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Diversity Mapping: Indiana University Bloomington

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Halualani & Associates

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Purpose

- Review the diversity mapping process that was undertaken in Summer - Fall 2015
- Showcase the diversity maps & our findings about diversity at IU Bloomington
- Highlight:
  - strengths & leverage points
  - “opportunities” or possible “growth areas

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De-Mystifying Your Diversity Habits

“Make Decisions”

“Take Strategic Action”

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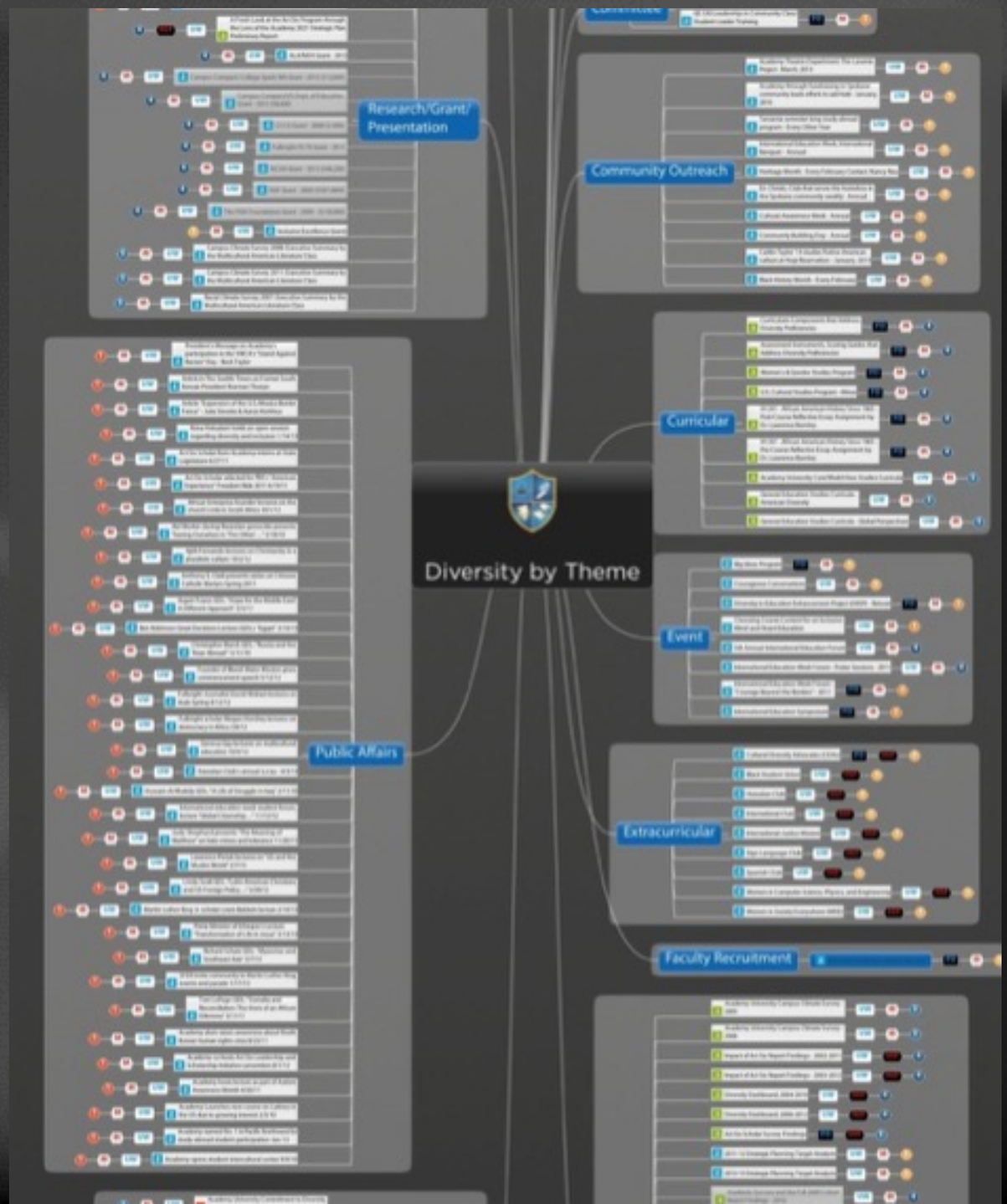
Diversity Mapping

- Takes stock of actual efforts
- Sets baseline
- 23 analytical layers
- Leverage points
- Gaps or “Opportunities”



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Mapping Methodology

- Web scraping/search engine optimization (SEO)
- Info collected from campus divisions
- Spreadsheet codings
- 23 analytical layers
- Data analytics applied to all information (“domain analysis” qualitative coding, NVIVO, QDA Miner)
- Graphical/visual mapping via Concept Draw
- Insights, Gaps, & Leverage Points Analysis

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Key Terms for Maps

- **Diversity Efforts** = Campus activities, programs, initiatives, processes, and or events related to diversity, culture, & inclusion

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Data Collected

- 1609 Responses via the Diversity Efforts Informational Survey
- Reviewed 483+ documents Submitted Via Dropbox (average of 4 pages per document = 1932 total pages)

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Diversity Mapping Project:

4 Maps

- Diversity Efforts By Unit (1)
- Diversity Efforts By Theme (1)
- Diversity-Related Events (1)
- Diversity-Related Student Organizations (1)

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Doing the "Work" of Diversity

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Is Indiana University Bloomington Actively Creating an Inclusive & Diversity-Excellence Culture?

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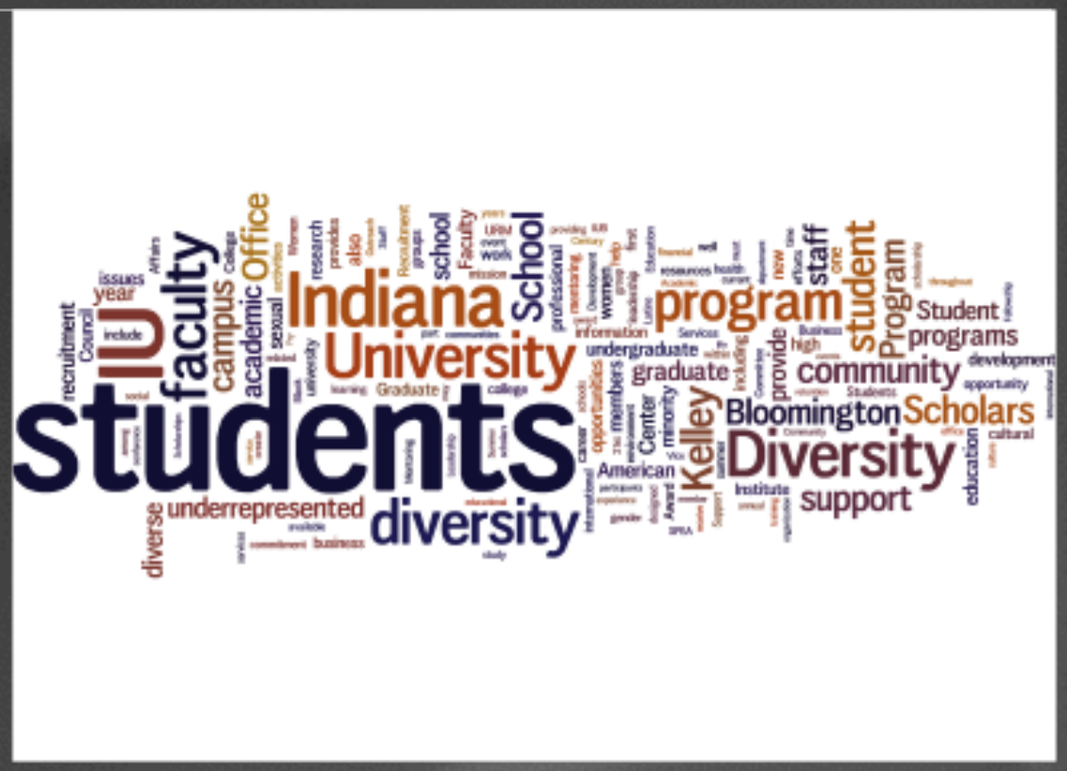
Yes . . . In Part

- 1966 Diversity Efforts



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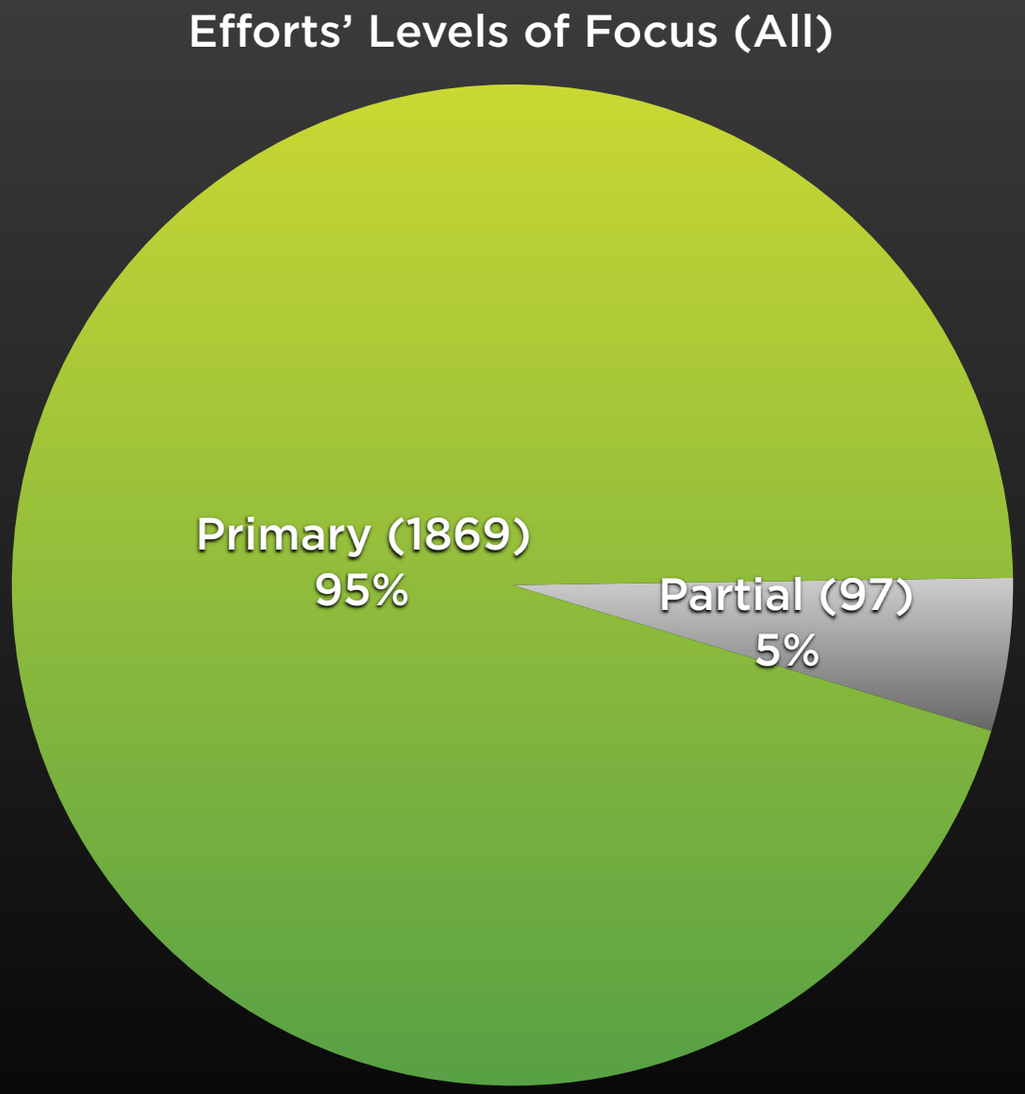
IU Bloomington's Diversity Actions

- Level of Commitment to Diversity
- Predominantly engaging in action that centrally focuses on diversity



