The ISU Foundation actively encourages alumni and friends to support scholarships for under-represented students, and recently received a gift of more than $300,000 to create an endowment to recruit the top student at the Chicago Agricultural High School, an African-American student institution, to study agriculture and life sciences at Iowa State University.
Equal Opportunity & Diversity:

Affirmative Action Audit: ISU was selected for an Affirmative Action audit by the Office of Federal Contract Compliance Programs (OFCCP) as a result of receiving ARRA funds. The audit consists of a university-wide review of all minorities and women statistical data regarding retention, terminations, promotions, receipt or denial of tenure, and salaries of current staff, as well as specific applicant data including recruitment areas, advertising and hiring processes, hiring selections, and hiring leader information. This audit includes OFCCP auditors having access to university information regarding statistical data by employee, department and college or business unit. Because the university received ARRA funds, the OFCCP must conduct an on-site audit of these documents, which must be completed by September of 2010.

Affirmative Action Compliance: EOD is responsible for disseminating the Affirmative Action under-utilization goal information to colleges and business units. The efforts made to increase diversity at ISU can be measured by the proportion of underrepresented faculty and staff as compared to the proportion of the state of Iowa’s underrepresented population. EOD is the office of record for the OFCCP, the organization responsible for overseeing compliance to Affirmative Action policies. The table below gives this overall proportion changes to the ISU population:

<table>
<thead>
<tr>
<th>Underrepresented group</th>
<th>% of underrepresented faculty and staff at Iowa State University</th>
<th>% of underrepresented population in Iowa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>50.7</td>
<td>50.9</td>
</tr>
<tr>
<td>Minorities</td>
<td>10.9</td>
<td>6.1</td>
</tr>
</tbody>
</table>

1 Information provided by the 2000 United States Census Bureau

ISU experienced:

- An increase in female employees from 2008 in Executive/Administrative/Managerial by 1.7%, Faculty Tenured/Tenure Track by 0.8%, Non Tenure Track Faculty by 2.0%, Professional and Scientific by 0.5%, and Service/Maintenance by 3.5%;
- A decrease in female employees from 2008 in the Secretarial/Clerical group by 0.1%, Technical/Paraprofessional by 0.6%, and Skilled Crafts by 0.3%;
- An increase in minority employees in Faculty Non-Tenure Track by 0.4%, Professional and Scientific by 0.6%, Secretarial/Clerical by 0.1%, Skilled Crafts by 0.1%, and Service and Maintenance by 2.1%;
- A decrease in minority employees in Executive/Administrative Managerial by 0.3%, Faculty Tenured/Tenure Track by 0.1%, and Technical/Paraprofessional by 0.4%;
- A net increase of female employees by 0.5% from 2008;
- A net increase of minority employees by 0.5% from 2008;
- A decrease in total workforce by 47 employees.

American Association of Affirmative Action (AAAA): The AAAA is the association of professionals managing affirmative action, equal opportunity, diversity and other human resource programs that is dedicated to the advancement of affirmative action and equal
opportunity, and the elimination of discrimination on the basis of race, gender, ethnic background or any other criterion that deprives people of opportunities to live and work. AAAA’s dedication is realized in many activities designed to help Equal Employment Opportunity/Affirmative Action (EEO/AA) professionals be more successful and productive in careers. Iowa State University continues to be an active membership in the AAAA by acting as the Region VII Director. This organization has been useful in providing opportunities to network and brainstorm with other Affirmative Action officers and work on joint projects of outreaching to diverse applicant pools. As a member of AAAA’s board, ISU has been instrumental in collaborating with a cross-functional team to bring forth new initiatives and positions on the future of Affirmative Action with the federal government. These include initiatives include hosting webinars for the general public on issues of policy adherence on revisions to the Americans with Disabilities Act, the new Veteran’s 100 reporting policies, the new race and ethnicity reporting policies. The Office was also instrumental in executing the 2009 AAAA Annual Conference, providing technical support for all breakout and plenary sessions.

