Overall Goal
- Create a safe, welcoming and inclusive campus environment.
- Prioritize the allocation of resources to achieve strategic goals.

Overall Performance Measure 1
- Create and sustain a healthy campus climate by providing the conditions necessary for all campus members to feel welcomed, supported, included, and valued by the University and each other.

  o Specific Measureable Actions
    ▪ Implement a comprehensive campus climate assessment system to regularly evaluate the climate at Iowa State University as experienced by all sectors (including but not limited to, people of color, women, LGBT communities, people with disabilities, people from disadvantaged socio-economic status, working families, veterans and non-traditional students) of the campus community. Regularly evaluate, disseminate and publicly report data.

    ▪ Establish long-term sustainable mechanisms for institutionalizing cross-community building opportunities that enhance the likelihood of individual development beyond tolerance and acceptance to inclusion and social justice advocacy.

    ▪ Incentivize positive cross-cultural interaction, communication, and understanding through increased inter-group dialogue, collaborative projects and activities, and leadership development opportunities.

  o Additional metrics
    ▪ Develop and implement a campus-wide diversity plan
      ➢ Create and sustain teams/workgroups/taskforces to recommend policies, practices, and strategies for increasing respect for differences, fostering intergroup dialogue, and partnering with compliance units to address harmful actions affecting campus members.
      ➢ Institute regularly administered climate surveys and other information gathering tools for students, faculty, and staff— such as focus groups, town hall meetings, and topical discussion groups — and use the data collected by these tools to inform policy and practice.
- Develop a clear and accessible bias response protocol.
- Promote a welcoming campus that thrives on diversity of faculty, staff, students, academic programs and experiences.
- Reinforce positive group interactions in the classroom, workplace, and campus living spaces to foster a healthy campus climate.
- Recognize, encourage and support individual and group contributions to creating and sustaining dialogue on and service to issues of equity, inclusion, and diversity through academic and culturally based activities.
- Provide financial and advisory support for student and staff-initiated conferences, projects, and events focused on equity, inclusion, and diversity.

**Overall Performance Measure 2**

- Embody an ethos of diversity, respect, equity, acceptance, and inclusion among employees (faculty and staff) and students. Create an environment that increases diversity and celebrates the diverse views, experiences, and identities each person brings to the Iowa State community.

  - **Specific Measureable Actions**
    - Require each College to conduct, analyze and report data from at least two (2) Climate Surveys for employees and students and make recommendations for improvement by 2022. Use the results from the Climate Surveys in strategic budgeting and hiring processes.
    - Take the necessary additional steps to bolster the appropriate program areas where no improvement is noted in the recognition of the value of diversity, respect, equity, acceptance and inclusion after re-administration of the College Climate Surveys.
    - Enhance efforts to recruit, hire, train and retain diverse employees. In addition, enhance efforts to recruit, retain and graduate a diverse student body.

  - **Additional metrics**
    - Reinforce positive group interactions in the classroom, workplace, and campus living spaces to foster a healthy campus climate.
    - Institute regularly administered climate surveys and other information gathering tools for students, faculty, and staff—such as focus groups, town hall meetings, and topical discussion groups—and use the data collected by these tools to inform policy and practice.
Overall Performance Measure 3

- Implement an ongoing evaluation of the cultural competence of faculty and staff. Define actionable results of the evaluations.

  o **Specific Measureable Actions**
    - Incorporate cultural competence expectations into 100% of employee position descriptions by 2020. Integrate cultural competence into the annual performance evaluation process for faculty and staff and the tenure and promotion process for faculty.
    - Engage at least 45% of employees in formal professional development opportunities related to diversity, equity and inclusion through aligning and integrating education, training, and communication with the Office of the Vice President for Diversity and Inclusion for tracking purposes. Train supervisors and faculty personnel committees to appropriately evaluate cultural competence.
    - Increase recognition of the value of diversity, respect, equity, acceptance, and inclusion and decrease the number of complaints to the Office of Equal Opportunity and in other venues as measured by re-administration of College Climate Surveys.

  o **Additional metrics**
    - Provide effective leadership and support with programs and services that foster a welcoming educational environment in alignment with Iowa State University’s institutional statement on diversity.
    - Implement a diversity focused staff/faculty development program for all university staff and faculty.
    - Communicate broadly and continually Iowa State University’s institutional statement on diversity.
      - Embed the “Principles of Community” in campus life through communications to all new students, faculty, and staff and through their incorporation in performance management standards and student conduct and academic personnel policies and procedures.
      - Strengthen the experiences of Iowa State’s employees and students as welcoming and supportive of diverse populations, backgrounds, and perspectives, both internally and externally.