

# Increasing Diversity at Indiana Wesleyan University

A PROGRESS REPORT TO THE HIGHER LEARNING COMMISSION  
OF THE NORTH CENTRAL ASSOCIATION OF COLLEGES AND SCHOOLS

## Context

Upon recommendation of the 2010 comprehensive visit team to Indiana Wesleyan University (IWU), the Higher Learning Commission (HLC) mandated a progress report “on the steps taken to address the goals of increased diversity, especially within the Marion campus faculty and administrative staff, and on the progress achieved.” The visit team noted that, “While the institution’s own stated goal of increasing ethnic and gender diversity among students, faculty, and staff has borne fruit in certain areas—among students, and to some extent among off-campus faculty and staff—the Marion campus remains relatively unchanged, since the 2000 comprehensive evaluation and the 2003 Progress Report submission, in the proportions of ethnically or racially diverse faculty and non-clerical staff. Board and executive administrative leadership is needed to organize and lead a proactive effort to achieve significant progress on these diversity goals. Expected elements of the report include the positioning of the issue in the Strategic Plan, the administrative and committee structures created to pursue the goal, the numbers and types of searches conducted, collaborative efforts with other institutions, financial measures taken to facilitate progress, and other similar approaches, as well as the progress achieved in both qualitative and quantitative terms.”

The Progress Report requirement does not appear in a vacuum of institutional neglect, but rather within a continuum of institutional commitment to and progress in diversification dating back more than a quarter century and extending well into the future.

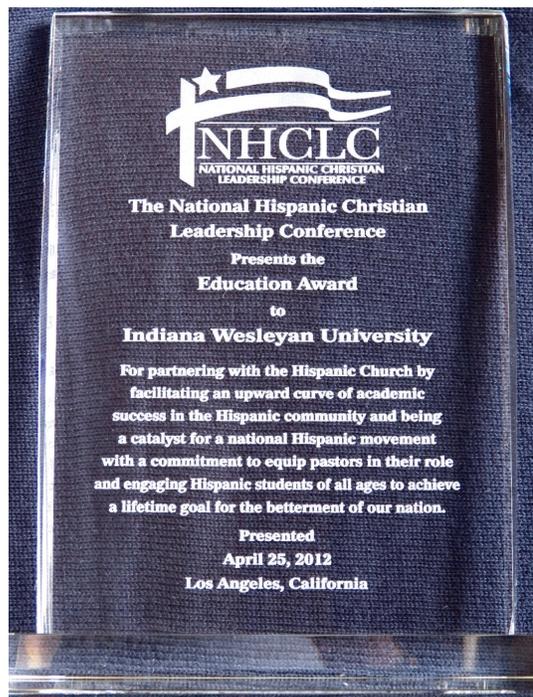


Figure 1: Education Award given to IWU by the National Hispanic Christian Leadership Conference, April 2012.

In the mid-1980s, Indiana Wesleyan University began offering degree completion programs in locations convenient for working adults. These programs made an IWU education accessible to students who would not naturally be drawn to the Marion, Indiana, home campus and began the transformation of the institution from a culturally and ethnically homogeneous residential undergraduate college to a culturally, ethnically, and demographically rich university serving students of all characteristics. As of the fall of 2011, 22.9% of the IWU student body were members of one or more ethnic minorities. This is well above the 2010 (the most recent year for which data are available) median values for schools in our recognized peer groups (see Figure 2), the Council for Christian Colleges and Universities (CCCU) (17.1%), the Independent Colleges of Indiana (ICI) (13.8%), and the Midwest Regional Universities as defined by U.S. News & World Report (MRU) (14.0%).

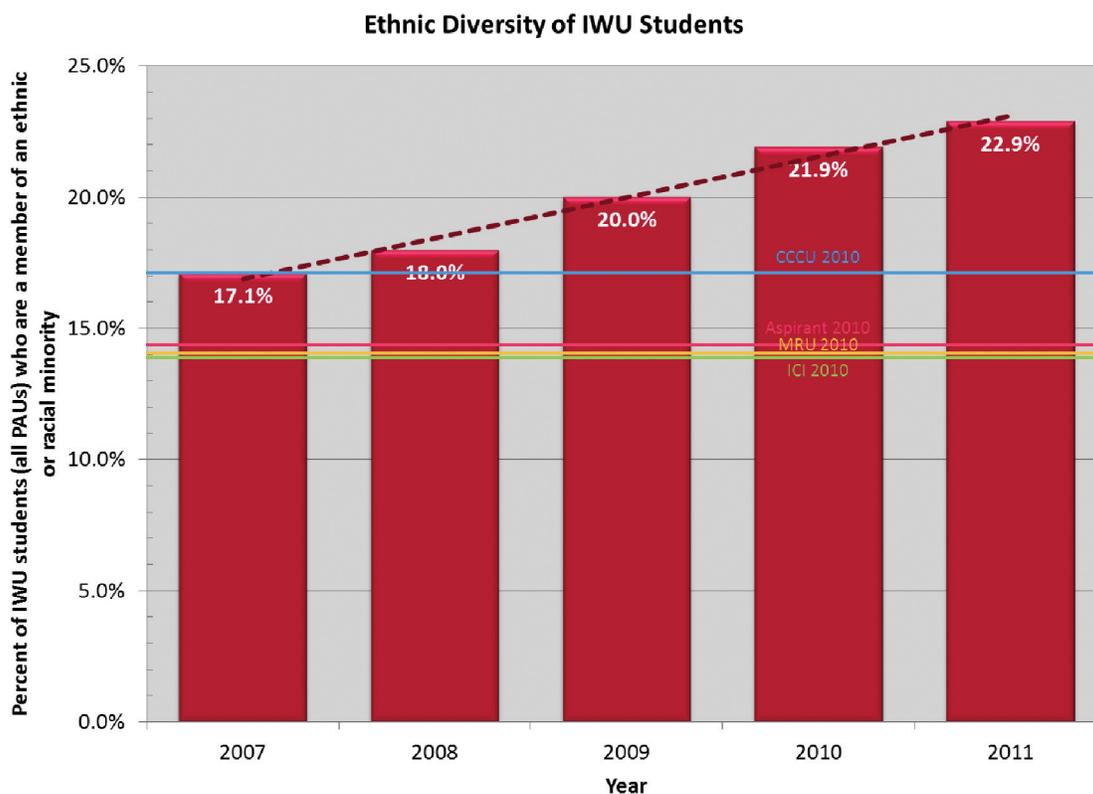


Figure 2: Ethnic diversity of IWU students. Vertical bars represent the percentage of IWU students (all Principal Academic Units, i.e., all IWU students) who are members of one or more racial or ethnic minorities. The blue line shows the 2010 median value for schools in the Council for Christian Colleges and Universities (CCCU). The green line shows the 2010 median value for schools in the Independent Colleges of Indiana (ICI). The yellow line shows the 2010 median value for schools in the U.S. News & World Report Midwest Regional Universities (MRU) category of schools. The pink line shows the median value for schools in IWU’s reference list of aspirant schools. The dashed line plots the IWU linear trend through time.

