Office of Diversity and Multicultural Affairs
Strategic Planning Goals
2012-2015
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Office of Diversity and Multicultural Affairs Strategic Planning

The primary purpose of the Office of Diversity and Multicultural Affairs (ODMA) is to accomplish the mission set forth in Auburn University’s Strategic Diversity Plan (SDP).

Mission
Establish diversity as a core value at Auburn University.

Vision
The Office of Diversity and Multicultural Affairs will offer a comprehensive range of exemplary educational programs that will foster and sustain an environment that promotes academic excellence, respects differences, and accepts inclusiveness.

Goals

A. Create, promote, and encourage a supportive and friendly campus environment that is welcoming for, and attractive to people of all races, ethnicity, nationalities, religions, gender, sexual orientation, and those with disabilities. *(SDP Goal 1)*

B. Assist Auburn University in its efforts to recruit and retain minority and women faculty, staff, and students at all levels. *(SDP Goal 2)*

C. Develop and strengthen alliances with external communities to support diversity in and outside of Auburn University. *(SDP Goal 4)*

D. Develop efforts that enhance extramural support for diversity programs and scholarships. *(SDP Goals 1 and 2)*

E. Foster a community that values diversity through educational and training programs. *(SDP Goal 3)*

F. Regularly monitor and assess Auburn University’s diversity efforts for effectiveness, identify new and better “best practices” for success, and publish reports for dissemination. *(SDP Goals 1 and 5)*
Access and Community Initiatives (ACI)

This three-year plan builds upon our previous strategic plan and outlines key goals and tasks aimed at improving the diversity outreach component of the Office of Diversity and Multicultural Affairs. Achieving broader participation and inclusion with ACI and MC initiatives will continue to be an essential and integral part of this process. This plan will guide our ongoing endeavors.

Mission: To develop, improve, and strengthen partnerships between Auburn University and the surrounding community, especially among underserved groups.

Functions: Fosters and sustains a climate of respect for the free exchange of knowledge and ideas between Auburn University and the surrounding community by providing timely responses to community inquiries while developing positive connections to campus resources through partnerships aligned with the mission of the university.

Primary Goal: Develop and strengthen alliances with external communities to support diversity in and outside of Auburn University. (See Goal C above)

Strategy 1: Develop and sustain diversity programs and services that support campus and community engagement.

Tactics:
- Continue to organize and sponsor Annual King Week at Auburn
- Development of partnership with Athletics to organize and sponsor annual “Henry Harris Basketball Tournament” to engage high school students.
- Develop and Submit a grant proposal to support Primary Goal

Strategy 2: Develop partnerships with key community-based organizations, public service agencies, and individuals whose support and collaboration lend to ACI and MC initiatives.

Tactics:
- Development of partnership with cities of Auburn and Opelika, and Lee County to organize and sponsor annual Multicultural Heritage Festival
- Organize and sponsor community-wide forums focusing on persistent issues and topics such as “Poverty, Hunger, and Educational Achievement”
- Continue to develop and engage in projects such as ‘Sisters Keepers’ program, Shiloh Community Restoration Project
- Continue to develop and sponsor community outreach projects (AUCAP) to support K-12 school partnerships and engagement.

Measures: Attendance records that track participant affiliation, satisfaction surveys for services and programs, and online evaluations to gauge impacts; grant proposal submitted.
**Secondary Goal:** Foster a community that values diversity through educational and training programs. *(See Goal E above)*

**Strategy:** Educate the community about diversity and multiculturalism.

**Tactics:**
- Continue to develop and provide diversity training to community partners and stakeholders such as
  - U.S. Postal Service
  - Lee County Youth Development Center
  - Society for Administrators
  - Dallas County Schools
  - Selma City Schools
  - ACES
  - CUPA – Alabama Chapter
- Host workshops, roundtables, and other forums
- Host events and activities (e.g. essay contests) to strengthen partnerships with K-12 schools, social services agencies, and other organizations.