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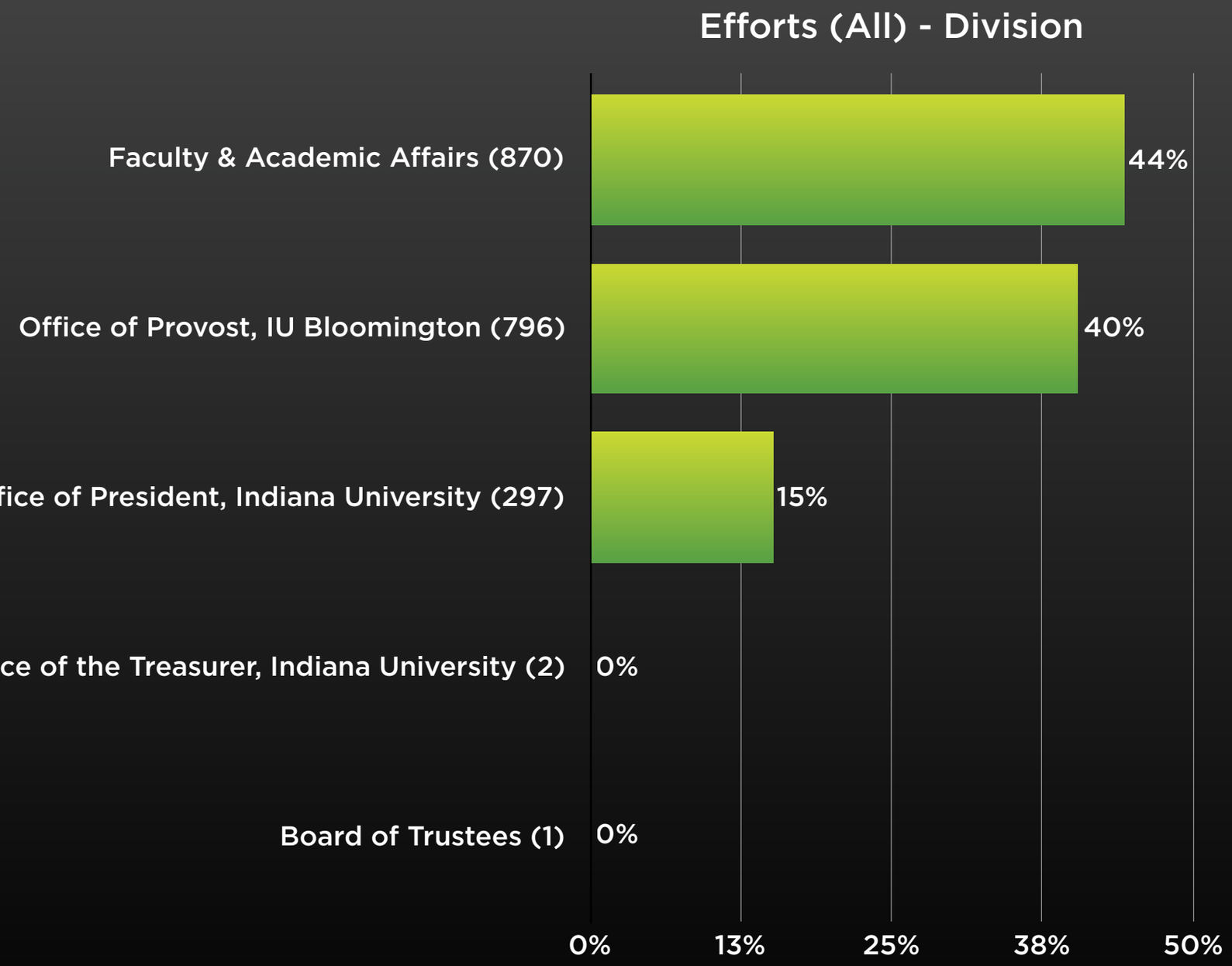
IU Bloomington's Diversity Actions

- All Divisions Mostly On Deck
- 503 Collaborations = 26% of all efforts (Impressive)
- Average of 3 units/programs working together on any effort



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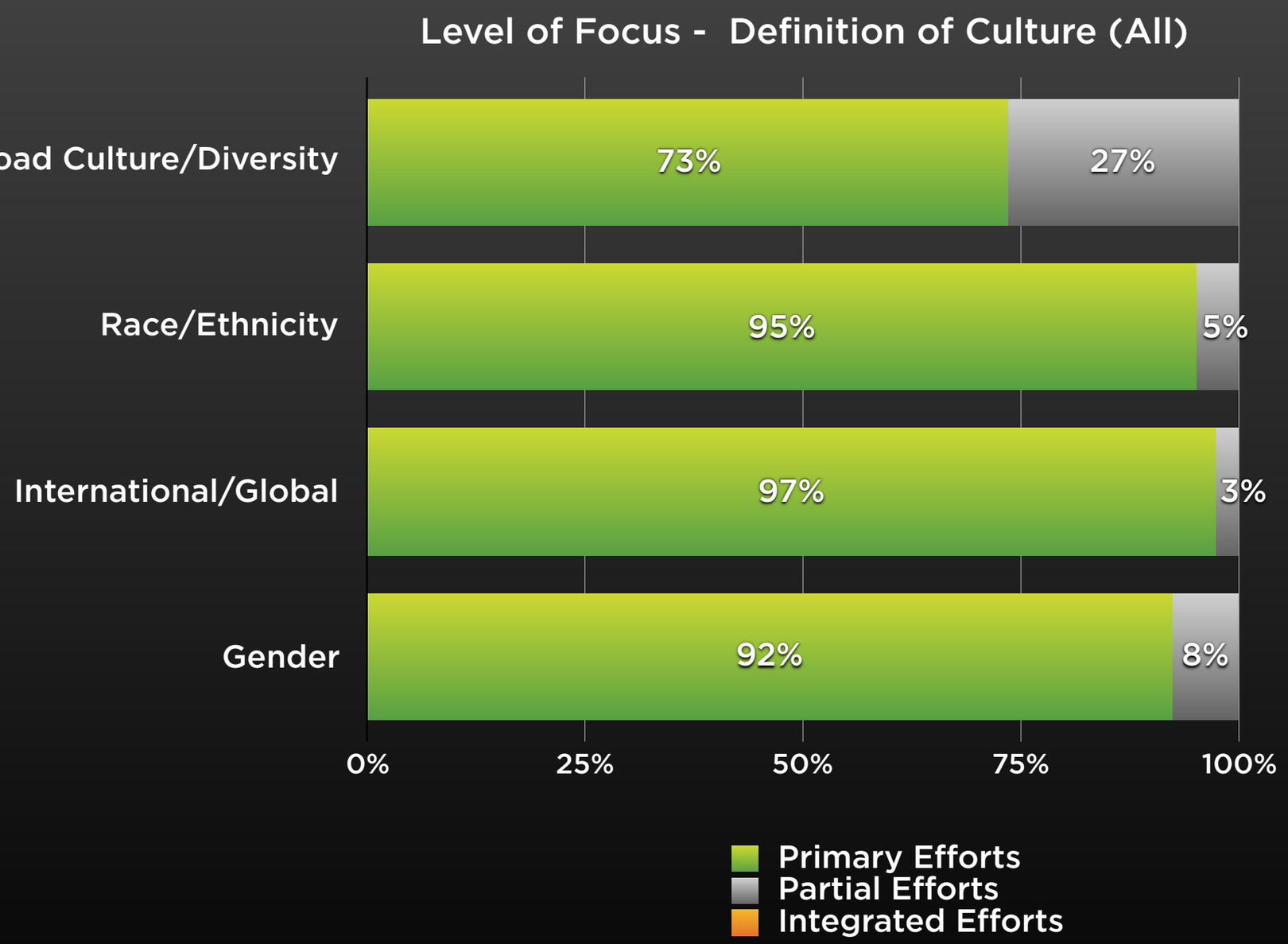
IU Bloomington's Diversity Actions

- Primary Efforts Focused On 4 Main Definitions of Culture
- International/ Global & Race/ Ethnicity, Gender, Broad Culture



ASSESSING THE EVOLUTION OF A DIVERSITY PRACTICE

H & A has developed an unique numbering sequencing designation that indicates the degree of strategic evolution of a diversity effort/ practice in terms of the following:

1

First order -
Declarative efforts & policies that establish a commitment to diversity.

2

Second order -
Commitment is demonstrated by an action, effort, or program.

3

Third order -
Sustained action is anchored to a strategic framework. Evident positive impact must be made.

4

Fourth order - Transformative & culture changing practices. Sustained, prioritized actions with major positive impact. Stands as fully resourced and institution-wide.

* These categories remake the notion of “business as usual.”
* The goal is to have a balanced and "building" representation of diversity efforts across all change orders.

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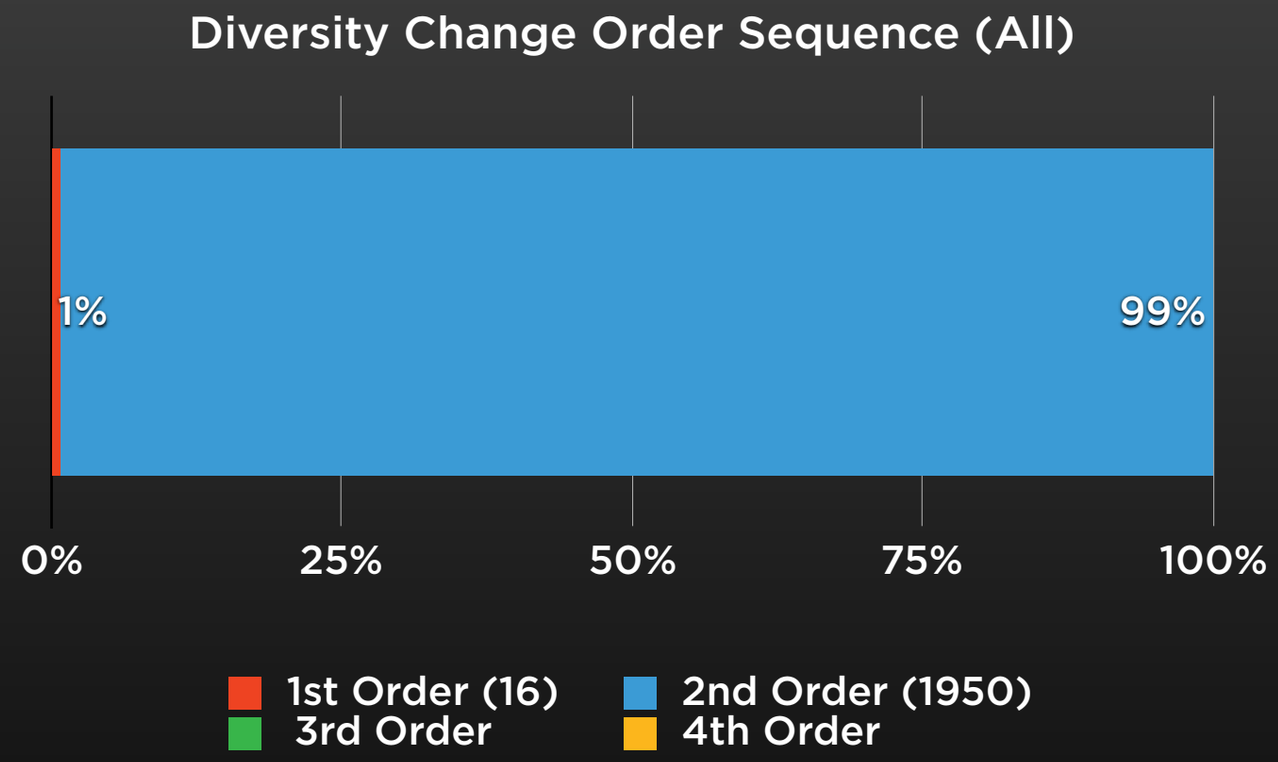
IU Bloomington's Diversity Actions

Overall Change Order Stage

- At what stage is your campus toward diversity excellence?
- Action Stage - 2nd Order
- Between action & impact assessment
- Need more traction in strategic priority mode



