Thank you for the time and effort you put forth in your report. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of Diversity and Multicultural Affairs is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

Criterion: #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

The Office Diversity and Multicultural Affairs, a unit of IPFW's Office of Student Affairs and Enrollment Management, works to advance respect for the dignity and worth of individuals of diverse backgrounds and ideologies, and promotes and affirms community outreach and coalition building.

The mission of the Office of Diversity and Multicultural Affairs is to provide a support system for African American, Hispanic, Native American, international, Asian American, and first generation non-traditional college students who are enrolled at IPFW and to assist in the development, execution, and evaluation of the recruitment and retention efforts for students.

Adjunct Mission

To articulate concerns of those students to appropriate officials and to maintain a positive connection and working relationship between the university and diverse groups.

Criterion: #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals

I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.
• Provided a series of cultural programs that worked to bring understanding, awareness and cultural engagement to enhance the student experience both in and outside of the classroom. In 2013-2014, the attendance at cultural programs was significantly increased and coordinated with the highest level of collaboration from across the institution and the greater Fort Wayne community.
• Integrated departmental programming and resources into a collaboration with Student Life, Career Services, and a series of academic programs to sponsor and facilitate workshops on time management, study skills, life skills, leadership, soft skills and crisis / stress management.
• Each staff member completed training for suicide prevention and the enhancement of services for student’s facing such concerns. Additional training was completed and facilitated for the Safe Zone project.
• Co-led and facilitated The Big Event leadership series. In collaboration with Student Life and the steering committee, we facilitated three straight years of success in growing the largest student volunteer program at IPFW.
• Sponsored and provided a series of trainings, workshops and professional development opportunities for campus community members regarding diversity, cultural competency, supporting minority students and sensitivity to historically disenfranchised students or groups.
• Continued to secure funding from the State of Indiana to provide direct academic and student success programming for Perkins-eligible students including the ASAP! student retention program, Academic Success Coaching – Pathways, and career awareness programs in the Fort Wayne Community Schools.
• Provided funding and training for a student success and transition coordinator via the Perkins Program for returning adults and special populations.
• Continued to be the catalyst and leader for institutional community engagement with groups hailing from minority communities in Fort Wayne and throughout Allen County.

**Question:** II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

• Used Perkins grant funding, invited experts in teaching math using creative and innovative methods, which produced results that advanced student learning.
• Hosted a workshop on student development and how student affairs programs can enhance connections with faculty and classroom teaching.
• Collaborated with faculty and used the learning of student affairs scholar practitioners in a series of presentations to students, staff and the community regarding leadership, diversity and multiculturalism in an effort to strengthen student outcomes and expectations outside the classroom.
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**Question:** III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

**Question:** IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.

**Question:** Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

Conducted investigations and assisted the institution toward resolving complaints and workplace challenges involving diversity, multiculturalism and aggressions.

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**Criterion:** #3: Accreditations - Program specific accreditation and status

**Question:** Accreditations - What program-specific accreditations and status do you have, if any?

NA

**Question:** Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

NA

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**Criterion:** #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

**Question:** Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

NA

**Question:** Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

NA

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**Criterion:** #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.
**Question:** Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.

The department is externally funded by nearly 80%. Thus, the nature of our funding and work requires a “prescribed” series of work, tasks, resource allocation and human capital that are highly efficient and on task to meet the overall goals and objectives of the institution and the grants that have been secured to advance the mission, vision and Strategic Plan of the institution.

**Criterion:** #6: IR and Budget Review - Review of your department profile and budget

**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

No.

**Criterion:** #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:** 1. Comment on the specificity of the goal:

Goal should provide more description (e.g., what specifically is the initiative).

2. Comment on the goal's measures:

Unsure as to how success will be defined and measured.

