I. Diversity Mission/Vision Statement

The Vice President for Business and Finance’s diversity initiatives relate to Iowa State University’s strategic plan goals of education and university life. For business and finance, diversity is the inclusion of ideas and viewpoints from people who have different life experiences, based on, but not limited to ethnicity, culture, religion, generation, or gender. Each employee offers unique gifts and talents that are respected. Encouraging full participation promotes education, the cornerstone of a holistic environment for the university community. The mission and values statement for business and finance reads:

“employees working in partnership with the university community to improve the quality of life by enhancing safety, personal security, and campus access services for students, faculty, staff and visitors.”

Also included are:
- respect and safeguard the dignity and rights of all individuals
- maintain high standards of integrity, fairness, and quality services to the university community
- actively work with individuals and groups in seeking solutions to campus problems
- instill public confidence through our work and actions
- actively participate in the life of the university community

Staff is held accountable through a qualitative and quantitative annual review process. Progress is assessed at the departmental level and reflected in the annual Vice President for Business and Finance diversity report.

Our plan is to continue to increase awareness of diversity and cultural differences, ensure there is a mechanism in place to capture recruitment, selection, and retention data, create strategies to increase diversity of the applicant pools, and evaluate progress.

II. Diversity Efforts

All business and finance units submit permanent and ongoing programs and innovative initiatives and strategies for their areas. Some of those are highlighted in this report as having the greatest impact to our diversity mission.

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

Training
- All staff under the Vice President for Business and Finance is encouraged to participate in diversity classes.
  - 100% of the Central Stores, Printing and Copying staff completed the diversity training made available online.
  - 68% of Facilities Planning and Management staff received Discrimination and Harassment classroom training within the last year.
- The Purchasing Department publishes a Vendor Diversity Initiative on their website to ensure that all vendors have better access to and knowledge of the university’s procurement system.
- The Purchasing Department participates in the State’s Workshop for Targeted Small Businesses to promote the university’s commitment to diversity and doing businesses with minority-owned and women-owned businesses. They also participate in the CIRAS-sponsored workshops for women and minority owned businesses.
- The Purchasing Department initiated a Vendor Orientation Program in 2007. This program continues each year to assist newly identified minority-owned and women-owned businesses.
- The Purchasing Department developed and implemented a learning and development initiative, “Procurement Process Certification”, in 2008. The program was expanded in 2009. This program consists of four sessions, of
which one is devoted to explaining the Vendor Diversity Initiative and other social responsibility initiatives. The program is being offered to all ISU staff with delegated purchasing authority.

- Through efforts described above, the Purchasing Department increased business with Iowa certified minority-owned and women-owned businesses by 23.7% from FY08 to FY09.
- Human Resource Services (HRS) hosted special sessions conducted by Outplacement Services to discuss working in a changing environment. Terri Deems from Deems Associates presented Living on a Question Mark (74 employees attended).
- In efforts to provide services to meet the diverse needs of Iowa State’s employees, the HRS Benefits office, in conjunction with the University Benefits Committee, established a variety of programmatic changes to benefit options. To assist in facilitating the understanding of the multiple benefit changes, the HRS Benefits office hosted its first ever benefits webinars (276 participated in the webinars; and overall, the benefits team met face-to-face with over 4433 employees).
- The Treasurer’s and Receivable’s Offices worked closely with the Office of International Students and Scholars and US Bank to offer Chinese students entering in the Fall semester 2009 educational sessions on how the United States banking system works and how to understand and pay their U-bill.

Inclusion

- FP&M Room Scheduling Office works with the Disabilities Resource Office and departments regarding accessibility to classes for special needs students, faculty and staff. Schedules are reviewed for specific accommodations and classes are moved to meet their needs.
- University Book Store conducts a New Employee Orientation which allows new employees to meet current staff, take a tour, review policies and guidelines in the employee orientation guide and view customer service videos which model and promote diversity in a variety of customer service situations.
- Environmental Health & Safety and the Department of Public Safety’s Parking Division made the EH&S Services Building more accessible to physically challenged clients by increasing the number of handicap parking spaces and moving them closer to the building.
- Environmental Health & Safety (EH&S) Learning Center accommodates participants in wheel chairs.
- EH&S provides alternative, healthy training refreshments for diabetics and vegetarians.
- The EH&S Diversity Committee plans activities to promote diversity and maintains a diversity web page to post activities and information.
- All university online financial systems are Americans with Disabilities Act (ADA) compliant.
- Staff in the Payroll Department assisted over 600 international students with the completion of paperwork necessary to claim tax treaty benefits.
- The Controller’s Department facilitates flexible scheduling to enable staff with young families as well as those dealing with aging parents to have a better work/life balance.
- As part of the institutional commitment to foster an environment of inclusion, where employees feel welcomed and respected, and to better serve the diverse population of Iowa State, HRS established a Human Resources Service Center. The service center provides “one-stop” for registering for payroll, completing required regulatory paperwork, providing information regarding benefit options, and other human relations services.
- DPS conducts an annual review of bias based profiling to ensure that no groups are being targeted for enforcement efforts. The department also subscribes to a language line which helps with interpretation when dealing with individuals who do not understand or speak English.