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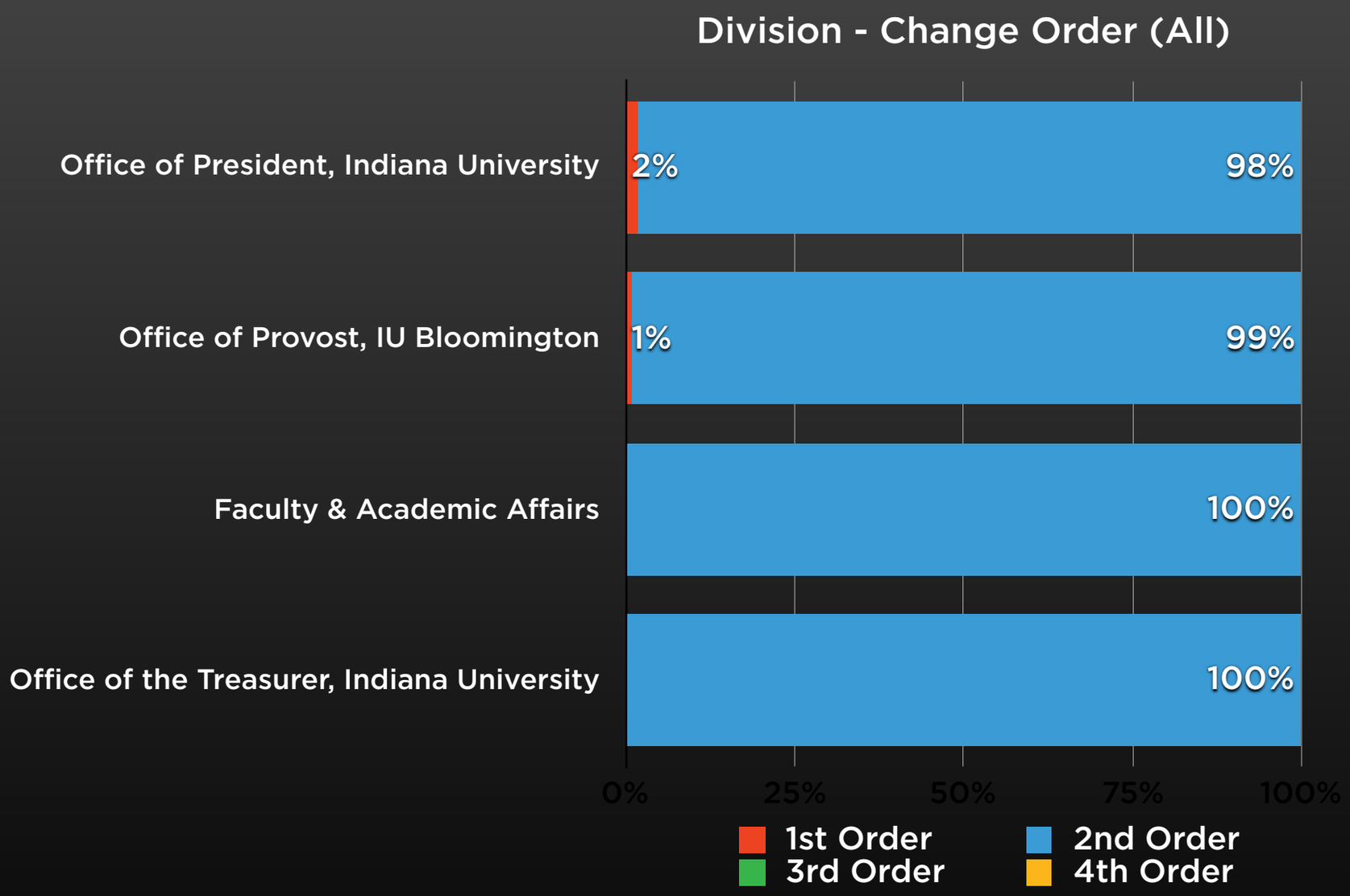
IU Bloomington's Diversity Actions

Overall Change Order Stage

- All main divisions in action stage
- Academic colleges & departments = engaged



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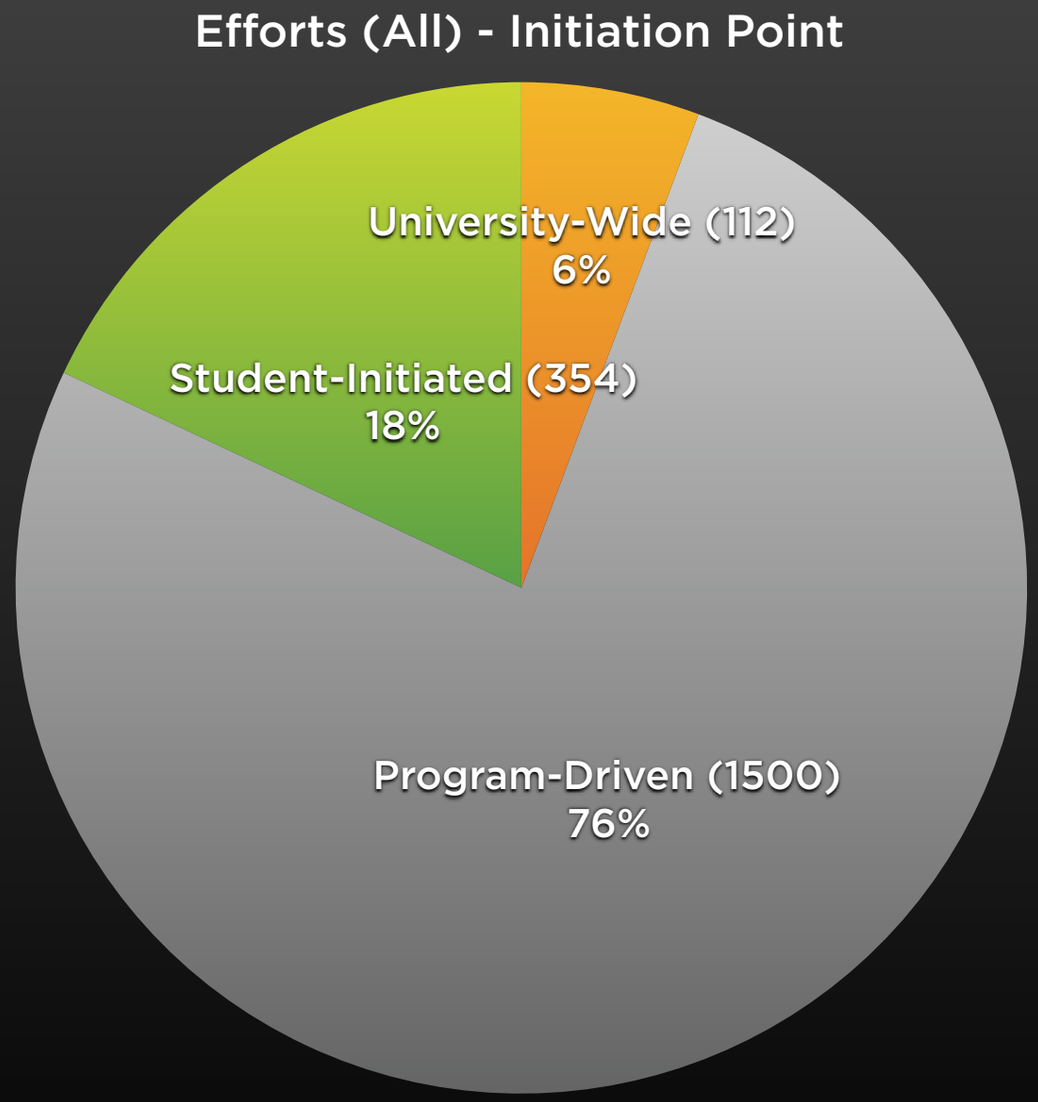
IU Bloomington's Diversity Actions

- How aligned are your divisions towards a shared framework of diversity excellence?
- Efforts initiated by programs & units
- Cost-Sharing?
- More Strategic Focus/ Alignment via IUB Campus Strategic Plan & IU Strategic Plan



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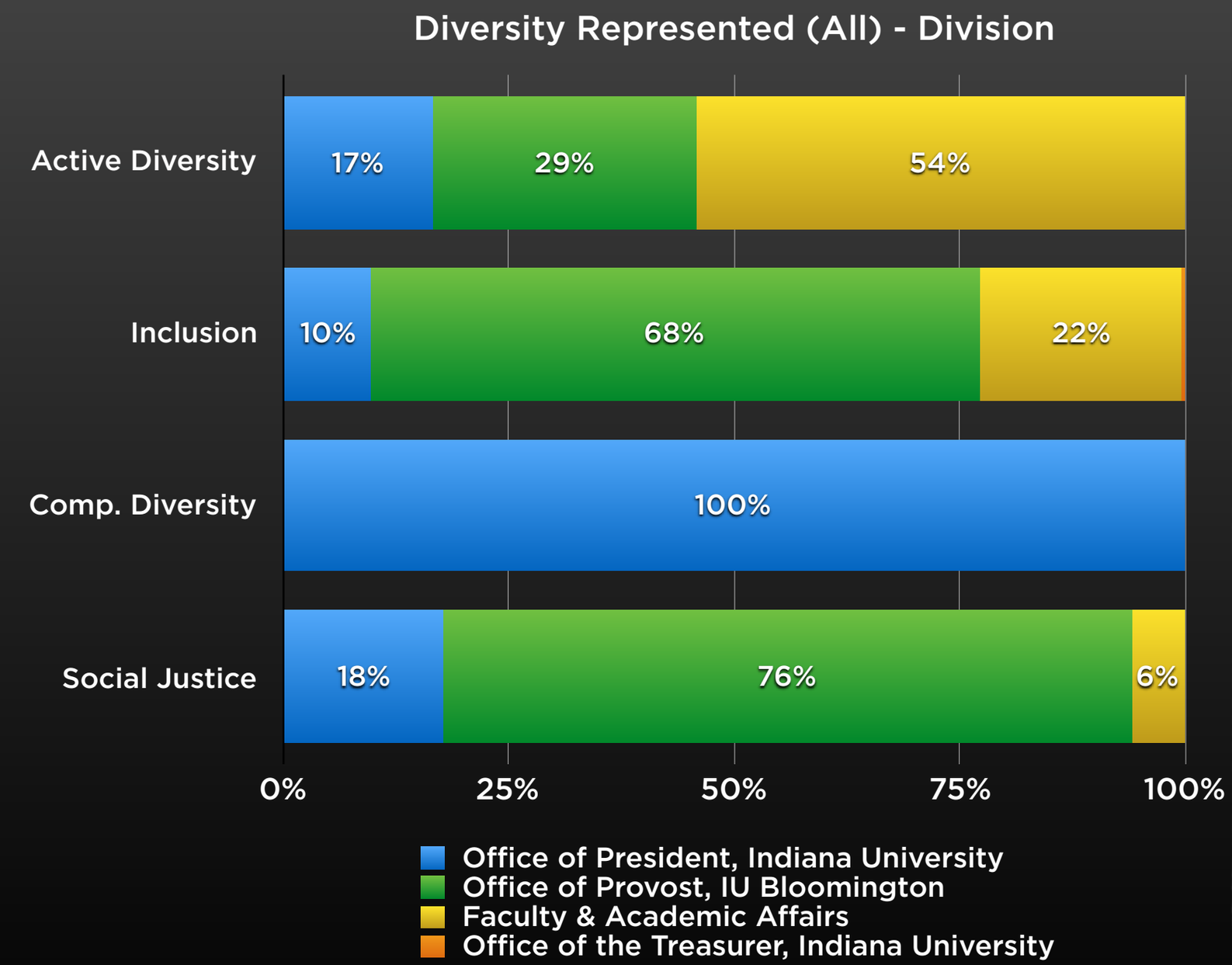
IU Bloomington's Diversity Actions

- Different foci on diversity in different divisions
- Office of President involved in all types
- Office of Provost taking lead in Inclusion & Social Justice