It is even above the median value for our group of aspirant schools (14.4%) (see Appendix A for a listing of the aspirant schools). The 2011 IWU value of 22.9% would fall at the 72nd percentile of the 2010 CCCU, the 94th percentile of the 2010 ICI, the 79th percentile of the 2010 MRU, and the 83rd percentile

of our aspirant group of schools in 2010. The use of instructors drawn from the ranks of professional practitioners has allowed our adult programs to develop an ethnically rich teaching faculty. Figure 3 shows that the percentage of multi-student course sections (excluding single-student sections such as independent studies, etc.) taught by ethnic minority faculty stands at about 11%, which compares favorably with the faculty diversity of peer institutions (see Figure 5 below).

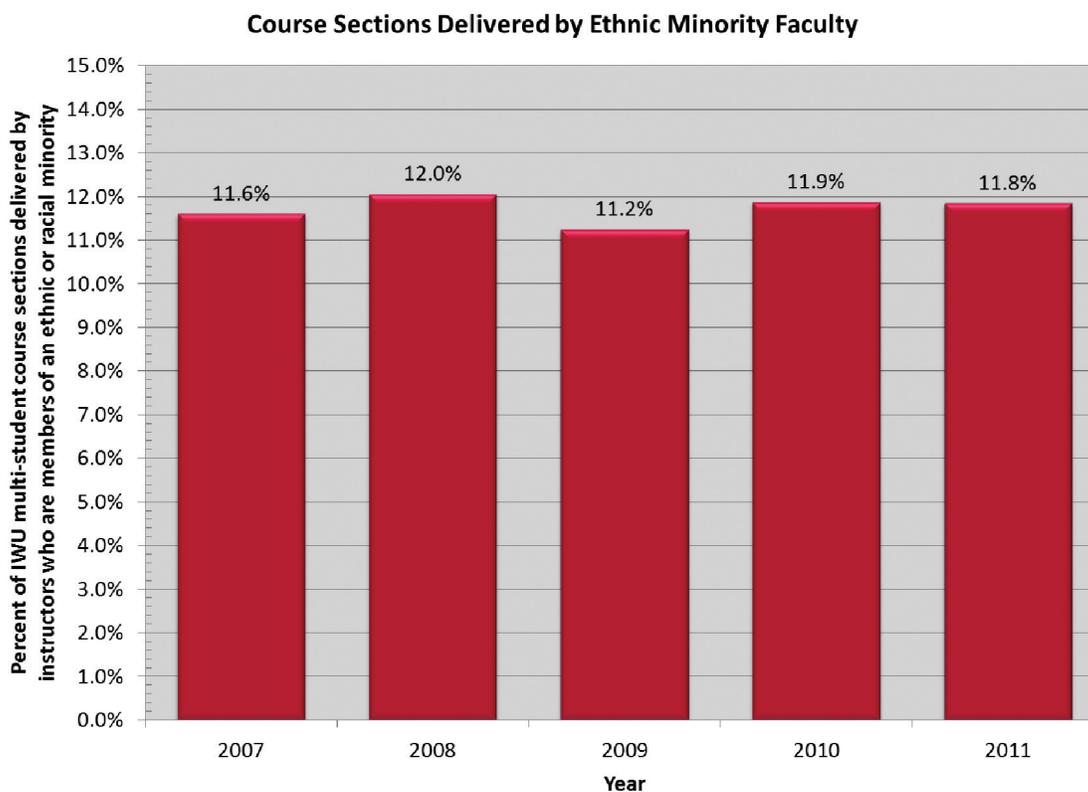


Figure 3: Multi-student course sections delivered by minority faculty. Single-student course sections such as independent studies are excluded.

While noting this progress in diversification of the institution overall, the 2010 visit team observed that making the home campus in Marion more diverse has been more challenging and called us to continued focus and progress on the home front. The 2000 visit team made the same observation and the 2003 Progress Report submitted by the institution recorded both institutional commitment and concrete steps taken to address the issue. Institutional commitment and attention to diversity took another step forward with the appointment of Henry Smith as President in 2006. As recorded in the table of notable events (Appendix B) and in the paragraphs that follow, the past six years have seen steady growth in the prominence of diversity in the mission and values of the university, in the university strategic plan, in the committee structure of the university, in the composition of the president's cabinet, and in the hiring practices of the university.

**Board Actions**

As reflected in Table 1, diversity has been a recurring theme in the minutes of the Board of Trustees.

Table 1: Items in the minutes of the Board of Trustees reflecting commitment to diversity initiatives.

Date of Minutes	Board Action
4/3/2008	Diversity added as a specific university Value
4/3/2008	Established as one of five central institutional priorities, "Celebrate the richness of each culture within the University"
3/26/2010	Multicultural Diversity Task Force established
3/26/2010	Multicultural Enrichment Officer position approved
3/26/2010	Coordinator of Multicultural Recruitment position approved
8/13/2010	Multicultural Diversity Task Force noted
8/13/2010	Culture focus noted
10/1/2010	Vision 2020 received including Culture as one of four themes
10/1/2010	Seminary Spanish-language initiative received
10/1/2010	Seminary black denominations initiative received
10/1/2010	Multicultural Task Force recommendations adopted
12/17/2010	Culture commitment noted
12/17/2010	Global commitment of The Wesleyan Church noted
4/1/2011	Multicultural Visit Day noted
4/1/2011	Seminary Spanish-language initiative noted
6/29/2011	Strategic focus on culture recognized
4/13/2012	Board resolution in support of diversity initiatives

The Board has endorsed the growing prominence of diversity in university mission and strategic planning documents, culminating in the following Board resolution adopted April 13, 2012.

### **Motion**

The President, in conjunction with the Board Chair, will review progress on University strategic plan diversity goals at least annually prior to one of the semi-annual meetings of the Board of Trustees. This review will include:

- A monitoring of the diversity of the Board of Trustees, with the intent to nominate persons of diversity in order to increase the diversity of its membership.
- The reception of a report, provided by the Multicultural Enrichment Committee, shall include not only an update of what has been accomplished since the last report but also a prioritized list of activities until the next scheduled report. Once reviewed and approved by the President and Board Chair, it will be forwarded to the Campus Affairs Committee of the Board of Trustees, and included in their report to the full Board of Trustees.