Outreach

- Department of Public Safety officers attend orientation sessions for incoming freshmen and international students as well as participate in Welcomefest and various other student activities to make them aware of the role of the department as well as the services performed.
- HRS contracted with a new Employee Assistance Program vendor to provide employees with an expanded list of services. The new vendor, Employee and Family Resources, provides in-person and telephone counseling sessions, up to eight weeks of life coaching, legal services, financial consultations, and eldercare resources for employees and their family members.
- The Office of Risk Management (ORM) partners with many university departments, units, and student organizations to help successfully bring events and visitors of all backgrounds and interests to campus.

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• ORM prepared participation agreements and reviewed documents and risk issues for University Extension and College of Vet Med related to the Nigerian Swine Training Program, which brought six Nigerian adult learners to ISU.

• ORM reviewed 44 participation agreements for departments on campus to accommodate non-enrolled international students to conduct volunteer research.

• ORM reviewed risk issues and prepared participation agreements for various International Students and Scholars Office activities. These activities provide international ISU students and their families with various cultural experiences in the U.S., such as a bus trip to the Mall of America, an educational trip to Washington, D.C., and recreational trips unique to this region.

• **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.

• University Museums presented the following exhibitions that were inclusive of diversity.
  
  o *Imaging a Shattering Earth: Contemporary Photographs and the Environmental Debate* (presented with Center for Humanities and the Arts) (an exhibition focusing on local decisions that impact global climate, and the clashes between East-West, poor–rich).
  
  o *The Human Figure and Cultural Narratives: Selections from the Permanent Collection* (an exhibition focusing on the human form, and how its depiction reflects diverse perceptions of body, mind, gender, economic success or failure, and cultural fantasy).
  
  o *Contemplate Japan* (an exhibition of decorative and fine arts exploring the artistic culture of Japan from 1868 to 1920, and illustrating conflicts and collaborations between East and West).
  
  o *Gustavo Ramos Rivera* (a Latino-American’s personal artistic expressions that merge Meso-American with contemporary culture).
  
  o The AIDS Memorial Quilt (an exhibition and program focused on sexuality, gender, human loss and grieving, health care policy).
  
  o *BodyScapes and CounterPoints: Prints of Beej Nierengarten-Smith* (an exhibition focused on women and their diverse roles in eastern and western cultures).
  
  o *Exquisite Balance: Sculptures by Bill Barrett* (an exhibition that explores human joy and celebrations in dance and sculpture).
  
  o *Artists Visions: Selections from the Permanent Collection* (an exhibition focused on urban and rural circumstances that influenced American communities from 1930-1970).
  
  o *RelATIONShips: From Our Roots* (an exhibition focused on individual’s creative growth, and included artist of different gender, race, cultural and economic perspectives).
  

• In curating the above exhibitions and programs, a great deal of research and scholarship is undertaken, and is then returned to the ISU community in the exhibition, class curriculums and public programs. It is a goal of University Museums to make all exhibitions and collections physically and intellectually accessible-achieved in the museums, in the classrooms, and electronically.

• **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.

• The Iowa State Center through its programming initiatives strives to reach a broad cross section of the university and general population within the state of Iowa. Within the Performing Arts Series at CY Stephens and the Martha-Ellen Tye Performing Arts Institute Youth Matinee Series, an array of performances in the genres of classical music, opera, theater, musicals, world music and dance, contemporary dance, family, and popular music (pop, jazz, and bluegrass) are presented annually. These genres have represented the cultures of Spain, Philippines, Russia, China, Mexico, Africa, Ireland, England, Czechoslovakia, Bulgaria, Poland, and Brazil as well as the roots of American music to name a few. Topics and issues addressed in the Martha-Ellen Tye Performing Arts Institute include: folk tales, history, geography, diversity, civil rights, literature, relationships, poverty, acceptance, immigration, sharing, math, stereotypes, and multi-cultural awareness.
The Iowa State Center also makes these programs available to underserved populations and individuals with impairments, while establishing and maintaining excellent relationships with touring personnel and artists from a wide range of backgrounds.