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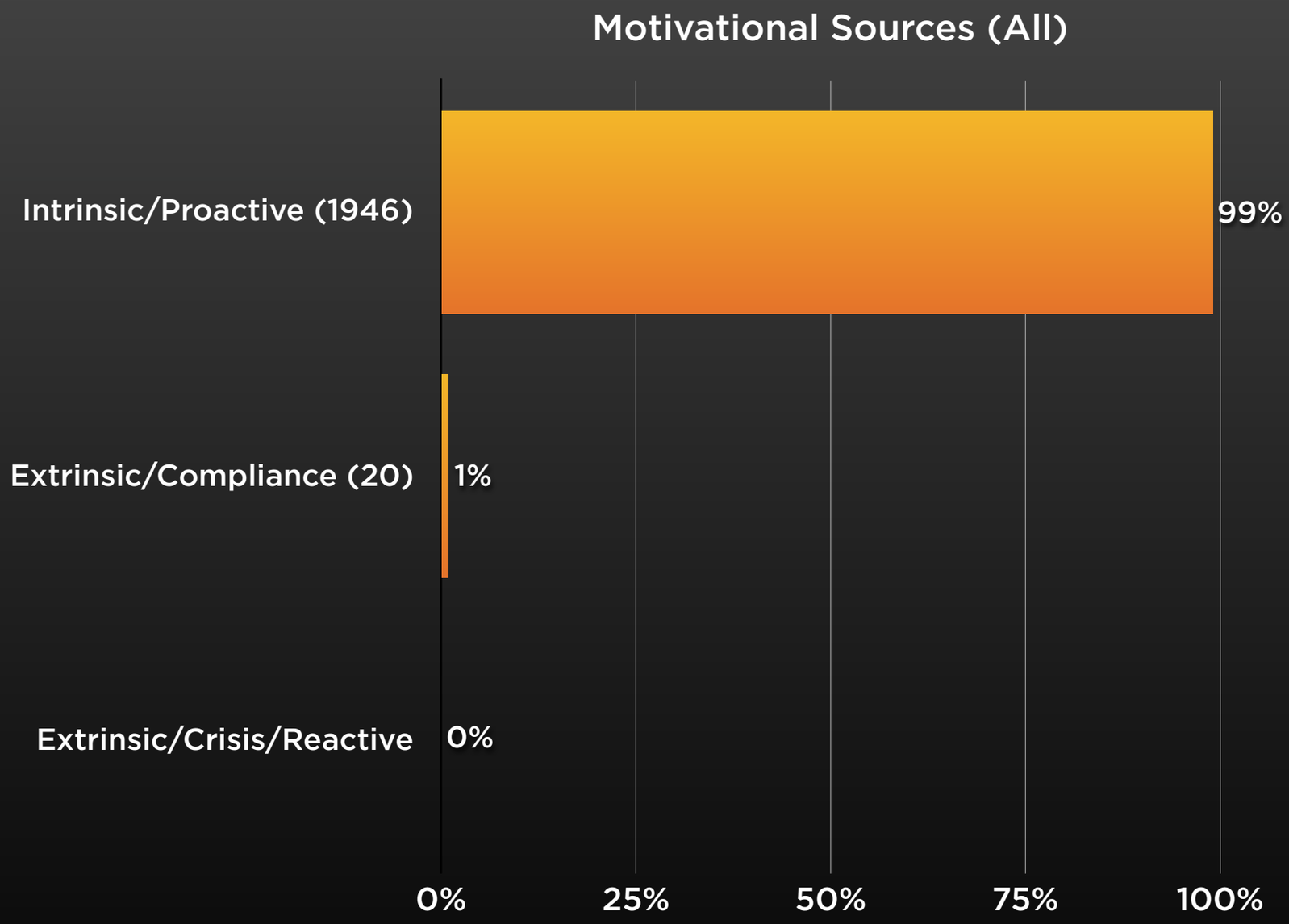
IU Bloomington's Diversity Actions

- Intrinsically motivated

- Compliance & Crisis Do Not Overshadow IU Bloomington's Diversity Efforts



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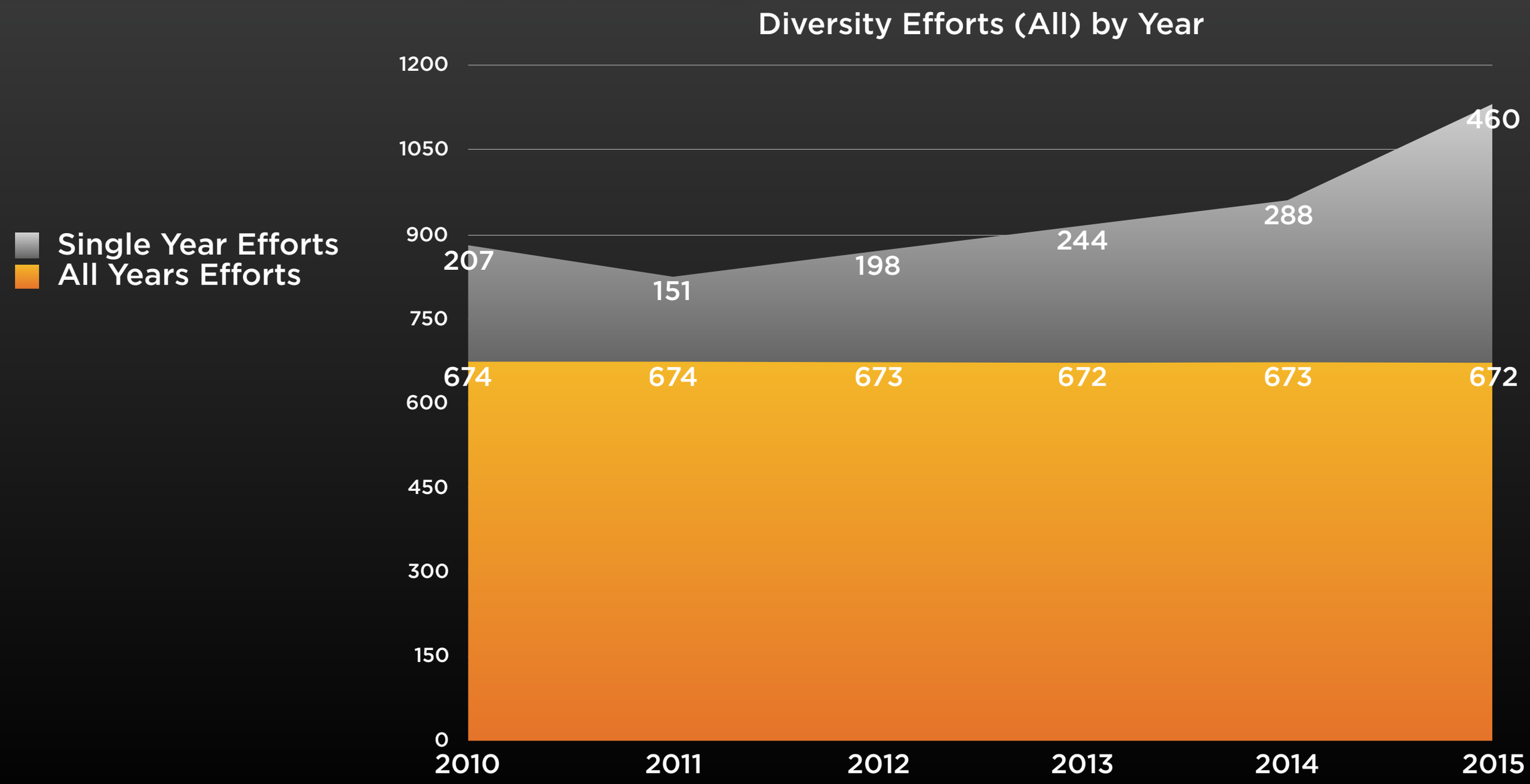
Leverage Points

Significant Amount of Recurring Diversity Efforts = Institutionalization of Diversity Focus



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Clarifying a Diversity Vision

Primary Focus

Mostly in 2nd Order Action

Active Diversity & Inclusion

Intrinsically Motivated

But What Is The Larger Diversity Vision/End Goal?

Need to Clarify & Operationalize Diversity Vision via Action Steps

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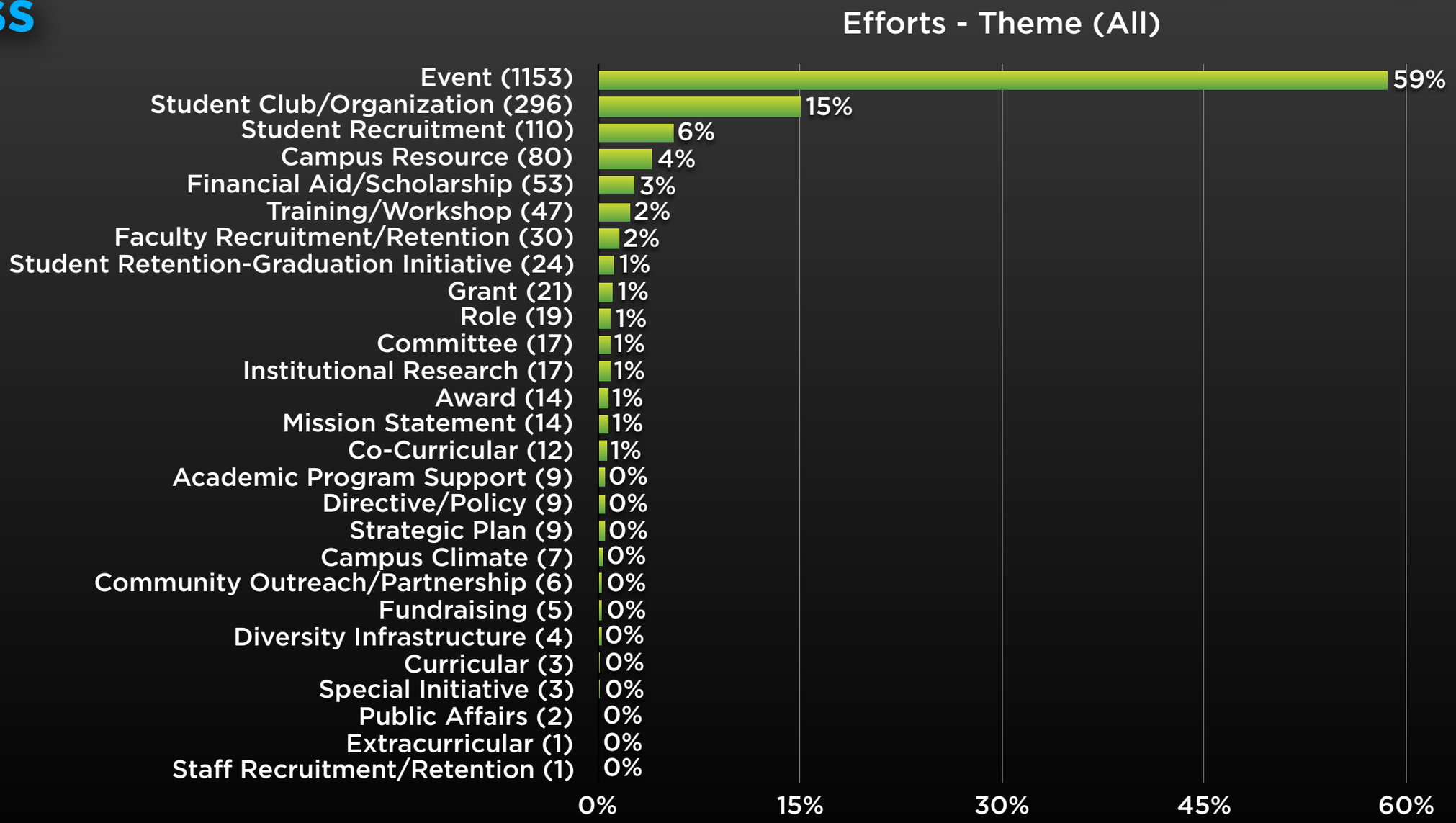
Identify the Diversity Endgoal

Indicates an abundance of addressing diversity through multiple forms; Will pare down based on strategic priority process



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Action Step/ Recommendations

*Diversity Strategic Priority Process

*Use the IU Bloomington Campus Strategic Plan to Identify the Priorities

*Elaborate on the Vision

*Operationalize the Vision via Action Steps

*Approach to Diversity

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Action Step/ Recommendations

*Diversity Strategic Priority Process

2014 Established Objectives:

*Internationalization Focus

*Inclusive Pedagogies for STEM

*Diversify Graduate Students

*Recruit & Retain Diverse Faculty

*Culture of Care

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Action Step/ Recommendations

*Diversity Strategic Priority Process

Goal Areas To Consider:

*Inclusion & Belonging

*Diversity Engagement (In & Out of the Classroom)

*Diverse Retention & Graduation (Retention Structures for Specific Groups)

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Action Step/ Recommendations

***Campus Climate (Experiences) Assessment Every Two Years**

***Departure Study**

***Examine the Integration of Diversity Content, Topics, Pedagogies in All Curricula (UG, GR)**

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Action Step/ Recommendations

