

Office of Multicultural Programs and Services

Strategic Plan

Completed September 22, 2011

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Mission and Vision

Our Mission

New Mission Statement: Our mission is to provide programs and services that encourage the holistic development of students, particularly students of color, and affirm identity through advocacy, outreach and advising. We build an inclusive, equitable, culturally competent community so students will excel and contribute to our multicultural society. (45 words)

What We Do

To fulfill our mission, the Office of Multicultural Programs and Services

- Advocates, supports, and advises students and cultural groups in their identities.
- Provides opportunities for students to develop as leaders, fostering respect for individuals and building cross-cultural relationships.
- Provides mentoring programs for underrepresented students of color that support students to excel as scholars and achieve personal goals.
- Works toward a common good by providing social justice and diversity education and dialogue on intersecting identities of race, faith/religious tradition, nationality, sex, class, gender, sexual identity, and other social identities to develop students' understanding of other cultures.
- Maintains a space and provides programs that support diversity and builds an inclusive community through designating staff and monetary resources for multicultural and diversity education programs.
- Collaborates with campus and community groups to ensure a climate of justice, access, equity, learning and leadership opportunities for underserved students.

Vision Statement

Our vision is to be a model of inclusion and cultural competency which empowers students to succeed, to share learning experiences through inter-cultural dialogue, and build collaborative relationships in a vibrant, socially just, diverse university community.

Guiding Principles and Integration

Consistency with the University, Campus Life, and CAS

The OMPS' Strategic Plan is consistent with the mission, vision, and initiatives of the Division of Campus Life and Emory University, as well as with CAS Professional Standards for Higher Education (2009 edition) and the stated missions of Multicultural Student Programs and Services (MSPS).

Emory's Mission is "To create, preserve, teach, and apply knowledge in the service of humanity."

Emory's Vision: “A destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care and social action.”

Campus Life Vision/Mission Statement

The Division of Campus Life strengthens and enhances Emory University as a community of learning through our programs, activities, services, and facilities. We create a welcoming and supportive environment with a commitment to model and teach holistic well-being, ethical leadership, community service, and global citizenship.

CAS Student Outcome Dimensions, CAS Professional Standards for Higher Education, 7th edition

The following are the CAS outcome dimensions most related to multicultural topics:

- Understanding and appreciation of cultural and human differences
- Social responsibility
- Critical and reflective thinking
- Relating knowledge to daily life
- Pursuing goals
- Meaningful relationships
- Realistic self-appraisal, self-understanding, and self-respect
- Interdependence
- Global perspective

CAS Standards of Multicultural Student Programs and Services- Mission

1. Multicultural Student Programs and Services (MSPS) must promote academic and personal growth of traditionally underserved students, work with the entire campus to create an institutional and community climate of justice, promote access and equity in higher education, and offer programs that educate the campus of diversity.

2. MSPS must develop, disseminate, implement, and regularly review their mission. Mission statement must be consistent with the mission of the institution and professional standards. MSPS in higher education must enhance overall educational experiences by incorporating student learning and development outcomes in their mission.

3. MSPS must assist the institution in developing shared goals and creating a sense of common community that serves all its constituents fairly and equitably and is marked by:

- i.) Access to academic, social, cultural, recreational, and other groups and activities
- ii) Opportunities for intentional interaction and engagement
- iii) Integration

4. MSPS must encourage the institution to hold units responsible for meeting the needs of traditionally underserved students in their areas of responsibility; this includes underrepresented or

oppressed students such as students of color; lesbian, gay, bisexual and transgender students; and students with disabilities.

Definitions of Terms

Access – freedom of approach or communication; or the means, power, or opportunity of approaching, communicating, or passing to and from.

Advising – to give (someone) a recommendation about what should be done.

Advocacy – active support (of students).

Assessment – efforts to gather, analyze, and interpret evidence which describes institutional, departmental, divisional, or agency effectiveness.” (Upcraft and Schulh, 1996)

Collaboration – to work jointly with others or together especially in an intellectual endeavor.

Cultural competency – is the acceptance and respect for difference, continuing self-assessment regarding one’s own or another culture, attention to the dynamics of difference, ongoing development of cultural knowledge and resources and flexibility within service models to work toward better meeting the needs of diverse populations. Cultural Competence is a set of congruent practice skills, attitudes, policies and structures that come together to enable those professionals to work effectively in cross-cultural situations. (Cross, Brazron, Dennis, & Isaac, 1999).

Diversity – the condition of having or being composed of differing elements; the inclusion of different types of people in a group or organization.

Equity – the state, quality, or ideal of being just, impartial, and fair.

Event – an educational, co-curricular, or social occasion or activity.

Global Perspective – is a viewpoint that develops through experiences and exploration and leads to an understanding and appreciation of the importance and impact of worldwide interconnectedness upon self, society and environment.

Inclusion- the state and act of being included; all individuals have a right to be included in naturally occurring settings and activities.