The University Museums address diversity primarily through exhibitions and public programs that enlighten, inspire, celebrate and explore diverse cultures, peoples and artistic expression unique to specific individuals and communities. Balanced and equal respect to artists and audiences are important outcomes in presenting diversity of ideas and expressions in objects, collections and exhibitions. Diverse artistic expressions explored in exhibitions, collections and programs support ISU’s diversity by creating understanding and knowledge of all professional artistic expression from artists of national and international reputation. Once cultural ideas, expressions and backgrounds are understood, they become valued within the larger context of community-campus and beyond.

ISU faculty and staff are routinely integrated into museum planning and program implementation including faculty curators (2-3 annually), public program presenters (25 annually), committee members serving on public art committees that acquire works of art for the Art on Campus Collection - an especially important mechanism that provides diversity of expression and content (12 projects annually, with 6-8 people on each committee); and the integration of Visual Literacy and Learning into over 90 ISU classes each year.

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

- The purchasing department posted vacancies in publications which reach these targeted populations. The composite of the purchasing professionals and management are:
  - 9.1% minority
  - 54.5% female
  - 36.4% male (Caucasian)
- The age diversity has improved. The purchasing professionals over 50 represented 60% of the workforce, but recruiting efforts improved the age diversity of the department:
  - 31.3%; age 30-39
  - 37.4%; age 40-49
  - 31.3%; age 50+
- The Department of Public Safety (DPS) is constantly striving to increase the number of underrepresented populations in its recruitment efforts. A lot of their recruiting occurs right here at ISU. By having officers serve as liaisons with various student groups and organizations, they try to promote their department as being one who appreciates and accepts persons from diverse cultures. Through the use of the web, and memberships in various associations, they hope to increase their pool of applicants to include more candidates from underrepresented groups.
- DPS prepares and analyzes a detailed recruitment plan on an annual basis. The overarching goal is to achieve a sworn workforce that is representative of community composition. Related objectives and an action plan are developed to provide a strategy to accomplish identified steps. Progress is evaluated via documented reports which are made available to recruiters and other key stakeholders.
- When full-time positions become available, the University Book Store makes every effort to advertise and follow the university’s guidelines to encourage applications from a diverse group. The University Book Store makes a diligent effort to interview and hire underrepresented populations. Because they have low turnover of full-time staff and have made decisions not to replace some recently vacated positions, hiring student workers as other students graduate provides the best opportunity to pursue increased diversity. The hiring of bilingual student employees has helped to reduce language barriers that may arise, and allows UBS to provide a better customer service experience. Current bilingual student employees have expertise in the following languages: Spanish, German, Russian, Greek, and Tamil (Hindi).
- Working through the hiring process in collaboration with the Department of Human Resources, the Printing and Copying Services Department has successfully hired staff from Asian/American, Hispanic, African/American, and Polynesian decent. Students of all ethnicities and backgrounds are welcomed and encouraged to apply for student positions.
- Transportation Services’ full-time staff currently consists of nine employees and seven student employees. Even though staff numbers are small, they are quite diverse. Transportation employs men, women, veterans, and staff and students of diverse backgrounds and ages.

**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.
The Office of Risk Management provides assistance to community, state, and national organizations holding events at ISU, including, but not limited to, National Special Olympics, Iowa Special Olympics, and the Iowa Games.

The Purchasing Department continues to participate in statewide, interagency efforts to promote its commitment to diversity through workshops for businesses owned by underrepresented populations.

Transportation Services works closely with the International Students Office to shuttle increasing numbers of international students back and forth from the Des Moines International Airport, especially during the beginning of the academic year and for break periods.

Transportation Services has developed strong inter-group and intra-group relations. It provides the more than 800 diverse student organizations with the ability to travel safely and economically to many events around the country.

The University Book Store textbook department provides extra staffing and personal customer service to ISU students who are enrolled in the English 10 course, specifically, at the beginning of each semester. This can be an overwhelming experience for international students, when English is their second language.

University Book Store employees are provided the opportunity to participate in departmental teams and committees. The most recent committee is called the “Best Team” which has representation from most internal departments within the store plus three student employees. The purpose of this team is to make recommendations and promote improved customer service, cross-training guidelines, and social functions for all employees as a way of cultivating a “team” atmosphere. This type of committee allows for diverse input toward advancement of organizational initiatives.

Campus Organizations Accounting advises many diverse student groups. For example, they are currently working extensively with the Asian Pacific Awareness Coalition in their budgeting and loan processes. The Program Coordinator in Campus Organizations Accounting serves on the Multicultural Student Program Advisory Council.