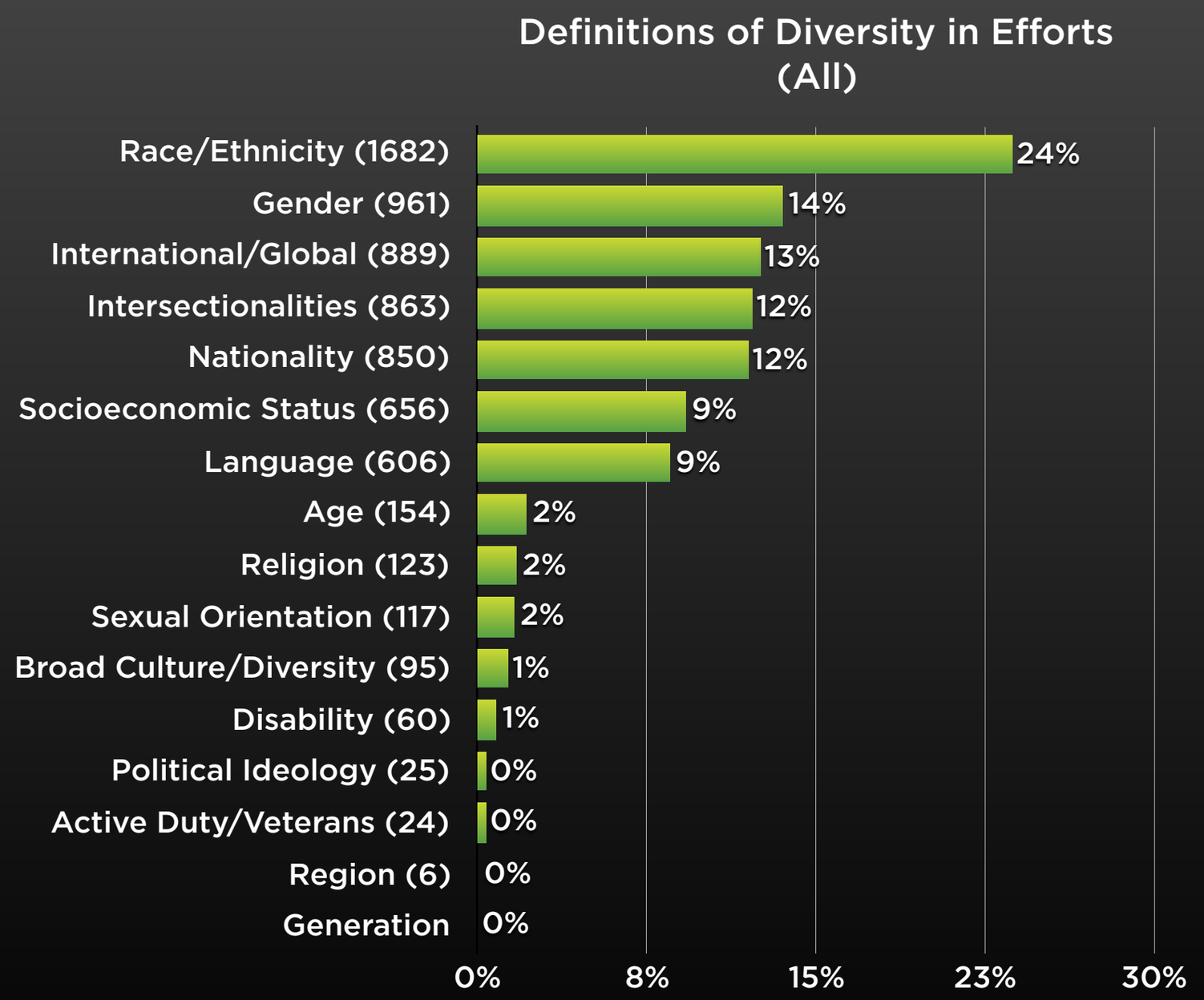
***Campus Climate (Experiences) Assessment Every Two Years**

***Departure Study**

***Examine the Integration of Diversity Content, Topics, Pedagogies in All Curricula (UG, GR)**

Identify the Diversity Endgoal

- Efforts mostly define diversity in terms of:
- Race/Ethnicity
- Gender
- International/ Global
- Intersectionalities
- Need to engage the following more: Disability, Political Ideology, Veterans



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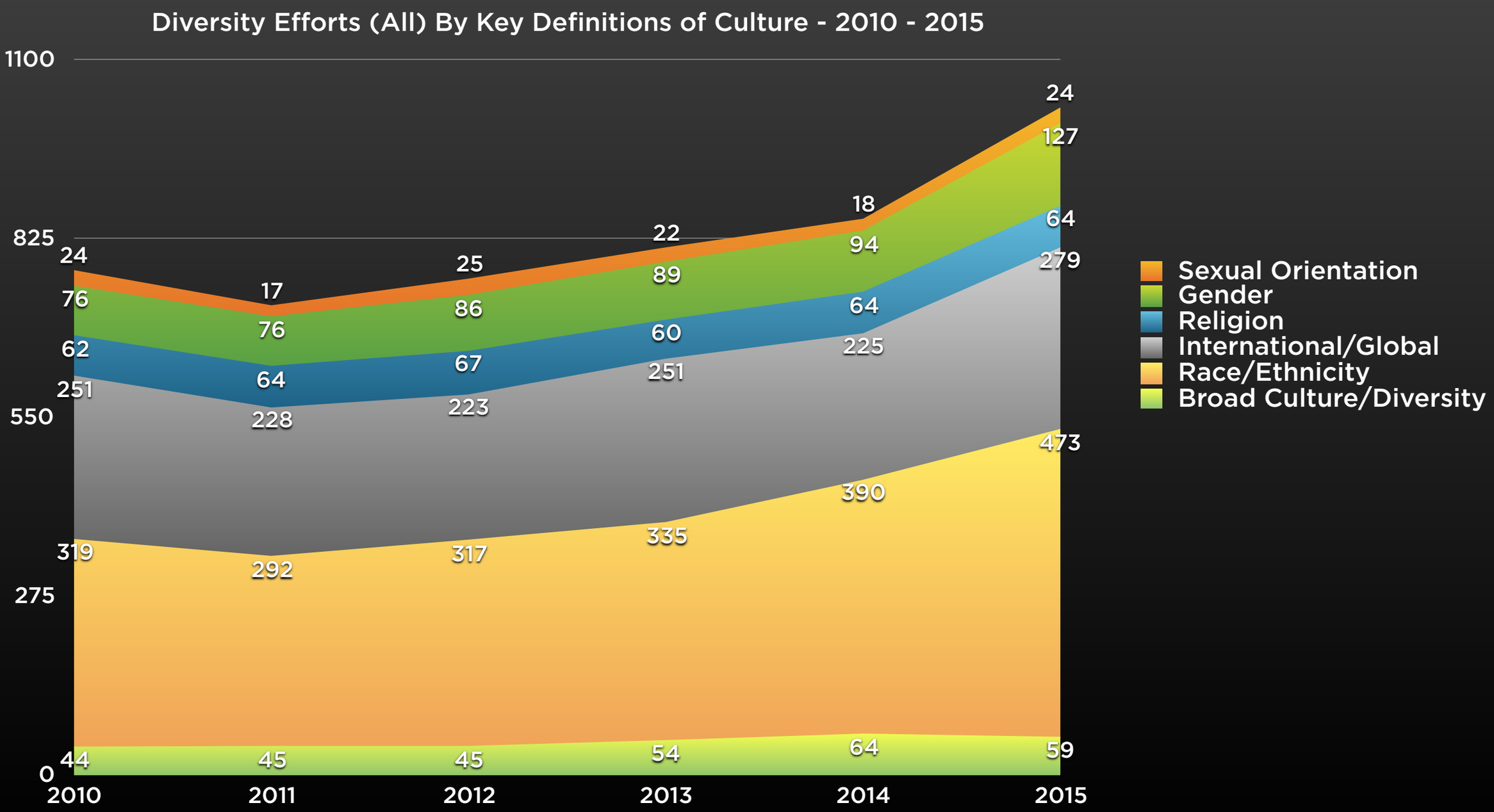
Identify the Diversity Endgoal

- Steady Focus on Race/Ethnicity, International/Global



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Action Step/ Recommendations

*Engage Diversity in All of its Richness, Complexities, & Tensions

*Transgender, Socioeconomic Class, Sexual Orientation, Political Ideology, Intersectionalities

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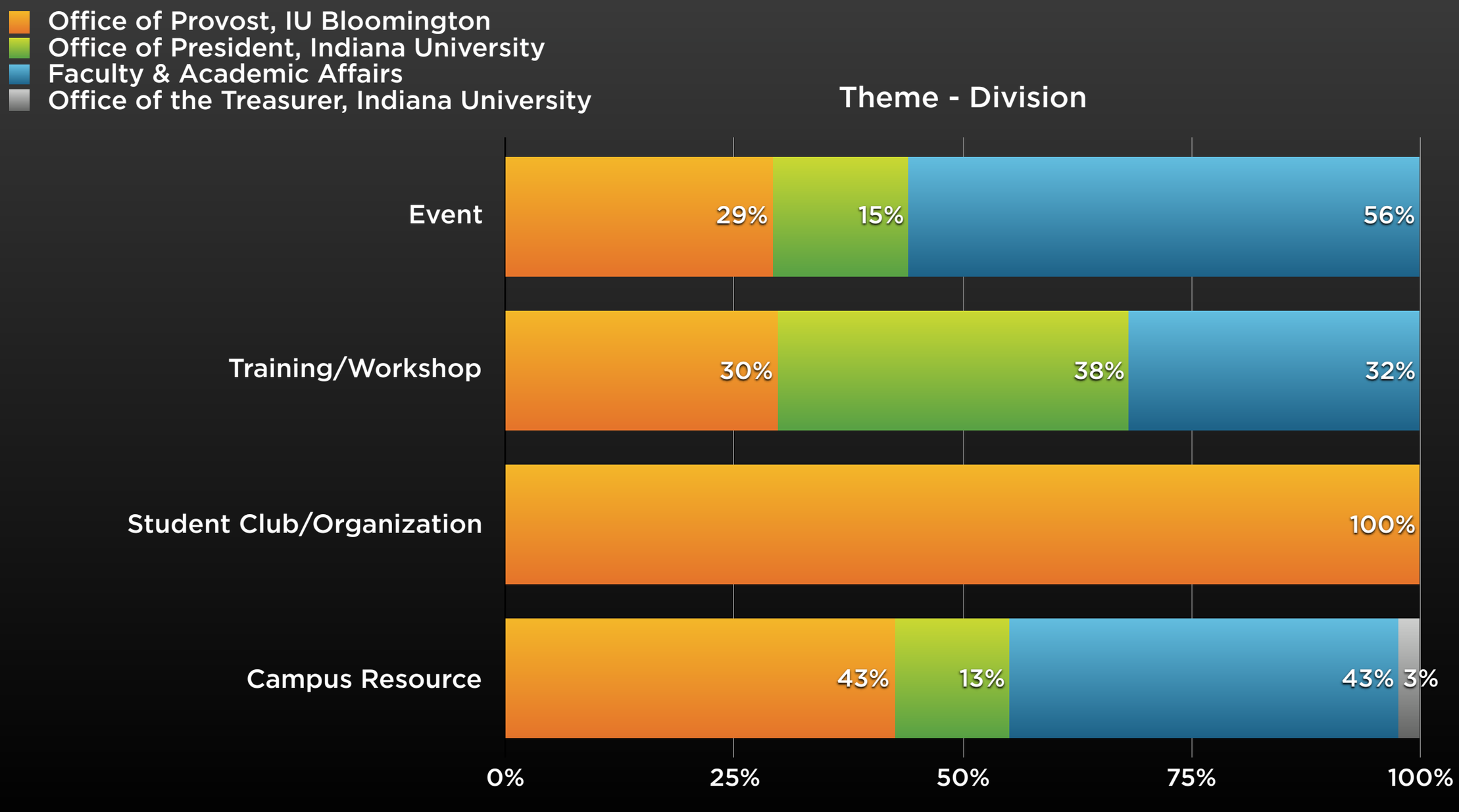
Make Decisions About Your Diversity Efforts