Leadership – commitment to action; ability to lead and influence; an act of leading, guiding, directing.

Marketing – the process or technique of promoting, selling, and distributing a product or service.

Multicultural – of, relating to, reflecting, or adapted to diverse and varied cultures.

Outreach- implementation of systems to inform constituents through *marketing* of program/services, and other resources; and, *direct contact* between student constituents and staff.

Peer Mentorship – a personal developmental relationship in which a more experienced person helps a new or less experienced person of similar age adapt and learn in a setting.

Presentation – the act of presenting; a verbal report using visual slides and media to an audience.

Programs – a plan or system under which action may be taken toward a goal.

Resources – a source of supply or support: an available means – expertise.

Service – contribution to the welfare of others.

Social Justice – includes a vision of society that is equitable and all members are physically and psychologically safe and secure.

Success – a favorable or desired outcome.

Sustainability – meeting the needs of the present generation without compromising the needs of future generations.

Training – the act, process, or method of one that trains; activity leading to as skilled behavior.

Underrepresented – insufficiently or inadequately represented minority racial groups and economically disadvantaged students.

Volunteerism – collaborating with agents of change for service projects and social justice work that promote learning about self and society.

Workshop – a usually brief intensive educational program for relatively small group of people that focuses especially on techniques and skills in a particular field.

Constituents

- We focus on traditionally underserved undergraduate students, particularly students of color. These students may have multiple identities such as; first generation college students; low income students; multiracial; lesbian, gay, bisexual and transgender students; and students with disabilities. We serve these students through our signature programs (MORE Mentoring and Crossroads Retreats), and by appointments and outreach.
- We serve Campus Life and the institution by contributing to the diversity goals and overall academic mission of the university.

Purpose of this Strategic Plan

This Strategic Plan is a living document to guide department staff toward actuating our revised Mission Statement. Furthermore, the document provides transparency of our mission to our constituents and stakeholders, and addresses evaluation and assessment of all OMPS programs and services. This document is developed to contribute to University and Campus Life goals of diversity and inclusion. The department last revised its Mission Statement in 2006 and wrote a streamlined Strategic Goals in 2008. OMPS underwent its first Peer Review in February 2011, which informed the development of this Strategic Plan.

SUMMARY OF STRATEGIC GOALS

Strategic Goal 1 – Increase Visibility and Branding of OMPS

Strategic Goal 2 – Improve alignment of expenditures, program goals, and outcomes (integration of Budget and Mission)

Strategic Goal 3 – Re-define Staff Responsibilities to Support Mission Elements and Implement Services

Strategic Goal 4 – Increase Outreach and Usage by Targeting Non-participants among Underrepresented and Majority Students

Strategic Goal 5 – Develop Strategic Partnerships toward building a Community-Diversity Network

Strategic Goal 6 – Build OMPS' Funding through External Resources

DETAILED PLAN OF GOALS AND STRATEGIES

Goal 1. Increase Visibility and Branding of OMPS

Strategy	Timeline	Person(s) Responsible
1. Update the OMPS' Mission Statement and Vision Statement; publicize the statements a. Define Who We Are, What We Provide, Who does what, and What campus resources do we refer to for non-OMPS issues.	fall 2011; annual review of mission statement	Director
2. Increase communication to the student body and Emory Community to fully integrate OMPS mission into the campus a. Staff outreach to targeted groups and people, departments during summer, Orientation, Essence,	on-going	Assistant Director

etc.		
<p>3. Refine the overall marketing/branding plan</p> <ul style="list-style-type: none"> a. Institute a marketing and programming committee to further brand and promote OMPS' programs and services; <ul style="list-style-type: none"> i. Recruitment, application, and selection of committee b. Expand use of social media networking (FB, Twitter, YouTube) and web-based video/audio technology; <ul style="list-style-type: none"> i. Designate who is in charge and who will assist c. Continue collaboration with media outlets (Wheel, Emory Report, University Media Relations, diversity websites) d. Design new brochure for office 	fall 2012	Assistant Director
<p>4. Expand visibility to areas and activities where students congregate [Posters, banners, Won. Wed.]</p> <ul style="list-style-type: none"> a. Marketing committee will develop plan and implementation; details will derive from the committee. 	fall 2012	Assistant Director
<p>5. Maintain OMPS website to promote OMPS events, services, and social development, educational, and career opportunities for students</p>	on-going	Administrative Assistant

Goal 2. Improve alignment of expenditures, program goals, and outcomes (integration of Budget and Mission)

Strategy	Timeline	Person(s) Responsible
1. Perform a cost-benefit analysis of the effectiveness and associated learning outcomes of current programs	summer 2012	Director and Associate Director
2. Determine the level of need to expand or shrink current programs a. Increase the number of Crossroads Retreats and length of MORE mentoring b. Reduce Unity Month budget and over-programming c. Analyze all other OMPS programs and outcomes	Summer 2013; annually review based on assessments	Associate Director
3. Align expenditures to ameliorate gaps in serving underrepresented students a. Conduct student needs assessment for select program development and sub-populations and/or specific audiences b. Respond to assessment outcomes	summer 2012 and annually review	Director and Associate Director
4. Integrate the Gift Account into the Strategic Plan	fall 2012	Director