### **Amendment to the Motion**

Within the next eighteen (18) months the Board will commit to a dedicated time of discussion or training that will help us to better understand multicultural diversity.

### **Board Approval**

The motion to amend the Diversity Resolution was seconded and carried by vote. The motion to approve the Diversity Resolution was seconded and carried by vote.

### **Mission Documents and Strategic Plan**

The mission documents and strategic plan of an institution define its priorities and direction of development. Progress in diversity will necessarily parallel the prominence of diversity in these guiding documents.

The IWU mission statement, *“Indiana Wesleyan University is a Christ-centered academic community committed to changing the world by developing students in character, scholarship and leadership,”* identifies our fundamental purpose as changing the world. This mission compels us to be outwardly focused, globally minded, and welcoming to students and staff who reflect the diversity of cultures and races in the world. In 2011, this commitment to inclusion and diversity was formalized in a new Scope statement describing the scope of IWU programs and their accessibility: *“Indiana Wesleyan University, recognizing the world-changing impact of Christian higher education and the spectrum of student need, strives to provide educational programs that are accessible and adaptable. Residential undergraduate and graduate programs in a traditional term-based format are offered on the Marion, Indiana, campus. Undergraduate and graduate programs designed to meet the needs of adult learners are offered at regional education centers and class locations throughout Indiana, Ohio and Kentucky, as well as nationally through the university’s extensive online infrastructure.”*

The connection between the IWU mission and diversity was made more explicit in 2008 when Diversity was added as a distinct university value. Our current Values statement reads, *“The primary value for Indiana Wesleyan University is Christlikeness. The challenge to follow Christ compels us to pursue a personal and professional lifestyle of Commitment, Leadership, Service, Stewardship, Innovation and Diversity.”*

These institutional commitments are reflected in the evolving university strategic plan. The appointment of Henry Smith as President in 2006 was followed by a season of intensive strategic planning. In addition to the inclusion of Diversity as a specific university value, this planning process yielded a strategic plan that included five major institutional priorities. One of these priorities was:

#### **Celebrate the richness of each culture within the University**

1. Enrich the distinct ethnic community and educational modalities of the University
2. Invest in purpose-guided quality of life initiatives among our campus populations
3. Develop opportunities for interaction among all distinct groups
4. Discover ways to increase intentional engagement for underrepresented faculty and students

The five priorities guided the Strategic Goals Map 2009-2010, which included specific initiatives related to diversity such as hosting the National Christian Multicultural Student Leadership Conference (NCMSLC) in the fall of 2010 and the development of campus-wide diversity training. The current version of the university strategic plan includes four strategic themes, one of which is diversity.

### **Structural Elements**

In the summer of 2010, a Multicultural Diversity Task Force was appointed and charged with articulating a comprehensive plan for diversity enhancement. The task force brought its recommendations to the Board in October 2010. The recommendations led to the founding of a permanent Multicultural Enrichment Council in November 2010 and the hiring of a Director of Multicultural Recruitment in the summer of 2011.

The Multicultural Enrichment Council is leading the university in an intentional and thoughtful process of diversity enhancement. The Multicultural Enrichment Council includes in its membership the University President, his Chief of Staff, and culturally diverse representatives from across the University. The purpose of the Multicultural Enrichment Council is to assist in providing ongoing oversight to implement a holistic, integrated and intentional approach to enrich a campus culture that welcomes all students, faculty and staff of ethnic and cultural diversity and international origins. The council is committed to advancing a learning experience that fully engages students, faculty and staff of diversity in curricular and co-curricular education and spiritual formation rooted in the Wesleyan tradition as we prepare all students for Christian service locally and globally. The fulfillment of this purpose requires the council's involvement in strategizing action plans, advocating for them and monitoring progress on them. There are four focal areas identified:

- **Focus Area #1** - Build upon the resources, tradition, heritage and core values of The Wesleyan Church to increase campus commitment to multicultural and ethnic diversity education with a focus on a biblical perspective and a call for reconciliation to God and each other.
- **Focus Area #2** - Invite and introduce the IWU community to diversity, creating opportunities for open and honest interaction and involvement with many cultures and ethnicities.
- **Focus Area #3** - Measure our progress toward becoming a more culturally, ethnically and internationally diverse university.
- **Focus Area #4** - Resource and support culturally, ethnically and internationally diverse students and faculty.

Progress reports are provided to senior administration and the Board of Trustees at least annually.

The Office of Intercultural Student Services on the Marion campus (ISS) is committed to creating the space where we celebrate diversity, increase intercultural competence, and build community. The ISS Office provides opportunities for every IWU student, employee and faculty member to be part of the ministry of fellowship and reconciliation on our campus and in our community. In addition, Intercultural

Student Services seeks to enhance the effect of our co-curricular programming and to become a resource to all community members by providing cutting-edge and impactful leadership and sensitivity training concerning matters of diversity, inclusion and intercultural competence, particularly for the undergraduate student body at IWU.

Annually, the Office of Intercultural Student Services conducts 12-15 events and initiatives such as Rhythm and Reconciliation, Fall Break Diversity Excursion, International Education Week, Passport to Culture, Love Revolution, and Diversi-tea. In addition, the ISS Office provides support for culturally themed student groups in order to facilitate recognition of the many cultural heritage celebrations, such as Latino Heritage Month, Lunar New Year, Black History Month, and Women's History Month. In addition to these programs, the ISS offers another 16 programs per month through trained student leaders, diversity coordinators. Diversity coordinators are a student leadership team of the Office of Intercultural Student Services who work in partnership with Residence Life in order to facilitate hall diversity initiatives, inform students of upcoming events, and create opportunities for intentional and experiential learning. Diversity coordinators provide a non-threatening environment in each residence hall for the purpose of engaging diversity topics and issues. Their smile, attitude and spirit will set the tone for this sensitive area of dialogue and discovery. Each diversity coordinator is a resource, mediator, and liaison for information, training and support to IWU students, specifically as it pertains to community-building and diversity-related issues in the hall.

### **Hiring Practices and Results**

Human Resources' commitment to diversity is intentional and ongoing. Human Resources is partnering with minority publications, media and consultants to assist with acquiring diverse talent. Publications frequently used include Minority Nurses and HigherEd.jobs. Job postings are placed in Taleo, a software system with the ability to generate applicant reports, which provides a current snapshot of recruitment, selection and overall onboarding activities.