- Specific divisions focus on specific types of efforts



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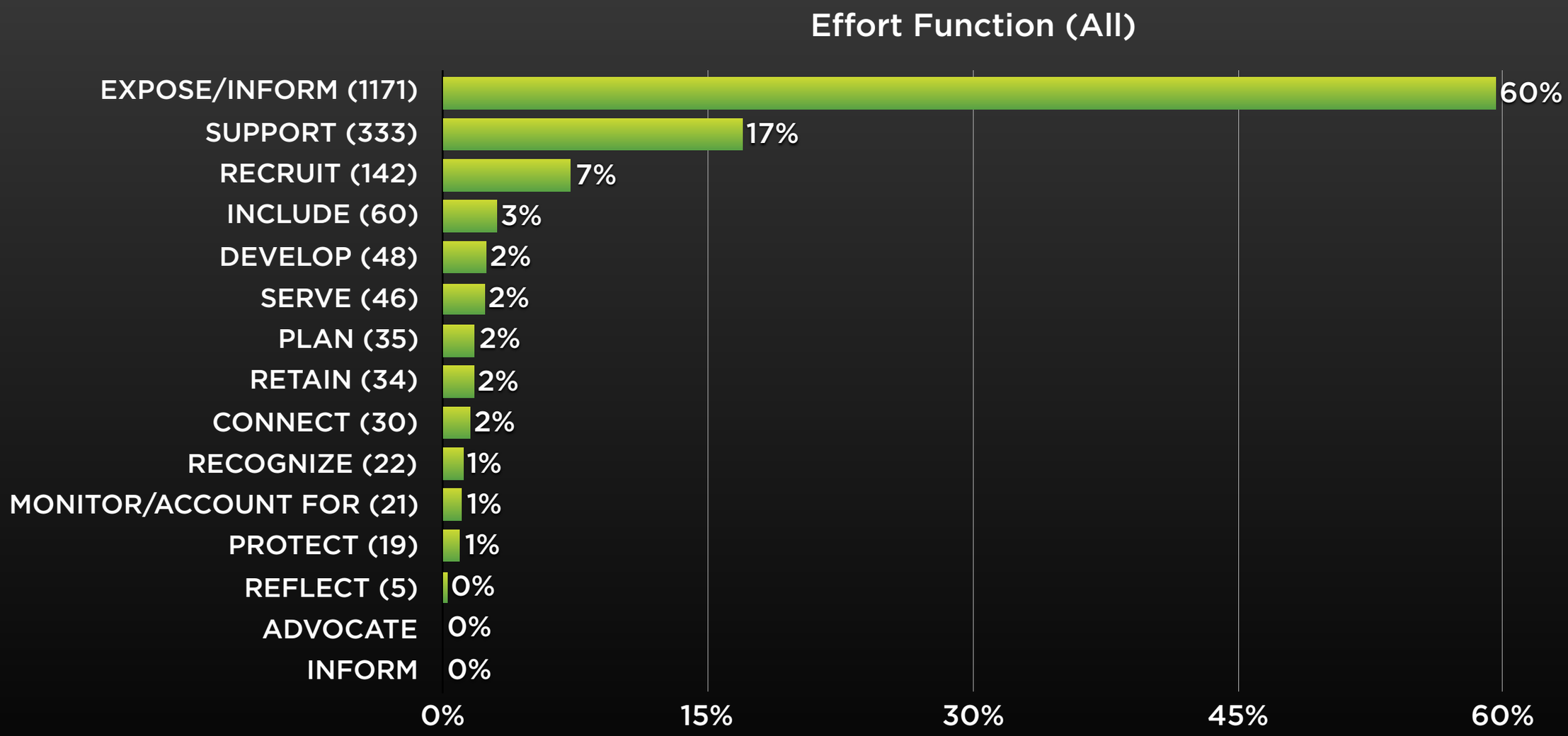
Make Decisions About Your Diversity Efforts

- Efforts mostly expose/inform, support, recruit, & include



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Action Step/ Recommendations

***Determine the Impact of Diversity Efforts (What are these efforts achieving or not achieving?)**

***Impact/Assessment Protocols**

***Build into Diversity Strategic Priority Process**

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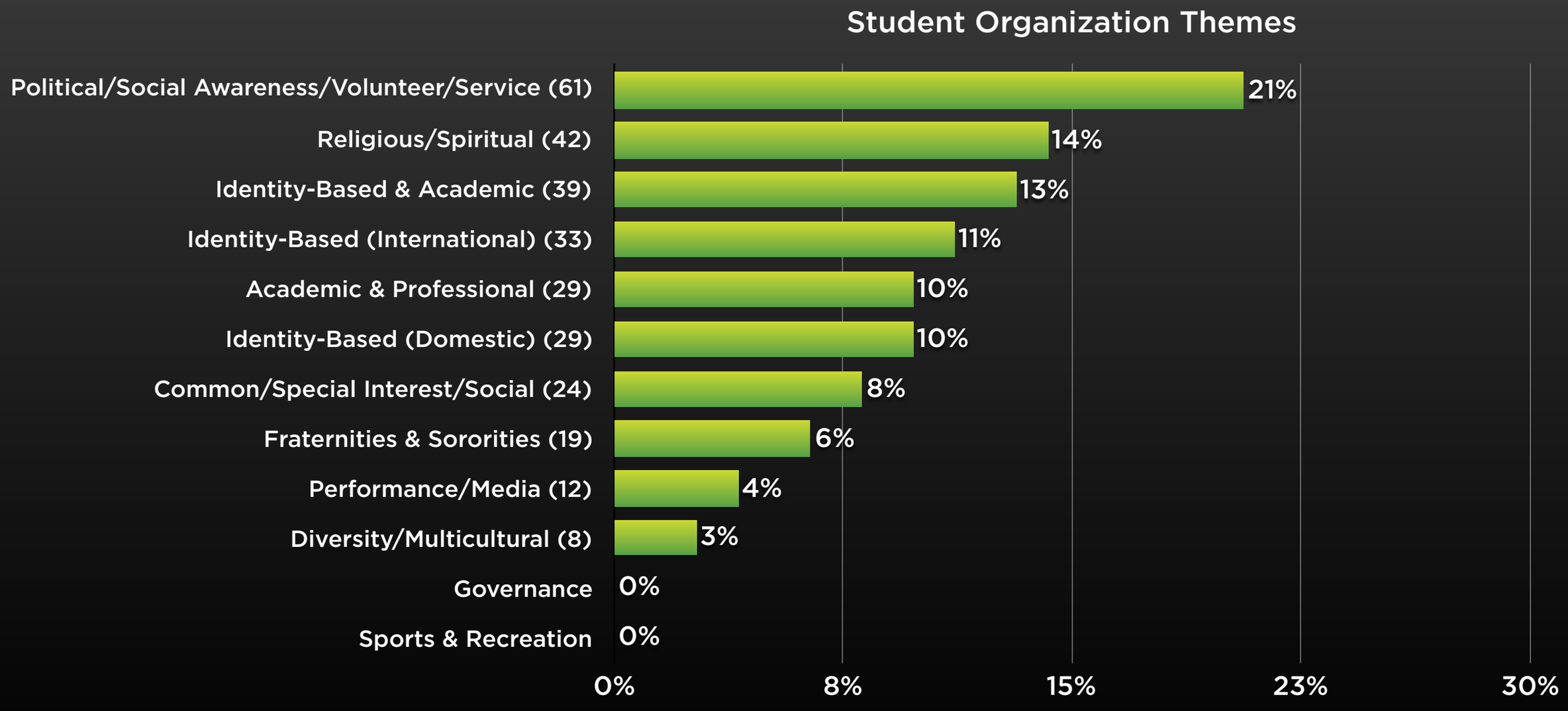
Identify the Diversity Endgoal

Clubs/Organizations - Are There Enough Support Mechanisms for Culturally Different Students?



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Identify the Diversity Endgoal

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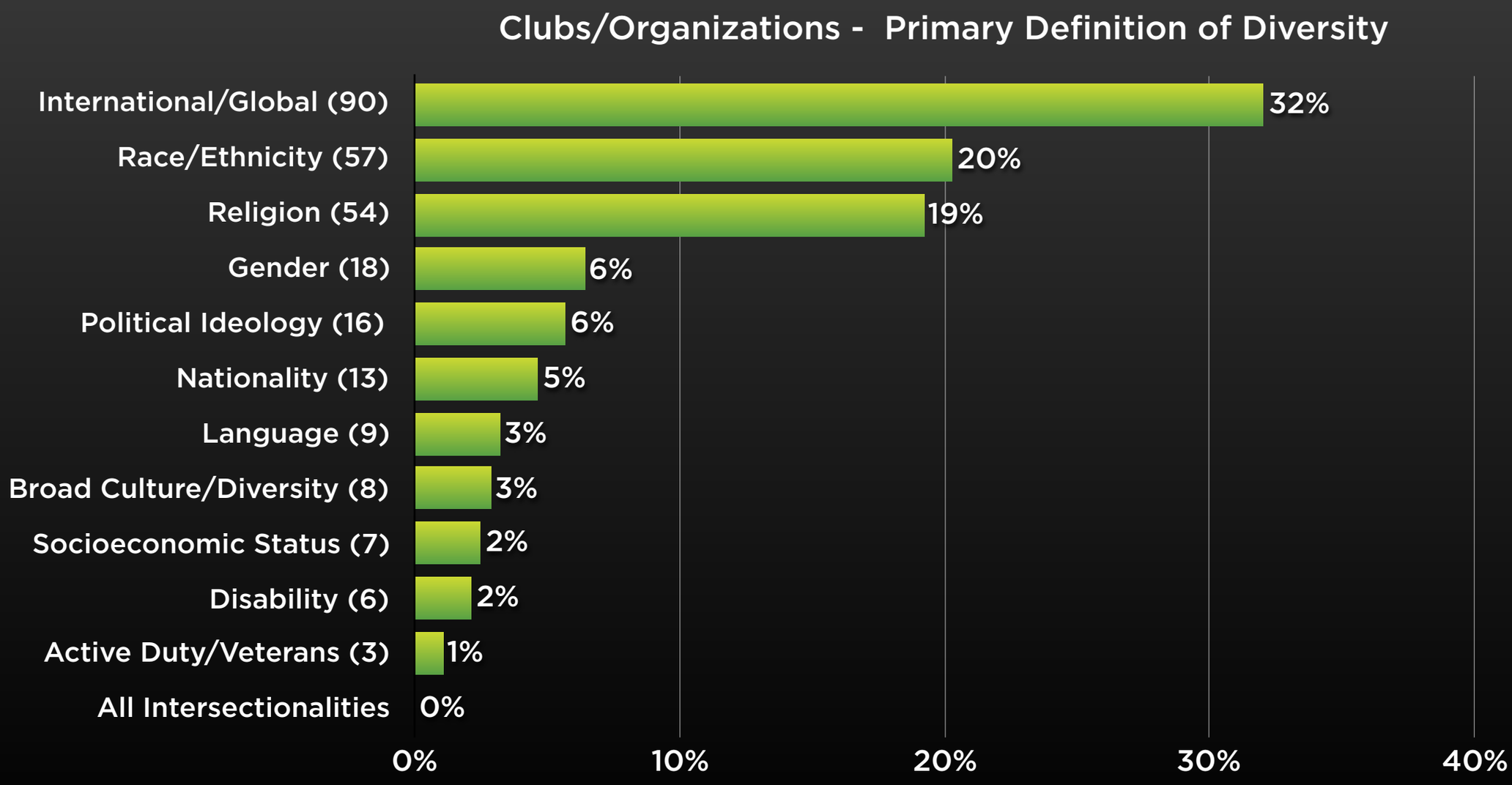