**Measures:** Attendance records that track participant affiliation, satisfaction surveys for services and programs, and online evaluations to gauge impacts.
Multicultural Center (MC)

**Mission:** To applaud differences by enhancing cultural experiences through education, outreach, and service.

**Functions:** Serves as a hub and resource center for cultural and ethnic student, staff, and faculty organizations.

**Primary Goal:** Create, promote, and encourage a supportive and friendly campus environment that is welcoming for, and attractive to people of all races, ethnicities, nationalities, religions, genders, sexual orientations, and those with disabilities. *(See Goal A above)*

**Strategy:** To develop and sustain programs and services that promotes multiculturalism.

**Tactics:**
- Develop and sponsor opportunities to promote student organization leadership for diversity programming (i.e. BSU, NAACP, Harold Franklin Society, Ladies Society, Muslim Student Association, African Student Association, etc.)
- Continue to develop and host speaker series
- Present stereotype-challenging films, plays, and other platforms
- Continue to develop and host ethnic and cultural heritage events
- Support ethnic and cultural heritage events organized by faculty, staff, and students (e.g. Diversity and Tolerance Dinner)
- Submit a grant proposal to support Primary Goal.

**Measures:** Attendance records, satisfaction surveys for services and programs, campus-wide survey to measure campus climate; grant proposal submitted.
Women’s Initiatives (WI)

Mission: To advance the interests, status, and well-being of women at Auburn University.

Functions: Fosters a more accepting and supportive university environment; represents women’s interests; recruits, retains, and advances women faculty, staff, and students; aims at increasing the representation of women in all campus units; develops policies that promote and enhance the status and advancement of women; and builds partnerships and collaborations that support diversity.

Primary Goal: Assist Auburn University in its efforts to recruit and retain women faculty and staff at all levels. (See Goal B above, and WISE Institute tactics, Page 11)

Strategy 1: Improve the advancement of women faculty.

Tactics:
- Implement mentoring and networking initiatives to promote the professional development of women faculty.
- Develop initiatives to address the needs of women at the Associate Professor rank.
- Submit a grant proposal to support the advancement of women faculty.

Measures: Keep track of number of women faculty promoted to higher ranks and tenured (actual percentages of women faculty at the associate and full professor ranks using a five year baseline); attendance records, evaluation surveys of services and programs, faculty climate surveys; grant proposal submitted.

Strategy 2: Provide women faculty and staff with leadership training that can assist in building communication and conflict resolution skills, as well as building negotiation and leadership skills.

Tactics:
- Implement a leadership training seminar series for faculty.
- Support the Women’s Leadership Conference hosted by the Women’s Resource Center, which provides sessions that pertain to leadership development.

Measures: Keep track of women participants in programs; evaluation surveys of programs; track numbers of women in administrative positions.

Strategy 3: Address work-life issues that address recruitment and retention issues of female employees.

Tactics:
- Assist in establishing a university level Child Care Task Force charged with identifying steps to be taken in addressing current child-care needs of Auburn University employees.
- Assist in developing a Dual Hiring policy proposal that will address needs of potential Auburn University faculty and staff.
• Widely publicize current work-life policies and programs via brochures, newsletters, websites, and magazines.

**Measures:** Recommendations made to the President and Provost; policies and programs implemented; publications prepared.

**Secondary Goal:** Develop efforts that enhance extramural support for diversity programs and scholarships.

**Tactics:**
• Develop and expand Healing Quilts Initiative, a collaboration between units in Women’s Initiatives, academic departments and colleges, and community partners.
• Expand Young Women Leaders Program, a collaborative effort involving Women’s Initiatives, the Women’s Resource Center, other university units, academic departments, and local school systems.

**Measures:** Maintain contact with all participating units; obtain feedback about all programmatic dimensions; assess impact of Young Women Leaders Program on junior high and college-aged participants; assess ongoing program YWLP program outcomes.
Women’s Resource Center (WRC)

Mission: To help Auburn University pursue an equitable and supportive campus climate for all women students, staff, and faculty at the University.

Functions: Serves as a hub and resource center for women. Improves the campus climate through education, advocacy, and the provision of support services, and provides a variety of opportunities for leadership development and professional growth for all women on campus.

Primary Goal: Create, promote, and encourage a supportive and friendly campus environment that is welcoming for, and attractive to people of all races, ethnicity, nationalities, religions, gender, sexual orientation, and those with disabilities. (See Goal A above)

Strategy 1: To identify issues, concerns, and needs of women students and staff, and develop and provide programs and services that address these issues, concerns, and needs.