**Partnership with Institutional Research:** EOD partnered with Institution Research (IR) to collaborate on delivering consistent statistical data on human resource related information to the University. This partnership includes sharing reporting techniques, information gathering dates, types of data collected, and guidelines on sharing protected employee information. Providing appropriate, consistent data to campus is a priority and the two offices continue to look for ways to streamline requests from Colleges, departments, and business units. In 2010, the offices will also participate in developing the new data warehouse.

**Partnership with ISU Advance:** EOD provided the ISU Advance group statistical applicant data on STEM related fields to determine race and gender information on applicants in STEM fields and how to establish best practices and strategies for increasing representation.

**Race and Ethnicity Reporting:** EOD led the university initiative to change internal systems to comply with Federal regulation requirements for reporting race and ethnicity for faculty and staff. Working with Information Technology and HRS Business Integration, changes were made to the personnel system to collect the new information. Employees were given the option to review and modify their race and ethnicity via the AccessPlus. From April 2008 to January 31, 2010, there have been 1,021 employee submissions, with 3,872 employees visiting the website to verify or change their race and ethnicity. EOD partnered with Admissions, Recruiting, Institutional Research, HRS Records and Retention department and Information Technology to ensure consistency in changes to race and ethnicity internal reporting between students, faculty and staff. EOD participated in training on the Integrated Post Secondary Education Data System (IPEDS) to assist with university compliance in the collection of race and gender as required by government regulations.

**Recruitment:** EOD has collaborated with various departments across campus to assist hiring managers better understand advertising strategies to increase a diverse applicant
pool of candidates. The HRS Recruitment Services team has enhanced the online hiring program to facilitate applicants in providing the necessary information. In conjunction with the Office of the Executive Vice President and Provost, EOD provides consultation to assist departments in following Affirmative Action recruitment guidelines for recruiting and hiring faculty. In conjunction with the HRS Recruitment Services, the EOD Office provides consultation to assist departments in following Affirmative Action recruitment guidelines for recruiting and hiring Professional and Scientific employees. ISU continues to take an active role in recruiting for diversity within the community, and EOD, in conjunction with HRS, continues to attend job fairs and speak to diverse groups regarding employment.

Regent Institution Meetings: EOD initiated and executed quarterly meetings for the three Regent Equal Opportunity Offices. These meetings discussed Affirmative Action reporting, diversity, recruitment and retention, and information consistency. Meetings include all of the equal opportunity officers from the three Regent institutions and have resulted in collaborations on processes and procedures across the universities.

University Marketing (UM):
- Developed a research project to determine how best to communicate the university's strengths with culturally diverse audiences; diversity brochure resulted.
- Reviews all publications created by University Marketing and for its clients to ensure the projects’ photos, testimonials, and examples of the university's population are diverse.
- Encourages those responsible for the university diversity web page to promote culturally diverse campus activities, awards, and honors.
- Created new campus photography for university communications that included updated diversity images.

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

Office of University Counsel:
OUC has a permanent staff of four women and two men. Three are on 80% appointments for reasons of work-life balance. We have put significant effort into technology to enable effective work-from-home and other remote locations. This has enabled staff to have more flexibility for attending to family matters. In hiring outside counsel, OUC consistently evaluates for diversity. While finding qualified minority counsel remains a challenge in Iowa, OUC has hired women as primary counsel in four of the eight active contracts for specialized legal expertise in the last two years.
Equal Opportunity & Diversity:

*Breaking Down the Barriers*: ISU continues to participate on the Breaking Down the Barriers committee in an effort to make Ames a more welcoming environment for women and minorities. The committee and its ISU representatives have discussed ways to overcome harassment issues that have occurred on campuses throughout the country and debated ways to improve the climate for equity on campus and in the community. This committee brought about Community Conversations on Diversity, which held study circles across Ames to discuss issues of race and inclusion in our communities. EOD was instrumental in connecting Breaking Down the Barriers with the ACD. The ACD invited the Breaking Down the Barriers committee to a joint meeting where the ISU diversity committee and the community leaders discussed potential partnerships to enhance inclusion in the Ames community.