IWU's efforts to secure diverse adjunct faculty are led by faculty recruiters located throughout Indiana, Ohio and Kentucky. Recruiting activities include community involvement, job fair participation, church visits, and conference attendance to represent and/or share IWU's commitment to diversity.

In February 2012, Human Resources began the search for an Organizational Training and Development Manager. This person will be responsible to develop and deliver diversity training to all faculty, staff, administrators and students. To assist with the training implementation, several diversity consultants were invited to propose action plans and as of May 4, 2012, three proposals have been submitted for consideration.

In the past two years, 34 individuals have been hired into executive/administrative/managerial positions at the university. Of these, seven (20%) are members of one or more ethnic/racial minorities. This positive hiring history has moved the overall ethnic diversity of the IWU administration from 5% to more than 7% (see Figure 8).

In 2011, 19 full-time teaching faculty were hired to the Marion campus (see Figure 5). Of these, six were ethnically diverse (32%). Fully half of the individuals hired to permanent positions (6 of 12) were ethnically diverse. Twelve of the 19 hires (63%) were female, improving the overall gender balance of the faculty (see Figure 6).

**Measures**

Figure 4 plots progress made in increasing the diversity of the Marion campus student body.

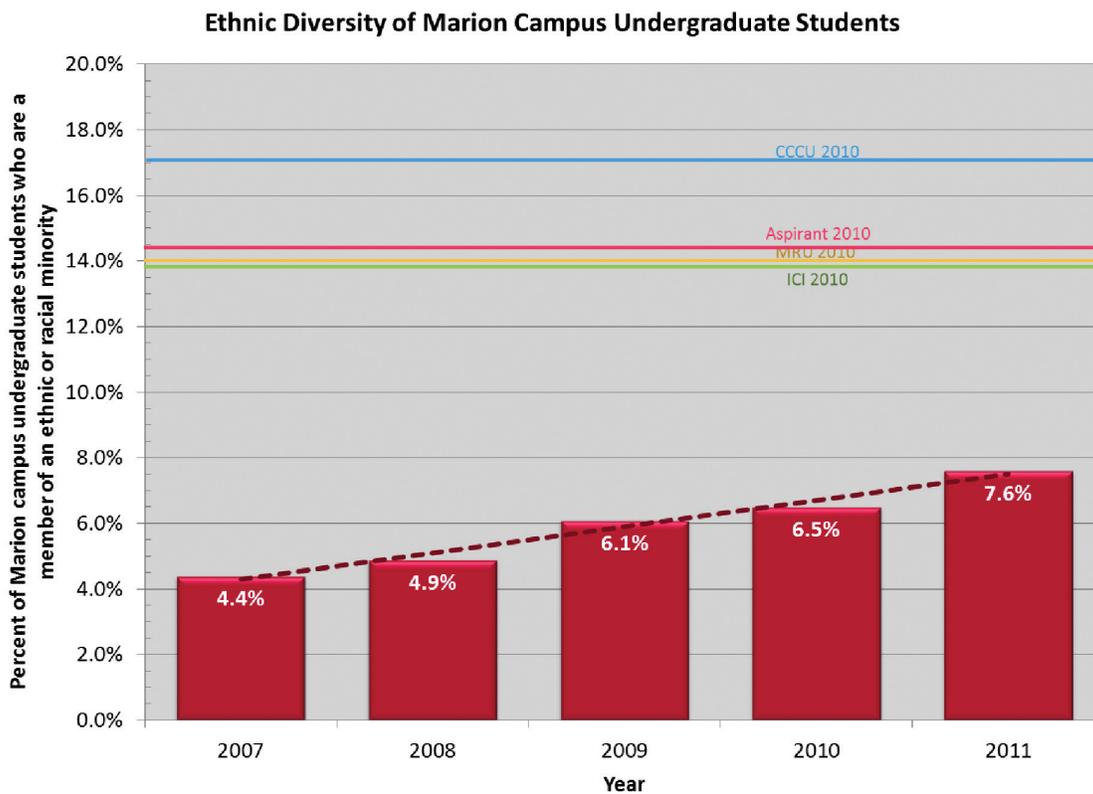


Figure 4: Ethnic diversity of Marion campus undergraduate students. The blue line shows the 2010 median value for schools in the Council for Christian Colleges and Universities (CCCU). The green line shows the 2010 median value for schools in the Independent Colleges of Indiana (ICI). The yellow line shows the 2010 median value for schools in the U.S. News & World Report Midwest Regional Universities (MRU) category of schools. The pink line shows the median value for schools in IWU’s reference list of aspirant schools. The dashed line plots the IWU linear trend through time.

Over the past five years the percentage of students identified with one or more ethnic or racial minorities has increased more than 75%. The current value of 7.6% is still well below the medians of our peer and aspirant institutions, shown by the colored reference lines, but the trend is consistent and encouraging.

Figure 5 plots the ethnic/racial diversity of the Marion campus teaching faculty.