Tactics:
- Host and co-host educational events that also provide leadership opportunities to women, including:
  - Domestic Violence Awareness Month (Walk a Mile in Her Shoes, The Silent Witness Exhibit, Silent Witness Roll Call Candlelight Vigil, Zero Tolerance Campaign)
  - Women’s Health and Wellness Chocolate Festival and 5K
  - Sexual Assault Awareness Month (Red Flag Campaign, These Hands Don’t Hurt, Clothesline Project, Take Back the Night March and Rally)
  - Finals study break workshops
  - Educational speakers, seminars, and film series
- Collaborate with other organizations and campus women’s initiatives to provide coordinated services for students.
- Host Connections Groups, including Breast Connections and Between Women.
- Partner with the AU Spectrum Alliance for Pride Week and National Coming Out Day.
- Develop and promote the Healing Quilts Initiative to serve the campus and community.

Strategy 2: To facilitate women’s leadership development.

Tactics:
- Sponsor the Young Women Leaders Program.
- Sponsor the annual Women’s Leadership Conference for students.
- Provide internships and service learning opportunities to students.

Strategy 3: To promote the advancement of women.

Tactics:
- Select recipients for the annual Women of Distinction Leadership Awards for alumnae, faculty, staff, graduate student, and undergraduate student.
- Disseminate a WRC newsletter to inform the campus and community about events and programs, and to highlight women leaders.
• Promote the mission of the WRC and ODMA through open houses, concourse days, Camp War Eagle, and other campus forums.
• Advise the Women’s Resource Center Leadership and Advocacy Council Student Government Association Organization.
• Utilize the expertise of the members of the Women’s Resource Center Advisory Board to identify goals and future directions for the Women’s Resource Center.

Measures: Keep track of number of participants in events and programs; conduct evaluation surveys to determine the effectiveness of the programs; submit grant proposal to support Young Women Leaders Program.

Secondary Goal: Assist Auburn University in its efforts to recruit and retain minority and women faculty, staff, and students at all levels.

Tactics:
• Provide leadership opportunities for women students.
• Provide support services, including collaborations with Safe Harbor as victim advocates, for students who are sexually assaulted.

Measures: Track ongoing involvement of students in Women’s Resource Center activities; obtain feedback from students about their leadership experiences with the Women’s Resource Center; get confidential feedback from students who have utilized sexual assault services.

Secondary Goal: Develop and strengthen alliances with external communities to support diversity in and outside of Auburn University.

Tactics:
• Women’s Resource Center Advisory Board
• Young Women Leaders Program
• Healing Quilts Initiative

Measures: Maintain records of activities and outcomes of initiatives supported by the Women’s Resource Center Advisory Board; obtain feedback from university and community partners with the Young Women Leaders Program; track participation and involvement of participants in Healing Quilts Initiatives activities and programs.

Secondary Goal: Develop efforts that enhance extramural support for diversity programs and scholarships.

Tactics:
• YWLP Mentee Endowed Scholarship
• Endow YWLP Mentor Scholarship

Measures: YWLP Mentee Scholarship has been endowed by the Auburn University Scholarship Office; continue to seek support to endow the YWLP Mentor Scholarship with goal of full $25,000 endowment
Women in Science and Engineering (WISE) Institute

Mission: To encourage, promote, and enhance the entry, retention and success of women and girls in Science, Technology, Engineering, and Mathematics (STEM) fields at all levels.

Functions: Serves as a hub and a resource center for women and girls in STEM.

Primary Goal: Create, promote, and encourage a supportive and friendly campus environment that is welcoming for, and attractive to women in STEM. (See Goal A above)

Strategy: Work in collaboration with the Auburn ADVANCE Center and Women’s Initiatives for the advancement of women faculty in STEM.

Tactics:
- Disseminate climate survey data. Implement a task force to investigate possible solutions/improvements that will improve the climate for women in STEM
- Implement a mentoring program that targets the needs of women faculty members in STEM
- Sponsor professional development seminars for women faculty in STEM disciplines
- Facilitate networking sessions and workshops for collaborative research programs
- Host grant and proposal writing workshops
- Serve as a hub for faculty awards and send timely information about upcoming deadlines
- Provide grant opportunities for speaker series
- Submit a grant(s) proposal to support Primary Goal
- Highlight grant and award recipients in WISE Newsletter

Measures: Goals carried out and implemented; grant proposal(s) submitted, keep record of participants; surveys

Secondary Goal: Assist Auburn University in its efforts to recruit and retain female students in STEM. (See Goal B above)

Strategy: Develop and implement programs for retention of women undergraduate and graduate students in the STEM disciplines.