The Iowa State Center Scheman building welcomes many diverse groups each year. Over the past two years functions held in Scheman included:

- NAACP Freedom Fund Banquet
- Public Health Conference
- Rural Aging Conference
- Risky Business Conference, a conference centered on youth at risk
- Women and Philanthropy Conference.
- Odyssey of the Mind World Finals brought a mix of diverse cultures from around the world
- Iowa State University Graduate Minority Assistantship Program (GMAP)
- Child Welfare Project
- Iowa Mental Health Conference
- Iowa’s Mosaic Diversity Conference
- Halloween showing of Rocky Horror Picture Show sponsored by the ISU Student organizations LGBT&A and CUFFS
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- Iowa Mental Health Conference
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The Scheman building at the Iowa State Center hosts wedding receptions and staff wanted to ensure that same sex marriage partners were aware that their receptions were welcome. Advertisements were placed in ACCESSline, the Iowa LGBT newspaper. This initiative resulted in two receptions booking the facility.

Reiman Gardens participated in Iowa’s first Gay Wedding Expo.

Individual business and finance staff activities include:

- Participated in ISCORE
- Participated in Ames Partner Cities Association
- Participated in Special Olympic Games
- Chapter Advisor for the Multicultural Greek Sorority Sigma Lambda Gamma
- Participated in the Appalachia Service Project.
- Participated in charitable fundraisers including: Employee/family needs, United Way, Toys for Tots, Shop with a Cop, American Red Cross, and MICA.
- Served on the University Committee on Women
- Participated in Breaking Down the Barriers and FACES
- Participated in Ames Community School District meetings
- Participated on the University-wide work/life balance committee
- Served on the University Committee on Disability
- Served on the Multicultural Student Program Advisory Council.
IV. Best Practices

The university’s commitment to diversity has had a positive effect on business and finance. It has been our experience that if the diversity issue can be tied to an event where the issue can be celebrated in a “fun” manner, people are more open to participation. Thus, not forgetting to “celebrate” diversity can be a key to greater employee participation, and hopefully, greater appreciation for the diversity that exists among the campus community. For example:

- Environmental Health and Safety (EH&S) sends diversity quotes to EH&S staff members each Monday morning. The quotes are compiled by the EH&S Diversity Committee. EH&S also introduced an Art in the Workplace program to showcase the artistic abilities of EH&S employees. EH&S holds an Annual EH&S Mini-Golf Tournament and Potluck of ethnic dishes. The tournament carries a diversity theme, in which each program designs several holes with a diversity educational component.
- Facilities Planning and Management (FP&M) has a hallway display case where each employee is invited to display and share anything related to their hobbies, heritage, etc. FP&M also uses the display to showcase special events or departmental happenings.
- Transportation Services strives to understand customers’ needs via telephone, but it can sometimes be difficult with language differences. Staff works on overcoming these differences by learning customers’ names and the specific needs they have. Most customers typically have the same vehicle rental patterns over time, so we learn what they need and help them with any language barriers or challenges that may be perceived.
- The hiring of bilingual student employees by the University Book Store has helped to reduce language barriers that may arise, and allows UBS to provide a better customer service experience. Current bilingual student employees have expertise in the following languages: Spanish, German, Russian, Greek, and Tamil (Hindi).
- The remodel and expansion of the Iowa State University Book Store (UBS) has allowed UBS to be more accessible to customers from all walks of life. The wider aisles, floor layout and inventory control has proven to serve those with disabilities to be able to shop more comfortably in the store. The new tower on the northeast corner of the Memorial Union connected to the parking ramp has been extremely helpful to those with physical disabilities. The new Welcome Center has been a wonderful addition to the Memorial Union. The store has benefitted from the new potential students stepping foot into the Memorial Union each and every day. Employees have benefitted from the rich cultural experience these students and families bring, keeping UBS focused on diversity issues in recruiting and retention efforts for Iowa State University.
- The Office of Risk Management has assisted Project DREAMS, a group of students whose mission is to mentor pre-collegiate minority students. Their assistance has ranged from coordinating travel issues to preparing documents and mentoring this group by meeting with them regarding risk issues.

Final Comments

Work/life balance continues to be an issue. One way we are addressing this is by providing staff with flexible hours and contracting with a new Employee Assistant Program provider. The new vendor, Employee and Family Resources, will provide in-person and telephone counseling, up to eight weeks of life coaching, legal services, financial consultations, and eldercare resources for employees and their family members.

Also, Business and Finance has had little turnover and positions vacated due to retirements for the most part have not been filled. The opportunity to increase staff diversity has been challenging; however, we continue to advertise and follow the university’s guidelines to encourage applications from a diverse group.