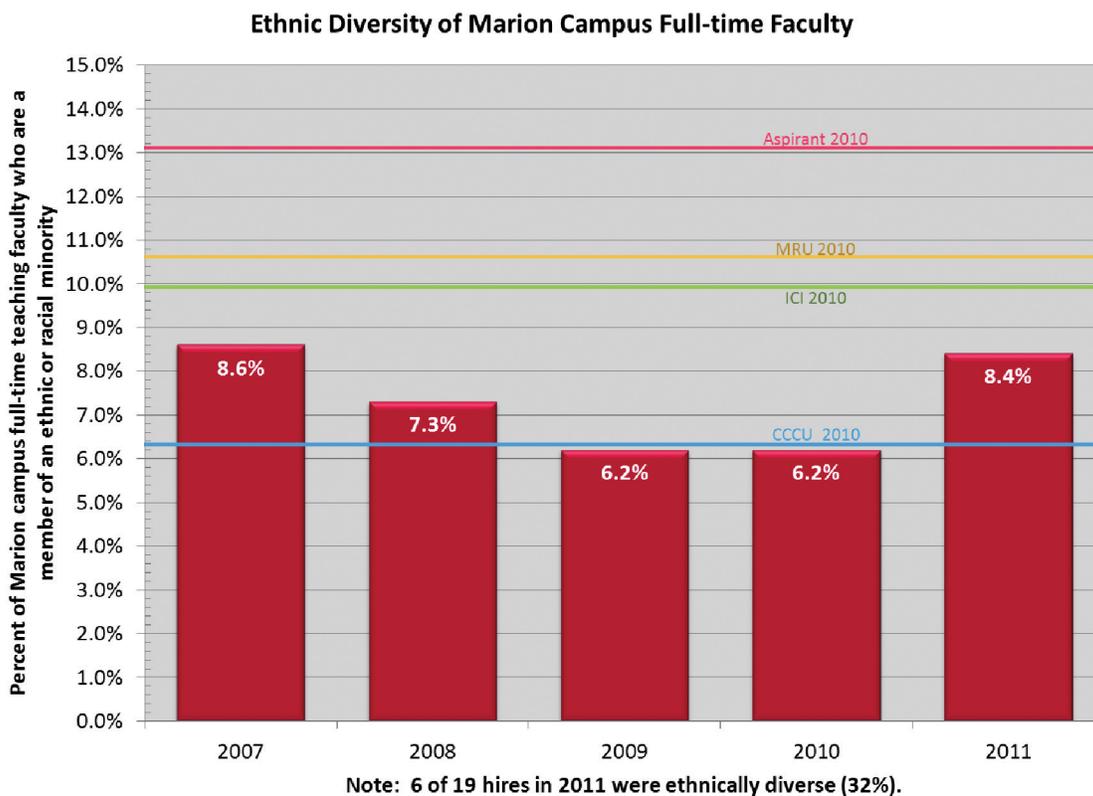


Figure 5: Ethnic diversity of the Marion campus teaching faculty. The blue line shows the 2010 median value for schools in the Council for Christian Colleges and Universities (CCCU). The green line shows the 2010 median value for schools in the Independent Colleges of Indiana (ICI). The yellow line shows the 2010 median value for schools in the U.S. News & World Report Midwest Regional Universities (MRU) category of schools. The pink line shows the median value for schools in IWU’s reference list of aspirant schools.

In 2008 and 2009, various circumstances led to a larger than normal attrition of minority faculty, causing our faculty diversity to fall below the means of each of our peer groups. This led to a heightened commitment to minority faculty recruitment. During the 2010-11 faculty hiring season, one-third (6/19) of Marion campus faculty hires were members of an ethnic/racial minority, and more than a third (7/19) were international by either birth or education (seven of the non-minority hires were to one-year appointments, so fully half of the permanent hires were ethnically diverse). The strong hiring year produced a measurable increase in the diversity of the Marion campus faculty, moving us back above the median for the CCCU. Continued emphasis on minority hiring will move us above the medians of our other peer groups.

Figure 6 plots the gender diversity of the Marion campus teaching faculty, measured as the percentage of full-time teaching faculty who are female.

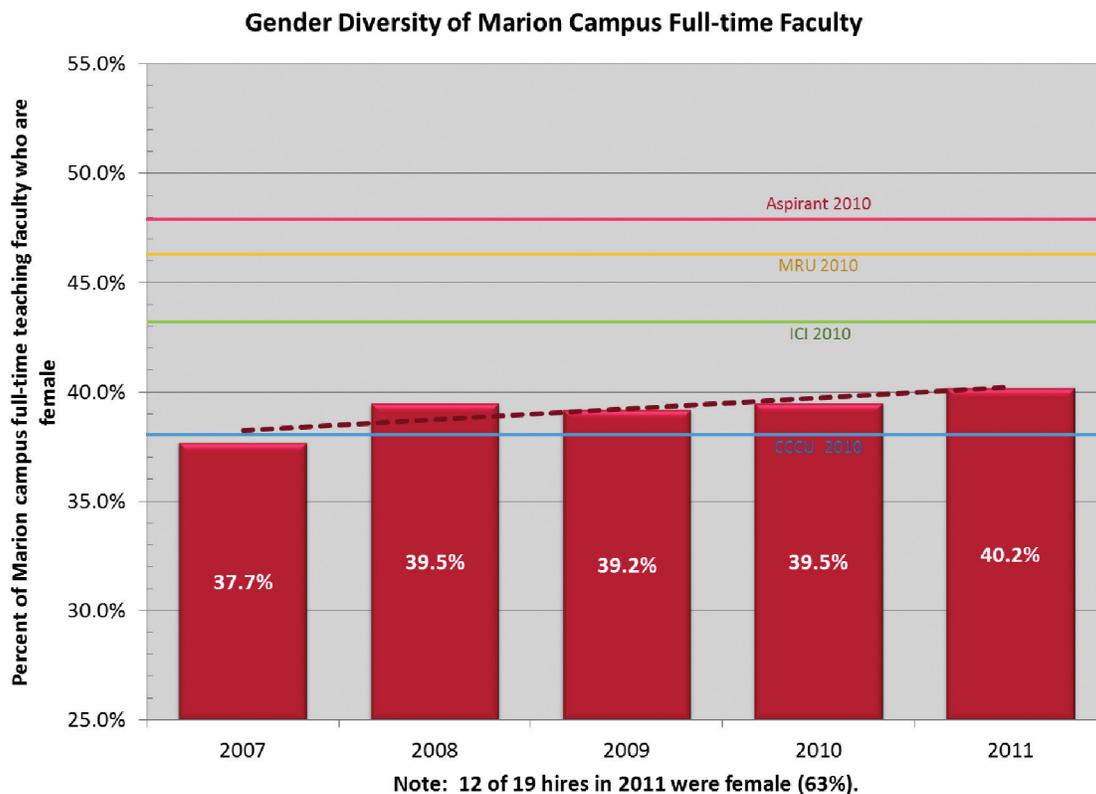


Figure 6: Gender diversity of the Marion campus teaching faculty. The blue line shows the 2010 median value for schools in the Council for Christian Colleges and Universities (CCCU). The green line shows the 2010 median value for schools in the Independent Colleges of Indiana (ICI). The yellow line shows the 2010 median value for schools in the U.S. News & World Report Midwest Regional Universities (MRU) category of schools. The pink line shows the median value for schools in IWU’s reference list of aspirant schools. The dashed line plots the IWU linear trend through time.

The gender diversity of the Marion campus faculty is gradually improving over time and has risen above the median for schools in the Council for Christian Colleges and Universities, but remains below the median values for the Independent Colleges of Indiana and the Midwest Regional Universities. Twelve of 19 hires in 2011 were female (63%). Continued emphasis on hiring qualified females will continue the trend of improvement in gender diversity.

Figure 7 plots the diversity of the Marion campus faculty as measured by international education.