Tactics:
- Enhance women’s leadership speaker series to include graduate student programming
- Provide networking opportunities for graduate students in various disciplines via Graduate Women in Science (GWIS) activities
- Host a symposium for women undergraduates interested in STEM careers
- Provide postdoc location information
- Disseminate the WISE Guide to Graduate School and institute a WISE Graduate Student Workshop similar to the WISE Freshman Workshop
- Provide workshop sessions every other year for women graduate students (COACh)
• Provide funding opportunities through mini-grants for women graduate students to attend conferences and to present research
• Continue the WISE Freshman Workshop
• Continue the WISE Learning Community
• Provide leadership opportunities to increase the visibility of undergraduate student women in STEM via relationships with WRC, Student Affairs, and COSAM Outreach
• Provide networking opportunities for undergraduate women in STEM; WISE and Shine
• Host upperclassmen “cupcake socials” for junior and senior women in majors where women are severely underrepresented
• Host an annual pizza party for learning community participants and WISE LC alumni
• Provide funding opportunities through mini-grants for undergraduate women and faculty participating in undergraduate STEM research
• Host Graduate School workshop for undergraduates interested in attending graduate school
• Continue to pursue and support outreach efforts in Kenya involving and showcasing women in STEM to develop women student leaders

**Measures:** Keep record of the number of participants; surveys.

**Secondary Goal:** Develop and strengthen alliances with external communities to support diversity in and outside of Auburn University. *(See Goal C above)*

**Strategy:** Develop, implement, and promote STEM enrichment activities for K-12.

**Tactics:**
• Co-sponsor WISE Luncheon at South’s BEST
• Outreach activities with the Greater Eastern Alabama Regional Science & Engineering Fair
• Expand the Grissom High School STEM Workshop to include all Huntsville City Schools high schools, duplicate efforts with other high schools
• Define WISE’s role with Project Lead the Way (PLTW) in the state of Alabama
• Host an annual teacher-counselor conference for PLTW
• Showcase women leaders in STEM at outreach events
• Identify scholarship funding opportunities for women in STEM at AU
• Continue outreach to the coastal region of Kenya

**Measures:** Keep a record of participating students with special attention to students from underserved groups.
Development Office

**Mission:** To raise funds for the Office of Diversity and Multicultural Affairs (ODMA).

**Functions:** Learn functions and financial needs of each unit in ODMA. Provide additional financial resources for program enhancements, and for new educational opportunities for faculty, staff, and students. Work closely with alumni through the Diversity and Multicultural Affairs Leadership Council (DMALC).

**Primary Goal:** Develop efforts that enhance extramural support for diversity programs and scholarships. *(See Goal D above)*

**Strategy:** Raise funds at a level appropriate for a large and comprehensive administrative unit.

**Tactics:**
- Work closely with minority, women, and international alumni through DMALC
- Code all ODMA prospects in existing ASCEND data base and work with Development staff to ensure that projected new development software will meet reporting needs of ODMA. Train appropriate ODMA staff in the use of existing ASCEND software, avoiding shadow databases
- Arrange more development visits with potential donors and the Associate Provost for Diversity and Multicultural Affairs
- Work with corporate entities
- Develop funding goals to sustain PLUS scholarships
- Host fundraising events in major cities
- Host a spring gala
- Host DMALC meetings twice a year (March and November)
- Establish an extensive up-to-date alumni data base

**Measures:** Funds are raised at established targeted amounts; conduct periodic alumni surveys.
Educational Opportunity Resource Center (EORC)

Mission: To foster an inclusive academic environment for students at Auburn University.

Functions: Serves as a resource for disadvantaged students. Assist the university in determining and implementing best practices for recruiting and retaining students from diverse backgrounds. Provide underrepresented students with information about financial aid, careers, tutoring, mentoring, and other success strategy skills. Bridge the gap between international and domestic students.

Primary Goal: Assist Auburn University in its efforts to recruit and retain underrepresented students. (See Goal B above)

Strategy 1: To increase the retention of students from underrepresented groups.

Tactics:
- Continue to implement Provost Leadership Undergraduate Scholarship (PLUS) retention program, which provides success strategy skills during the academic year
- Continue to implement Providing Peer Opportunities for Diverse Students Program (P²ODS), which mentors and empowers underrepresented or disadvantaged students to excel in academics and leadership. This program focuses on non-PLUS students.
- Continue to implement Summer Enrichment Program (SEE) program, an intensive four-week summer enrichment program for incoming freshmen from low income, first generation, and diverse backgrounds
- Continue to implement the President’s Graduate Opportunity Program (PGOP) which recruit, retain, and support African-American students engaged in graduate study leading to a doctoral degree from Auburn University
- Identify grant proposal to support Primary Goal

Measures: Attendance tracked; evaluation surveys; retention tracked over time; academic performance tracked for all participating students; exit surveys conducted on attrition students; grant proposal submitted.