Goal 3. Re-align Staff Responsibilities to Support New Mission Elements and Services

Strategy	Timeline	Person(s) Responsible
1. Review and revise staff roles and responsibilities to meet changing demographics and students' changing needs	on-going annual review	Director
2. Clarify club advising assignments and institute a procedure to refer multicultural organizations and clubs to OSLS (ethnic food approval, room reservations, etc.)	fall 2011	Associate Director

<p>3. Prioritize and determine the key underrepresented cultural organizations that OMPS staff shall advise to achieve equity and cultural awareness and competency</p> <p>a. Collaborate with OSLS to identify advisors for clubs needing them.</p>	summer 2013	Associate Director
<p>4. Develop drop-in advising for lower priority cultural organizations and clubs to maintain inclusion and feedback on campus climate</p>	summer 2012	Assistant Director
<p>5. Clarify staff assignments to collaborate with other campus offices that provide additional or specific individualized services and advocacy for underrepresented students: Career Center; Religious Life; CIPA; Health & Counseling; OSLS; LGBT; Residence Life; Center for Women; Learning Programs; Community & Diversity</p>	summer 2012	Associate Director
<p>6. Increase communication between OMPS and College Deans and committees to more closely track underrepresented students to ensure student progress</p> <p>a. Target outreach to at-risk students to encourage access to OMPS programs and services</p> <p>b. Schedule meetings with OUE research on retention data</p> <p>c. Collaboration with Dean Newby and Learning Programs/Academic Advising/Intl Students</p> <p>d. Latino Task Force</p>	on-going	Director
<p>7. Continue participation in professional development to keep current and to support staff skill building in student</p>	on-going	All staff

affairs and diversity arenas a. Social Justice Training Institute b. NASPA/ACPA c. NCORE d. Emory Learning Services		
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Goal 4. Increase Outreach and Usage by Targeting Non-participants among Underrepresented

Strategy	Timeline	Person(s) Responsible
1. Develop monthly programs as well as identity/diversity workshops and community service to involve heretofore non-users a. With student interns, develop a pilot once-a-month social “unity lounge” program (dialogue/multicultural film) b. Develop community service projects in partnership with VE and cultural organizations c. Assess effectiveness of pilot workshops and service projects d. Develop a Multicultural Leadership Conference	Summer 2012 Annually review of programs	Assistant Director
2. Incorporate technology (C3M) to more accurately monitor and track usage of office resources, and participation in OMPS’ sponsored committees and events; and provide a database for follow-up	fall 2012	Associate Director

Goal 5. Develop Strategic Partnerships toward Building a Community-Diversity Network

Strategy	Timeline	Person(s) Responsible
1. Increase outreach, communication,	On-going	All staff

<p>and collaborative inter-cultural opportunities with Campus Life offices and campus departments, including faculty, alumni, student organizations, and external community organizations.</p> <p>a. Multicultural Greek Council</p>		
<p>2. Expand opportunities to address racial bias, acts of intolerance, bystander apathy (Student Conduct, Residence Life, EOP, etc.)</p> <p>a. Develop Bystander Education in partnership and across campus; campaign “See Something, Say Something”</p> <p>b. Explore development of a bias reporting protocol</p>	2011-12; on-going	Assistant Director
<p>3. Develop programs on cultural competency and diversity education (Residence Life, Religious Life, LGBT, Provost’s Office, PCORE)</p> <p>a. Maintain and expand membership on university, college committees related to diverse student issues and policies</p>	Summer 2013	All staff
<p>4. Develop a series of Faculty and Staff Chats to bring students and faculty together at OMPS</p>	fall 2012	Director

Goal 6. Build OMPS’ Funding through External Resources

Strategy	Timeline	Person(s) Responsible
<p>1. Develop and implement a strategy through the Annual Fund to increase contributions to OMPS; create a Case Statement booklet</p>	Summer 2015	Director with Campus Life- DAR staff
<p>2. Build closer relationships with Emory Alumni Association and affinity</p>	On-going	Director

alumni groups (CEBA) a. Expand outreach to individual multicultural alumni using media and technology platforms		
3. Solicit major gifts from individuals and corporations to fund additional staff positions, graduate assistant position(s), student leadership development and cultural competency trainings	Summer 2015	Director
4. Orchestrate a plan to implement a revenue-generating Summer Crossroads Camp for high school students	summer 2012	Associate Director
5. Participate in individual and cooperative grant writing research and implementation	Summer 2013	Administrative Assistant

APPENDIX

Summary Results of SWOT- November 2010
 Summary of Findings from Student Survey on OMPS- April 2009
 Key Recommendations from February 2011 Peer Review

Note: These will be hard copy attachments.