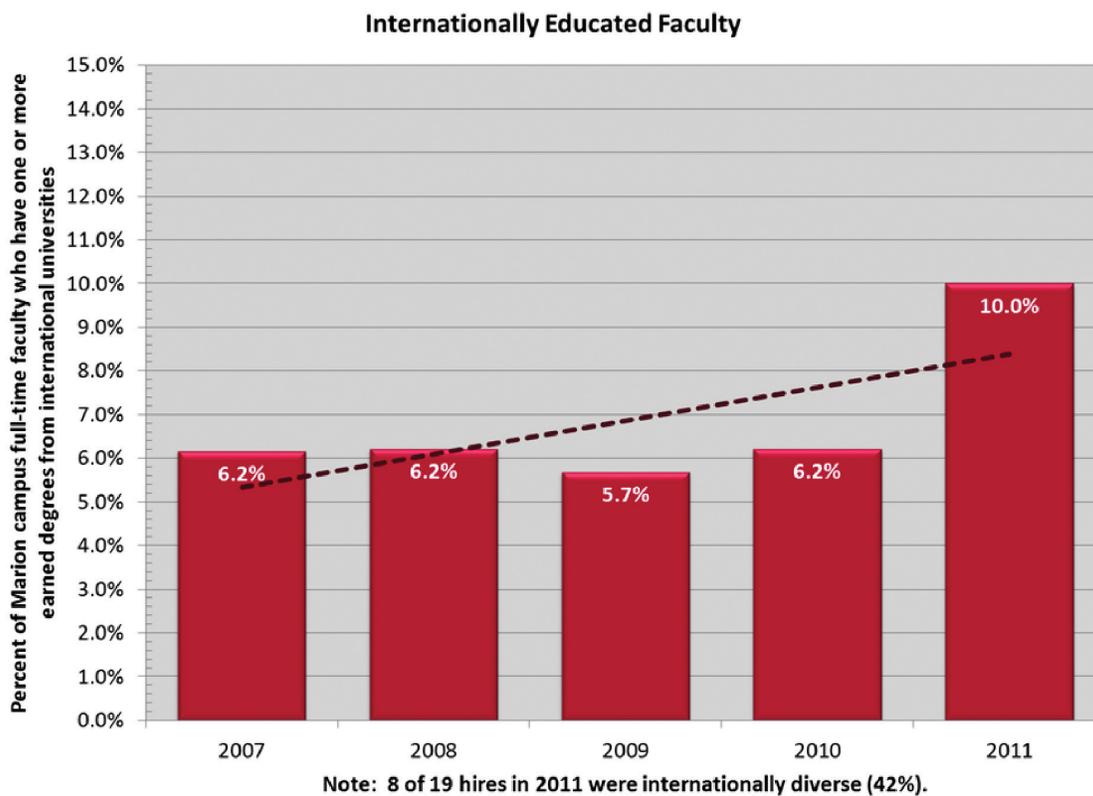


Figure 7: Marion campus faculty educated internationally. Plotted is the percentage of full-time teaching faculty on the Marion campus who have at least one earned degree from an international university. 42% of new hires in the 2011 hiring season were internationally educated. The dashed line plots the IWU linear trend through time.

Eight of 19 new hires in the 2011 hiring season hold at least one earned degree from an international university, bringing the total percentage to 10%. It is unknown how this compares with other institutions.

Figure 8 plots the ethnic/racial diversity of the IWU administration, specifically the IPEDS HR category of executive/administrative/managerial.

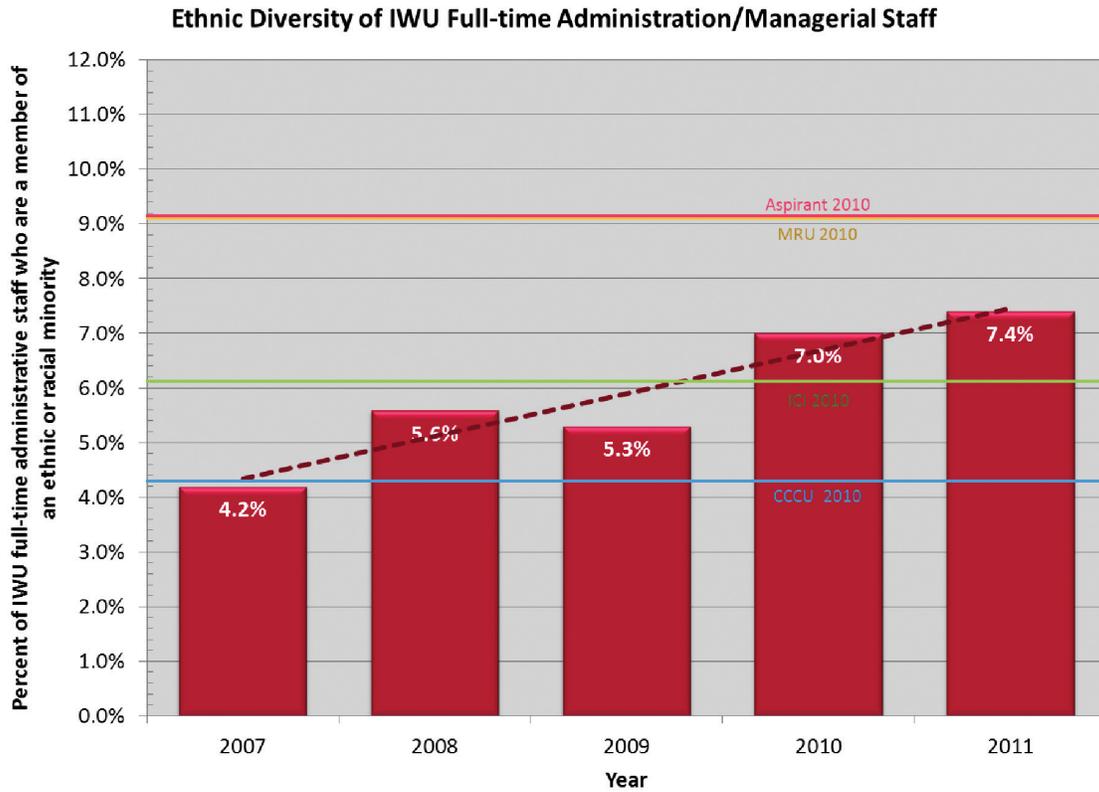


Figure 8: Ethnic diversity of the IWU administration. Plotted is the percentage of staff members included in the IPEDS HR category of executive/administrative/managerial who are members of one or more ethnic/racial minority groups. The blue line shows the 2010 median value for schools in the Council for Christian Colleges and Universities (CCCU). The green line shows the 2010 median value for schools in the Independent Colleges of Indiana (ICI). The yellow line shows the 2010 median value for schools in the U.S. News & World Report Midwest Regional Universities (MRU) category of schools. The pink line shows the median value for schools in IWU’s reference list of aspirant schools. The dashed line plots the IWU linear trend through time.