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

Achievable

4. Comment on the goal's relevance:

Relevant

5. Comment on the timeline of the goal:

Achievable

Possible opportunities for collaboration or suggestions for addressing a gap:

Student Life and Leadership

**Question:** Unit Goal - What is your unit goal?
To advance an initiative designed to develop further appreciation for diversity, multiculturalism and sensitivity here at IPFW.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I.D. 1 Develop activities and experiences that promote multiculturalism as a value.

I.D.2. Embrace a definition of diversity which includes a broader array of human differences.

I.D.3. Build and strengthen relationships, proactive programs and services designed to encourage enrollment of students from historically under-represented groups.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

- Continue to grow institutional collaboration for the Diversity Showcase.
- To develop a second program that introduces students to “basic needs” service in the community; i.e., barbershops, cuisine, etc.
- To continue offering training and workshops around cultural sensitivity and competence.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Learning Outcomes measured through qualitative surveys.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

NA

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

NA

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?
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This will be ongoing and adjusted as needed.

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**

1. Comment on the specificity of the goal:
   
   Goal needs specificity.

2. Comment on the goal's measures:
   
   Metrics could benefit from baseline measurements and need measures related to retention and/or impact on students.

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

   Unit needs $6000 for grant writing and conference attendance

4. Comment on the goal's relevance:

   Relevant

5. Comment on the timeline of the goal:

   None specified

   Possible opportunities for collaboration or suggestions for addressing a gap:

   n/a

**Question:** Unit Goal - What is your unit goal?

To continue the influx of external funding designed to advance student retention and developmental programming.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
I.E.2. Develop activities and experiences that promote success in student achievement through programs with strong student learning outcomes, high graduation rates, and strong job placement prospects.

I.O.4.a 25% ethnically diverse students

I.D.1. Develop activities and experiences that promote multiculturalism as a value.

I.D.2. Embrace a definition of diversity which includes a broader array of human differences.

I.D.3. Build and strengthen relationships, proactive programs and services designed to encourage enrollment of students from historically under-represented groups.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

- To write and be awarded the continuation of the TRiO/Student Support Services grant.
- To attract and retain diverse students to the program
- To increase retention beyond the stated governmental goals
- To further integrate the program into the overall institution.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Grant funded metrics via TRiO: Upward Bound, SSS and Perkins; i.e., retention fall to fall, students served, grade improvement, etc.
- Funds awarded

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

No. Approximately $6,000 will be needed to support grant writing and conference attendance where there is training for regulations and writing components.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Yes. The benefit to the university in having a written retention plan for the students served works to yield both an influx of monetary resources and intensive service to 140 students. When successful, the university realizes tuition from the retained students.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

None anticipated.
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

NA

**Criterion:** #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:** 1. Comment on the specificity of the goal:

Goal should provide more description (e.g., what specifically is cultural competence) and specificity (e.g., how will cultural competence be demonstrated).

2. Comment on the goal's measures:

Unsure as to how success will be identified?

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

See above comments

4. Comment on the goal’s relevance:

See above comments

5. Comment on the timeline of the goal:

See above comments

Possible opportunities for collaboration or suggestions for addressing a gap:

N/A

**Question:** Unit Goal - What is your unit goal?

To further develop appreciation for diversity and cultural competence here at IPFW.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I.D.1. Develop activities and experiences that promote multiculturalism as a value.

I.D.2. Embrace a definition of diversity which includes a broader array of human differences.

I.D.3. Build and strengthen relationships, proactive programs and services designed to encourage enrollment of students from historically under-represented groups.

I.C.4. Expand support for international students.
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

- To continue offering workshops, conducting university investigations for EEO complaints, and providing support to HR for employment challenges regarding diversity.
- To collaborate with institutional partners to advance cultural programs and engagement activities designed to create diverse interactions.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Participation and survey data: qualitative

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

NA

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Efforts will require the support of unit leaders to encourage participation and to make diversity a priority within their respective units; i.e., hiring, group discussions, goal setting toward diversity at the departmental level.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

This is an ongoing educational effort for our campus.

**Criterion:** #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?
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**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
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**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write "NA" or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write "NA" or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?