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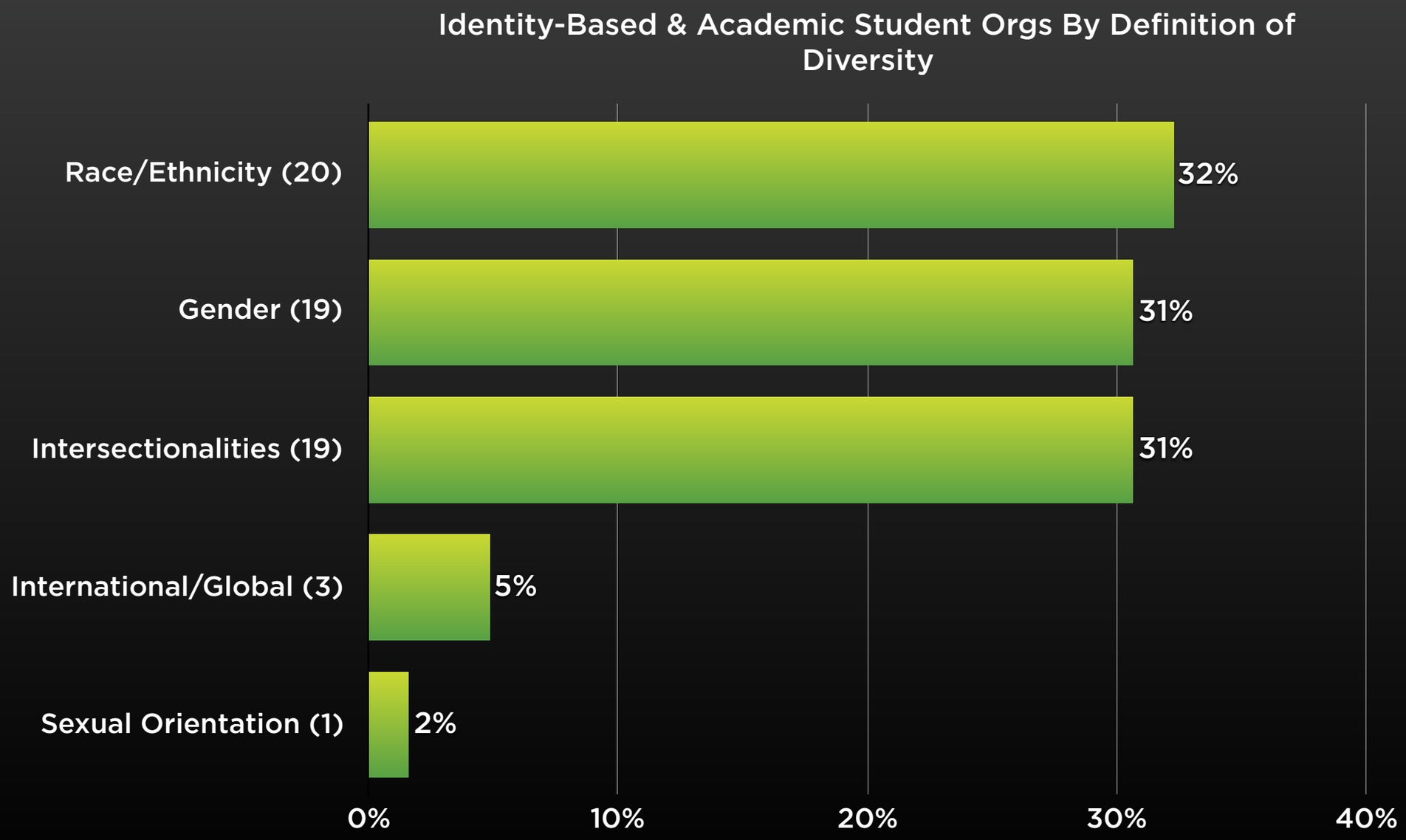
Identify the Diversity Endgoal

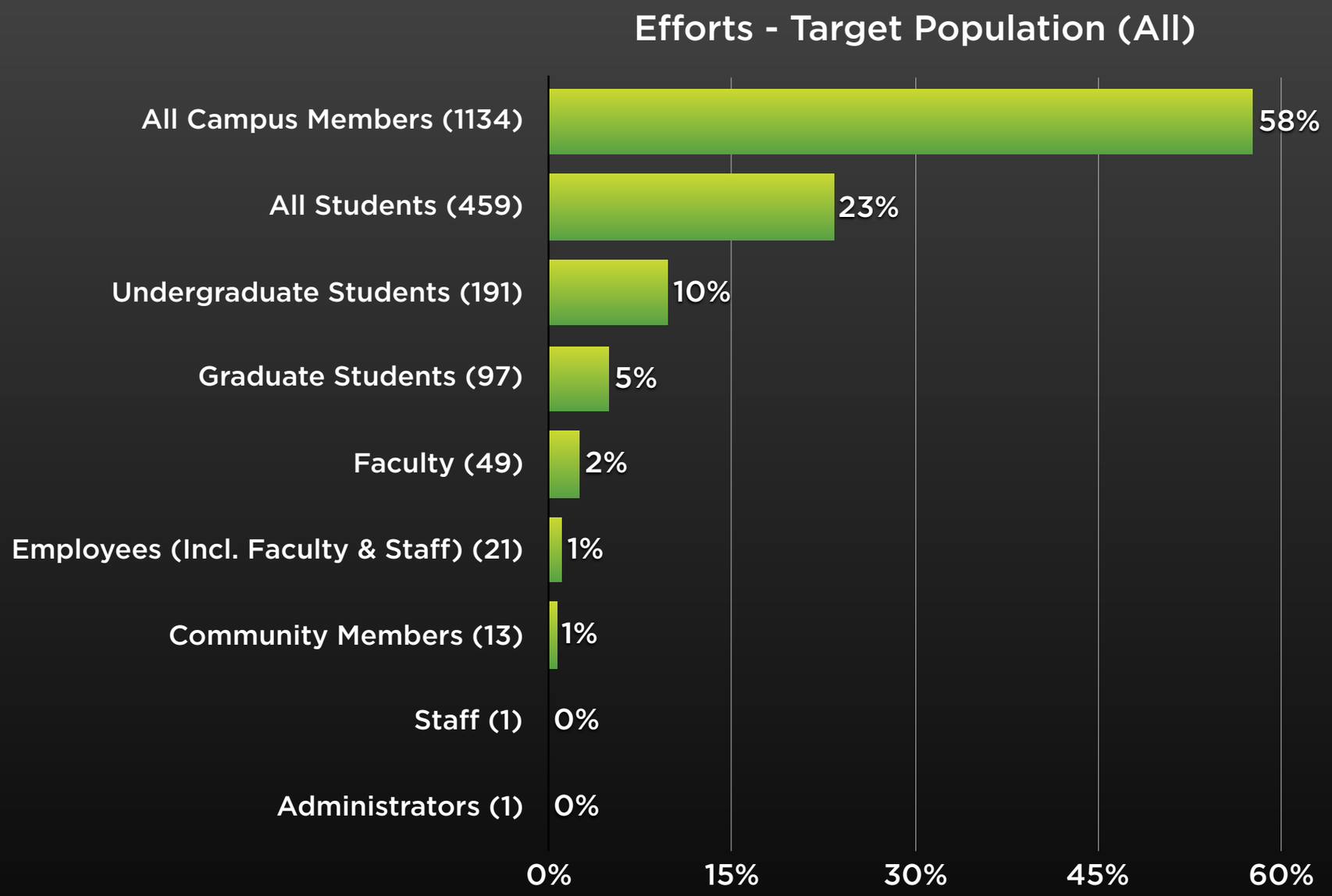
Identity-Based Clubs/Organizations = Leverage These Vehicles for Inclusion, Belonging, Climate; More Initiatives Here



Make Decisions About Your Diversity Efforts

- Current efforts intended for “all” but not differentiated for specific segments

- Faculty/Staff/ Employees Not Fully Reached



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Action Step/ Recommendations

*Create Targeted Diversity Efforts for Faculty Members, Staff Members, Administrators, Community Members

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All diversity-related events were examined in terms of our Diversity Engagement Learning Taxonomy Assessment (DELTA).

Diversity Engagement & Learning Taxonomy (DELTA)

(Halualani, Haiker, & Lancaster, 2012)

Higher Engagement

Lower Engagement

Level 7 - Innovative Problem Solving

Innovative thinking
Uses multiple perspectives to develop new, original, unique, impactful strategies & solutions to problematics
Relies on multiple heuristics (from all cultures, contexts, arenas of life)

Level 6 - Social Agency & Action

Designing Actions, Personal-Social Responsibility
Able to see connections across differences
Problem-solving, Responsive decision making
Constructive-Resistive (from the marginalized side)
Action, Advocacy, Allies,
Sharing with/Teaching Others

Level 5 - Evaluation-Critique

Evaluation/Critique of Power Differences, Positionality/ Compassion
Posing Complex Questions

Level 4 - Advanced Analysis

Perspective-Taking/ Reflection/ Analysis, Self-Other Dynamic
Personally invested in diversity
Unscripted/Off the Beaten Path
Free-flying among concepts, areas to ferret out the big, difficult questions and major problematics, stakes, urgencies

Level 3 - Interaction

Active Involvement in Intercultural Interactions
Motivation, Seeking Out, Participating
Behavior

Level 2 - Skills

Application/Intercultural Competence/Skills-based

Level 1 - Knowledge-Awareness

Knowledge, Awareness, Appreciation
Touches on Social Approvability Level

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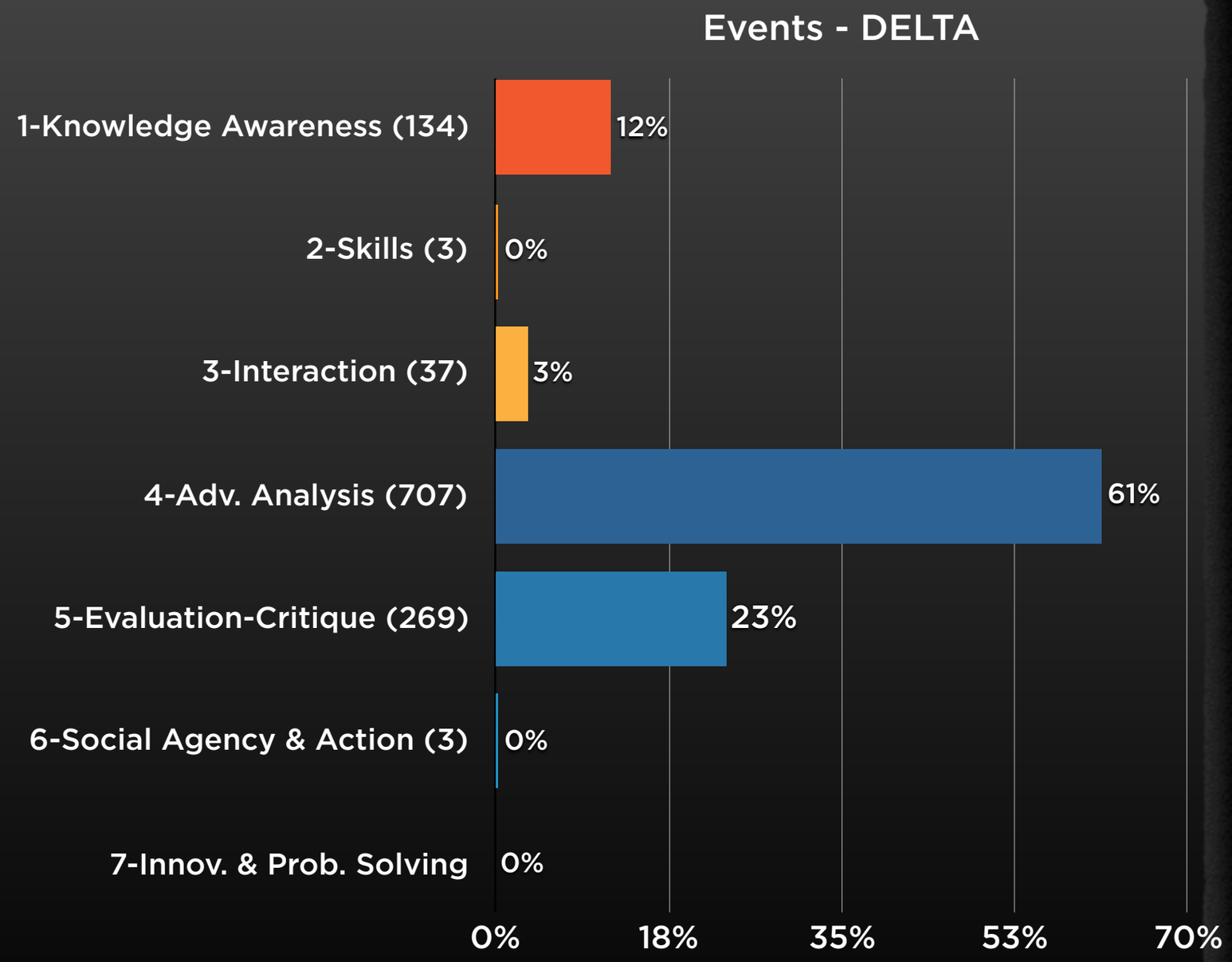
Make Decisions About Your Diversity Efforts

- Events = Mid-Levels of DELTA (Diversity Engagement/ Learning)
- Focuses On Advanced Analysis or Critical Evaluation & Beyond
- Leverage Points
- Target engagement levels for events &/ or life-stage these.