Strategy 2: To assist the Office of Enrollment Services and the Graduate School in increasing the number of students of color and other underrepresented students.

Tactics:
- Continue to provide Provost Leadership Undergraduate Scholarship (PLUS) Program scholarships to students from low income, first generation, and diverse backgrounds
- Host Minority High School Student Visitation Days in Fall and Spring
- Host counselors visits from high schools with a large number of students of color in Fall and Spring
- Arrange for Office of Diversity and Multicultural Affairs (ODMA) Ambassadors and other students to visit High Schools
- Participate in Alumni or College Fair events in Alabama and Georgia
• Increase the number of AU-to-you receptions specifically for students of color
• Send calendar of multicultural events to prospective students
• Utilize phone banks
• Develop ODMA graduate school visitation days and/or assist colleges and schools with their current graduate student recruitment events
• Increase the number of overnight visitations to recruit students of color
• Identify funding through departments and grants to support overnight visitations

**Measures:** Attendance tracked; survey and event evaluations; frequency of follow up letters and calls made to visiting parents, students, and counselors recorded; enrollment numbers tracked over time (goal to exceed the number of African American incoming freshmen from Fall 2007).

**Secondary Goal:** Create, promote, and encourage a supportive and friendly campus environment that is welcoming for, and attractive to people of all races, ethnicities, nationalities, religions, genders, sexual orientations, and those with disabilities. *(See Goal A above)*

**Strategy:** To promote interaction between international and domestic students at Auburn University.

**Tactics:**
• Develop and implement the International Leadership Program starting Fall 2012.

**Measures:** Attendance tracked; survey and event evaluations; climate survey to students.

**Third Goal:** Develop and strengthen alliances with external communities to support diversity in and outside of Auburn University. *(See Goal C above)*

**Strategy:** Participate in K-12 enrichment activities.

**Tactics:**
• Provide an opportunity for PLUS and other scholars to mentor high school students
• Participate in campus-wide K-12 programs
• Develop Roadmap to College workshops

**Measures:** Attendance tracked; survey and event evaluations.
Assessment, Planning, and Dissemination (APD)

**Mission:** To establish assessment, planning, and information dissemination as an integral part of each program and unit in the Office of Diversity and Multicultural Affairs (ODMA).

**Functions:** Assesses progress towards goals of the Strategic Diversity Plan and those of ODMA and its units. Collect and analyze data for programs and units in ODMA. Publish major reports, newsletters, articles, websites, magazines, etc. Assist with strategic planning in ODMA.

**Primary Goal:** Regularly monitor and assess Auburn University's diversity efforts for effectiveness, identify new and better "best practices" for success, and publish reports for dissemination. *(See Goal F above)*

**Strategy 1:** Collect and analyze data relevant to the Strategic Diversity Plan and assist all units in ODMA with evaluations of programs and events.

**Tactics:**
- Report annual progress that has been made on each initiative in the Auburn University Strategic Diversity Plan (assessment period June 1 – May 31)
- Report annual progress that has been made on each initiative in the College and School Strategic Diversity Plans (assessment period June 1 – May 31)
- Assist with the creation of Strategic Diversity Plans for each administrative unit on campus
- Create surveys for various programs and events
- Assist with needed data collection (retention and academic performance data)

**Measures:** Completed reports; data analyzed.

**Strategy 2:** Promote ODMA through multi-media forms.

**Tactics:**
- Publish fundraising materials (e.g. PLUS brochure, videos)
- Publish diversity articles and efforts in brochures, journals, magazines, newspapers, website, etc.
- Update and maintain current information on all websites relating to mission, purpose and projects of ODMA
- Implement a periodic e-newsletter

**Measures:** Multi-media forms published and disseminated.

**Secondary Goal:** Develop efforts that enhance extramural support for diversity programs and scholarships. *(See Goal D above)*

**Strategy:** Assist units with grant writing efforts.
Tactics:
- Apply for Extramural support from at least two new sources each calendar year.
- Assist units with any necessary data collection
- Assist units with evaluation needs for grant proposals

Measures: Grant proposals submitted.