*Breaking Down the Barriers Partnership with iChooseDiversity*: The iChooseDiversity competition through the College of Business was created in 2008 to reward the advancement of diversity in the ISU community and was funded by a generous grant from Cargill, Inc. A member of EOD participated as a judge in the competition. The winning team was to host an event that encouraged and supported diversity at ISU. EOD was able to connect the winning team with Breaking Down the Barriers to execute a university- and community-wide diversity event in September 2009. The celebration was held on central campus bringing local businesses, the university and Ames community together to recognize the diversity of Ames and ISU. Breaking Down the Barriers assisted in the planning and saw the event as an excellent interim for the FACES event which was not held in 2009.

*Diversity Grant: Academic Advisors Multicultural Communication Initiative*: EOD in collaboration with the College of Engineering funded training Engineering Academic Advisors to better prepare them for working with multicultural students and the increasing diverse student population at ISU. Grant monies funded one ISU professional to develop and facilitate cross-cultural/multicultural training, geared specifically for advising. It included foundational information, student/advisor interactions, and an advisor toolkit for continuing education. It also provided for the development and implementation of a survey for undergraduate engineering student’s regarding their experience with their academic advisors. Results from the student survey provided the academic advisors specific information as to the reach and scope of their services. During the final session, the advisors used the information to brainstorm new ways to assist students, including making modifications to their methods of communicating and disseminating information. The training also led to the advisors reviewing and modifying their orientation sessions to better prepare students for the academic year. In particular, the advisors considered evaluating how much information was provided to students early in their academic career. The survey coupled with their experiences indicated that an abundance of information was leading to “information overload,” and resulting in students believing that they did not receive the necessary information for their success. Final evaluations from participants suggested that the advisors appreciated the variety of topics, the opportunities to learn about different value orientations, and the possibility of using some of the materials covered in their college orientation classes.
**Diversity Grant: ISU Engineering Student Outreach to Marshalltown and Perry Middle Schools:** EOD in collaboration with the College of Engineering executed a diversity grant to increase minority female students in STEM fields in Marshalltown and Perry middle schools. The grant was used to engage ISU undergraduate, women, engineering students in outreach efforts to 7th and 8th grade middle school girls, from various ethnic groups. This effort included providing ISU women, engineering students with guidance and support as they develop outreach strategies and mentoring techniques. It offered ISU students the opportunity to influence the representation of women in their discipline as well as becoming potential ISU students. Its overall goal was to increase the pipeline of women into math, sciences, and technology. Sixty-nine Marshalltown middle school girls participated in the Taking the Road Less Traveled Career Conference on ISU campus. These students had the opportunity to interact with undergraduate student mentors/role models. Student participants commented that they enjoyed the experience and were looking forward to having additional opportunities such as this to learn more about engineering and Iowa State University.

**Iowa’s IDEA Diversity Summit:** Iowa State University and EOD collaborated with colleges across the state of Iowa and other Regent Universities to deliver the 2009 Iowa’s IDEA Diversity Summit. The event brought community and university professionals together to discuss current diversity events and to develop strategic partnerships. EOD continues to be a key partner to the state and other institutions on the issues of diversity and inclusion.

**Partnerships:** EOD Office has increased its partnerships across campus to deliver university-wide programs and services, including:

- Facilitating community presentation on diversity and inclusion;
- Facilitating diversity and inclusion conversations with student, faculty and staff groups;
- Facilitating diversity and inclusion presentations for external businesses as the request of the Office of University Relations;
- Increasing visibility and communication of diversity-related messages across campus;
- Partnering with Ames Lab to provide Department of Energy Director information on diversity at Iowa State University;
- Partnering with the Staff Diversification Committee to plan the Future Teacher’s session in April;
- Sponsoring and participating in the Latino/a Conference in Des Moines with multicultural liaisons from various Colleges as EOD guest attendees; and
- Supporting the EOD graduate student’s research on women of color and terminal degrees; research was presented at ISCORE and the National Conference on Race and Ethnicity (NCORE).
Appendix I:

ISUAA VISIONS magazine diversity coverage:

**Spring 2008**
- Large group shot of campus involvement in biorenewables includes males and female and ethnic minorities.
- “Voices,” excerpts from the university’s sesquicentennial oral history project, included retired men and women, a young white male, and a middle-aged African-American female.