In the past three years, the count of full-time administrators who are members of an ethnic/racial minority has nearly doubled, increasing from 10 to 19, resulting in a measurable increase in the ethnic/racial diversity of the university’s administrative leadership. Our present value of 7.4% is well above the median values for the Council for Christian Colleges and Universities and the Independent Colleges of Indiana.

Figure 9 plots the gender diversity of the IWU administration, specifically the IPEDS HR category executive/administrative/managerial, measured as the percentage of administrators who are female.

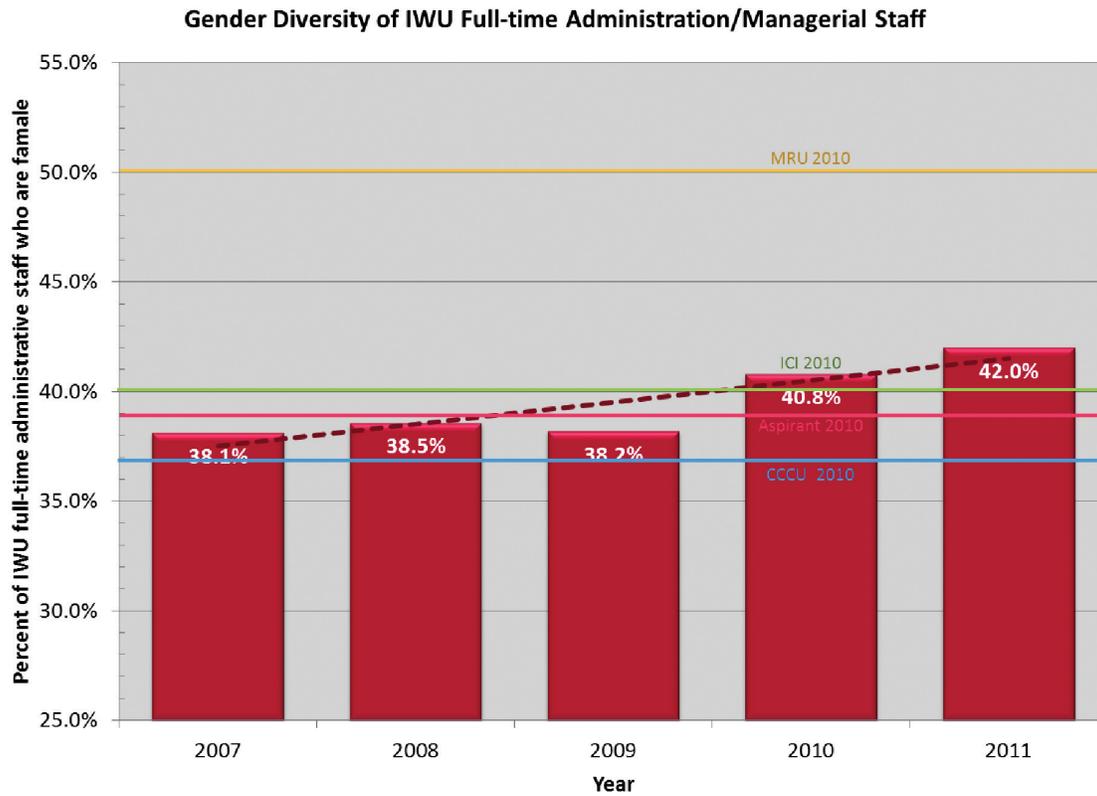


Figure 9: Gender diversity of the IWU administration. Plotted is the percentage of staff members included in the IPEDS HR category of executive/administrative/managerial who are female. The blue line shows the 2010 median value for schools in the Council for Christian Colleges and Universities (CCCU). The green line shows the 2010 median value for schools in the Independent Colleges of Indiana (ICI). The yellow line shows the 2010 median value for schools in the U.S. News & World Report Midwest Regional Universities (MRU) category of schools. The pink line shows the median value for schools in IWU’s reference list of aspirant schools. The dashed line plots the IWU linear trend through time.

Gender diversity in the administration has been climbing steadily and is now 42%, above the median values for three of our reference groups.

**Summary**

The enrichment of Indiana Wesleyan University through diversification of its staff and students has been steady by some measures for more than two decades, but has accelerated in the past six years under the leadership of President Henry Smith. Consistent attention to diversity by the Board in recent years, prominence of diversity in the strategic plan of the university, and focused action in hiring and recruiting practices is yielding measurable improvement in the diversity of the Marion home campus. Continued proactivity through structures such as the Multicultural Enrichment Council will make the Marion campus a home of personal well-being and academic success for students and staff from all cultures and backgrounds.

Appendix A

<b>Generic Aspirant Group (27)</b>			
Midwest Regional Universities Top 10	Other Regions Top 2 Each (6)	Indiana Leaders (5)	Christian Leaders (6)
Creighton University	Villanova	Indiana University	Wheaton College
Butler University	Fairfield University	Purdue University	Baylor University
Drake University	Rollins College	Notre Dame University	Calvin College
Xavier University (OH)	Elon University	DePauw University	Liberty University
Valparaiso University	Trinity University (TX)	Earlham College	Pepperdine University
Bradley University	Santa Clara University		Taylor University
John Carroll University			
Truman State University			
Drury University			
University of Evansville			

Appendix B: Action and Events Impacting the Diversity of Indiana Wesleyan University

<b>Action or Event</b>	<b>Date</b>	<b>Outcome</b>
LEAP (Leadership Education for the Adult Professional) adult programs launched	1985	Makes an IWU education accessible to adult students in urban locations, leading to gradual transformation of the IWU student body.
Purposefully Targeting Minority Faculty and Students initiative	1997-2002 NCATE and 2000 HLC Accreditations	Increased focus on diversification of adult programs.
HLC comprehensive review	2000	The 2000 visit team required a Progress Report on ethnic and gender diversity in the Board and administration.
Three women named to the Board of Trustees	2000-2003	Important step toward greater Board diversity.
Dr. Judy Huffman appointed dean of the College of Arts and Sciences	2001	Female addition to the President’s cabinet.
Women in Leadership program begun	2002	Mentoring program to develop female leadership.
Diversity training for faculty and administrators in the College of Adult and Professional Studies	2003	Joanne Onkes, an African-American woman, provided training on diversity issues.
Michael Moffitt hired as dean for Mentoring and Accountability	2003	African-American appointed to critical student development position.
HLC Progress Report on diversity submitted	2003	Meaningful progress noted. Report accepted.
Sharon Drury appointed dean of the College of Adult and Professional Studies.	2004	Female addition to the President’s cabinet.
Intercultural Student Services Department established	2005	Provided Marion campus specific focus on the well-being of minority students. Department now includes director, assistant director, six rotating student workers, programming coordinator, 16 diversity officers in residence halls.
MLK Scholarship Fund and Community Celebration Kick-off	2003 to Present	Visible community engagement in African-American heritage.