**Summer 2008**
- “Change the world,” a series of features, included a white female student working with African orphans, a Latino hall director, an African-American orthopedic surgeon, a Latina honors student, and an engineering faculty member of Indian descent, among other individuals featured.
- Within the group of distinguished alumni and friends receiving awards at the Distinguished Alumni Celebration were seven men and five women, including one woman from Nairobi, Kenya, and one man originally from India.

**Fall 2008**
- Of the alumni highlighted as receiving the Alumni Association’s fall honors and awards, one was Asian-American and two were African-American; one of the women was in an openly committed relationship with another woman.
- Alumni Collection fall catalog models included a Latina girl, an African-American boy, and a Latina woman.
- Series of environmental portraits on student artists, included three males and three females, one of whom is of Indian descent.

**Summer 2009**
- Cover story is on a female primatologist.
- Hixson scholarship story highlights four young graduates—one is Asian-American.
- Within the group of distinguished alumni and friends receiving awards at the Distinguished Alumni Celebration were 11 men and five women and one is an educator from Jordan.

**Fall 2009**
- In Alumni Collection fall catalog, one model was an African-American woman.
- Cover story on entrepreneurs included a young alumnus from India working in California, an alumna originally from China now working in Des Moines, and an African-American alumnus working in Washington, D.C.; panel of four entrepreneurial experts included an African-American woman.

**Winter 2010**
- Cover story: Jack Trice, an African-American student who died as a result of his injuries playing football in the 1920s; Iowa State is the only Div. I football stadium in the country named for an African-American. Also featured in this story was an African-American sculptor.
- Profile on South Korean martial arts instructor.
Focus on the seven academic deans: two are women, one is of Indian descent, one is from Mexico.

New ISUAA board photo: Two of the four new board members are African-American.

In new “Newsmakers” department, one of six alumni pictured is African-American.
Appendix II:

UR diversity articles and stories:

- Mar 2008: ISU police remind students of everyday safety precautions
- Apr 2008: Women in stem fields talk; diversity, women's grants awarded
- Apr 2008: New legislation will extend ISU's smoking ban
- Apr 2008: It's severe weather season, be prepared
- April 2008: You can make your office a safer place (interview with DPS director)
- May 2008: Construction under way on MU multicultural center
- May 2008: Sharon Drake becomes ombuds officer
- Jul 2008: How smoke-free air act affects Iowa State (Q&A)
- Aug 2008: A little help with your balancing act (work/life advisory committee feature)
- Aug 2008: New ombuds officer arrives on job in September
- Aug 2008: Iowa's becoming more diverse, experts say
- Sep 2008: Photo of new ombuds officer
- Sep 2008: Painting of Nancy and Archie Martin dedicated at Martin Hall
- Oct 2008: Candidates interviewing for director of multicultural students affairs
- Nov 2008: Tour of new multicultural center
- Dec 2008: Regents approve student sexual misconduct policies
- Dec 2008: Policy on children in the workplace
- Jan 2009: Search for professor in charge of ISU Carver Academy
- Jan 2009: Iowa State hosts Black History Month events
- Feb 2009: NPR's Michele Norris to present ISCORE lecture
- May 2009: Human resources offers new professional development courses
- May 2009: New race/ethnicity form offers more options
- May 2009: Women's diversity, enrichment grants announced
- Jul 2009: Annual report on first 8 months of Ombuds Office
- Jul 2009: Q&A on ISU ADVANCE, the NSF program to promote in science and engineering (numerous announcements on other ADVANCE activities)
- Nov 2009: Applications available for diversity grants, women's enrichment funds
- Sep 2009: Engineering diversity fair Oct. 6
- Sep 2009: Ombuds officer talks about the role of the office
- Sep 2009: Students, employees urged to create emergency contact list
- Sep 2009 Identical twins come from inner city to Iowa State on Gates Millennium Scholarships
- Oct 2009: Nominations sought for gender equity award
- Oct 2009: ISU annual security report "Safety and You" is available
- Nov 2009: Authors to discuss Postville and diversity in small-town America
- Dec 2009: Cross unit reviews includes unit on diversity, multicultural and women's issues
- Jan 2010: MLK events start Jan. 13
- Jan 2010: Results of university life survey
- Jan 2010: ISU researcher assesses ongoing fight over Native American sports names, mascots
- Feb 2010: Black History Month