Leland Boren Scholarships - Minority Preference	2005 to Present	Many minority students have benefited from the scholarships and Lilly Match.
University Diversity Events	2005 to Present	Tapestry, NCMSLC, Passport to Culture, Destination to Unknown, Love Revolution, Multicultural Visit Day, Monthly Cultural Celebrations, Mosaic Newsletter, Speak Out, Faculty Workshops, Taste of Theatre, Diversity Round Table, Journey through History, Diversity Training, New Student Diversity Workshop.
Enhanced focus to bring culturally, ethnically, and internationally diverse chapel speakers and ministry groups to campus (43 since 2003)	2003 to Present	Rev. Kyle Ray, Faud Massari, Latrese Moffitt, IWU African-American Gospel Worship Team, Princess Zulu, Zambian Children's Choir, Baptist African-American Gospel Worship Team, Luis Martinez, Samuel Rodriguez, John Perkins, Rev. Troy Evans, Dr. Ben Carson, Christopher Yaun, Tony Dungy, Diversity Focus Chapel, etc.
Henry Smith appointed as President	July 1, 2006	Dr. Smith has consistently led the institution to focus on multicultural diversity.
Ms. Kris Douglas appointed Vice President for Enrollment Management	2007	Female addition to the President's cabinet.
Michael Moffitt appointed as Vice President for Student Development	2007	African-American appointment to the President's Cabinet.
Presidential initiative to right-size faculty salaries leads to substantial increases in faculty pay, especially at the full professor level.	2007	IWU faculty salaries are now at the 75th percentile in the CCCU (Council for Christian Colleges and Universities), enabling IWU to compete for top-quality, mission-fit, minority faculty.
"Diversity" added as a specific university Value.	April 3, 2008	Resulting from an extensive strategic planning process and approved by the Board of Trustees, the establishment of diversity as a specific university Value causes diversity to remain a central theme of strategic initiatives.
"Celebrate the richness of each culture within the University" established as one of five university strategic priorities.	April 3, 2008	Resulting from an extensive strategic planning process and approved by the Board of Trustees, diversity becomes one of five central themes in the strategic plan.
Dr. Darlene Bressler appointed Vice President and Dean of the College of Arts and Sciences	2008	Female addition to the President's cabinet.
Dr. Jim Lo hired as Dean of the Chapel	2008	Dr. Lo's hiring marked the appointment of an Asian-American as one of the most prominent IWU community Leaders in the eyes of the student body. He has continued to bring culturally, ethnically, and internationally diverse chapel speakers to our students.
Partnered with the mayor of Marion to host entrepreneurial and governmental visitors from visiting countries	2007 to Present	Several groups from China and other countries have visited the city of Marion and Indiana Wesleyan University.

Office of Global Initiatives founded	2009	Provides leadership and focus for globalization of the IWU curriculum and expansion of travel abroad opportunities for students.
Wesley Seminary founded	2009	Dr. Wayne Schmidt is working with a culturally diverse Board with a passion to serve culturally, ethnically and internationally diverse graduate students.
Dr. Mwenda Ntarangwi appointed as Executive Director of the Office of Global Initiatives	2010	African native appointed to provide leadership in globalization and travel abroad opportunities.
Dr. Bridget Aitchison appointed Vice President and Dean of the College of Adult & Professional Studies	2010	Female and international addition to the President's cabinet.
Tuition Pricing Task Force - Series of Six Meetings	Spring Semester 2010	Purposefully targeting minority students and changing financial aid packaging.
Diversity Audit - Dr. Pete Menjares, Diversity Consultant	April 7 - 9, 2010	Diversity Audit Report, June 2010, with recommendations for strategic advance.
HLC Comprehensive Visit	Summer 2010	Visit team recommended a Progress Report on diversification of the Marion campus.
Director of Multicultural Recruitment hired	August 2010	Charleston Sanders, African-American, provides leadership in multicultural recruiting.
Director of Latino Latina Education for Wesley Seminary hired	August 2010	Joanne Solis-Walker, Latina, guides the expansion of Seminary ministry into the Hispanic community.
Multicultural Admissions Counselor hired	July 2010	Elias Rojas provides admissions counseling for minority students.
Multicultural Diversity Task Force - series of six meetings	June 10 through September 7, 2010	Report to the Board of Trustees October 1, 2010.
Recommendation to Board to hire a Multicultural Enrichment Officer	September 7, 2010	Recommendation to the Board of Trustees October 1, 2010.
Residential Campus Enrollment Growth Task Force - series of six meetings	June 7 through September 14, 2010	Report to the Board of Trustees October 1, 2010.
Seminary initiative to build bridges to black denominations noted by Board.	October 1, 2010	Significant diversity initiative.
Vision 2020 adopted, including Culture as one of four themes	October 1, 2010	Board adoption keeps multicultural diversity as a central theme of the strategic plan.
IWU forms partnership with National Hispanic Christian Leadership Conference (NHCLC)	October 2010	Important initiative with the Hispanic community.
Multicultural Enrichment Council founded	November 2010	Provides university leadership and focus to diversity initiatives.
Seminary Spanish-language initiative noted by the Board	April 1, 2011	Significant diversity initiative.
Multicultural Visit Day noted by the Board	April 1, 2011	Focused recruiting of minority students to the Marion campus.

Strategic focus on cultural enrichment noted by the Board	June 29, 2011	Continued maintenance of diversity at the heart of the strategic plan.
Diane McDaniel (African-American) appointed as Associate Vice President in charge of Human Resources	August 2011	Multicultural leadership is added to the top HR position.
Visit by diversity training team from Purdue University	March 15, 2012	Shared their process and experience for training faculty and staff in intercultural awareness and effectiveness.
Board resolution in support of multicultural initiatives	April 13, 2012	Continuing Board endorsement of diversity priority.
IWU receives Education Award from the National Hispanic Christian Leadership Conference (NHCLC)	April 23, 2012	Recognition by national Hispanic organization of IWU's efforts on behalf of Hispanic students.
Diversity Progress Report submitted to HLC	May 2012	
Continued attention to and steady progress in hiring a diverse faculty and staff, in making the Marion campus a welcoming and nurturing environment for growth and learning for students from all cultures and backgrounds, and in providing opportunities for international and intercultural engagement for all students.	2012-2030	IWU will become as richly diverse as the global body of Christ, enabling it to fulfill its mission to change the world for Christ.