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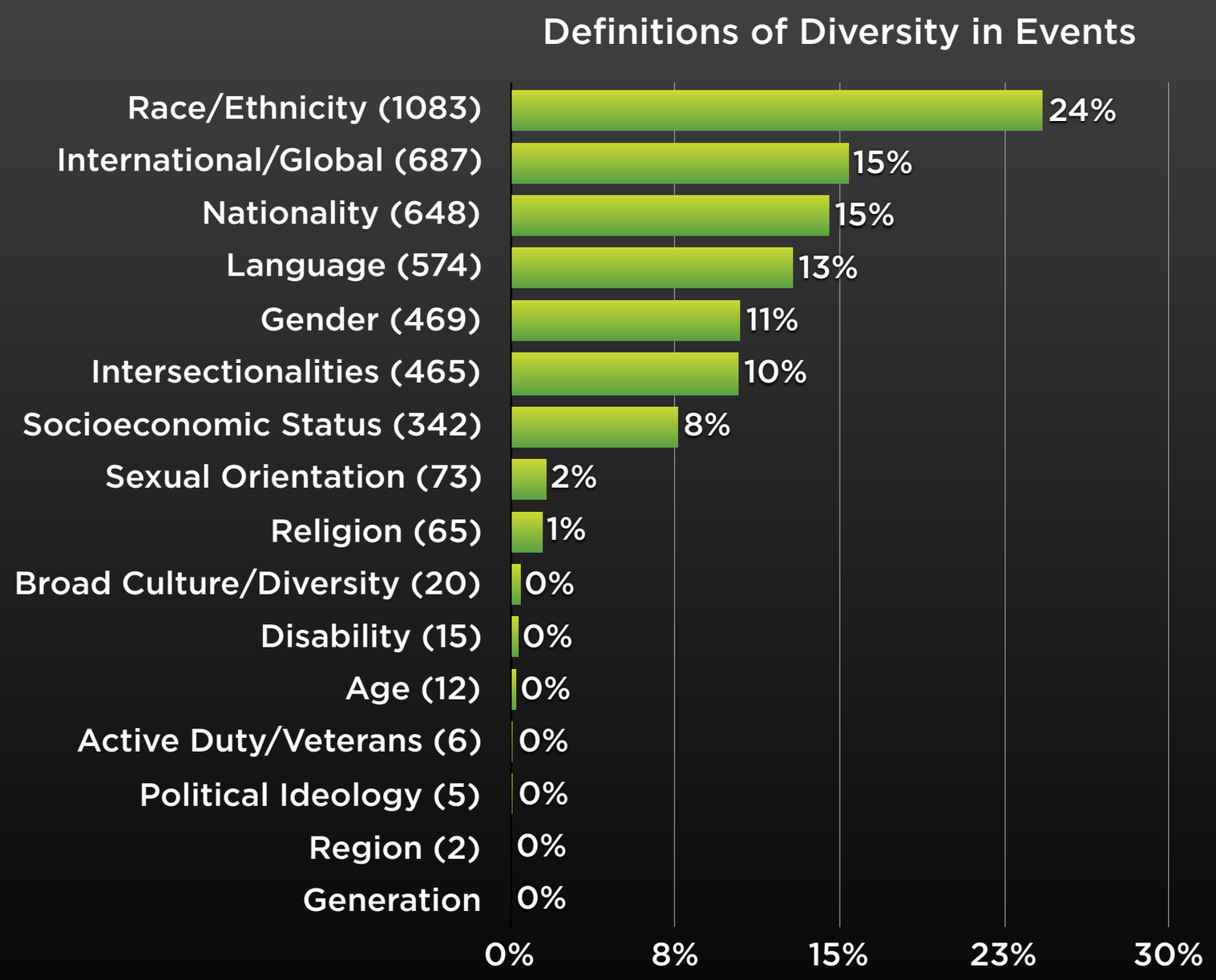
Make Decisions About Your Diversity Efforts

- Events = Focus on Race/ Ethnicity, International/ Global, Various Aspects
- Focus more on Disability, Veterans, Political Ideology, Generation



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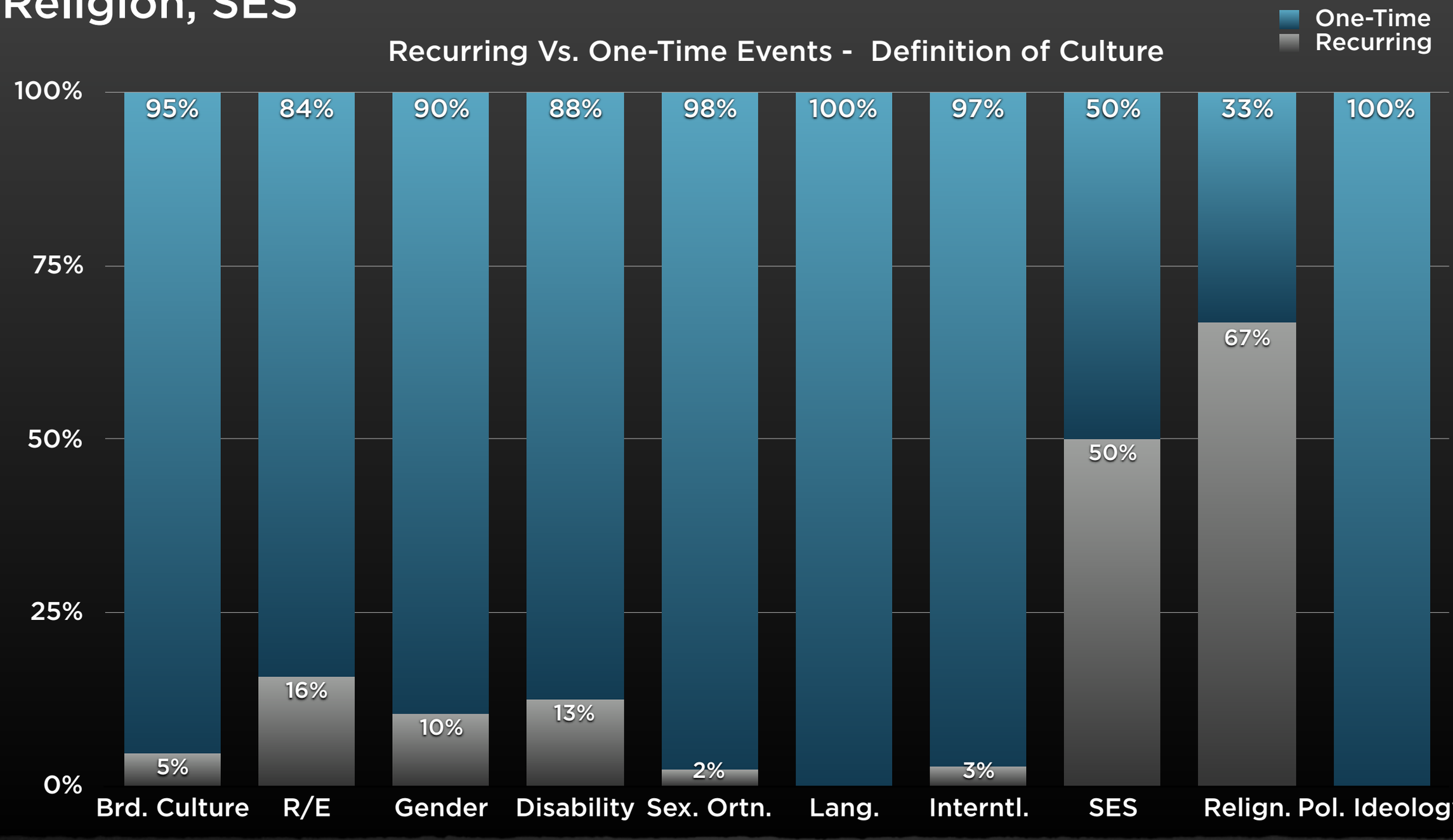
Make Decisions About Your Diversity Efforts

- One-Time = Various Definitions; Recurring Events = More on Religion, SES



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Action Step/ Recommendations

*Integrate Events into Academic Learning via a Passport Program

*Events Aligned to SLOs in a Course, To an Assignment, & Assessed

*Powerful Curricular-Co-Curricular Initiative

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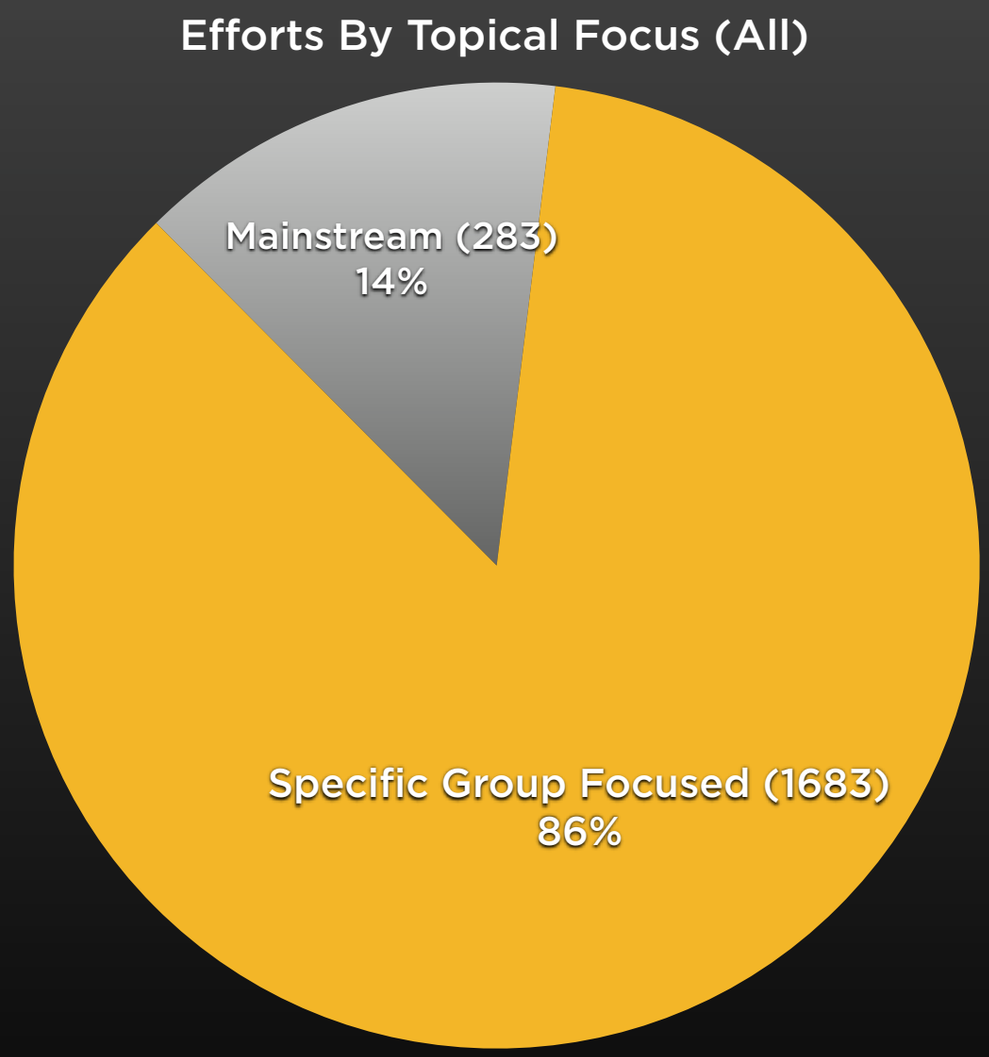
Make Decisions About Your Diversity Efforts

- Efforts for mainstream & differentiated groups
- Differentiated groups = Race/Ethnicity
- Ample Range of Academic Support Services, Clubs, Events & Group-Specific Retention-Graduation Initiatives



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Action Step/ Recommendations

*Continue to Develop Specific-Group Focused Retention-Graduation Initiatives

*Overall Graduation Rate = 77% (2008 cohort for full-time beginners

*Latino (67%)

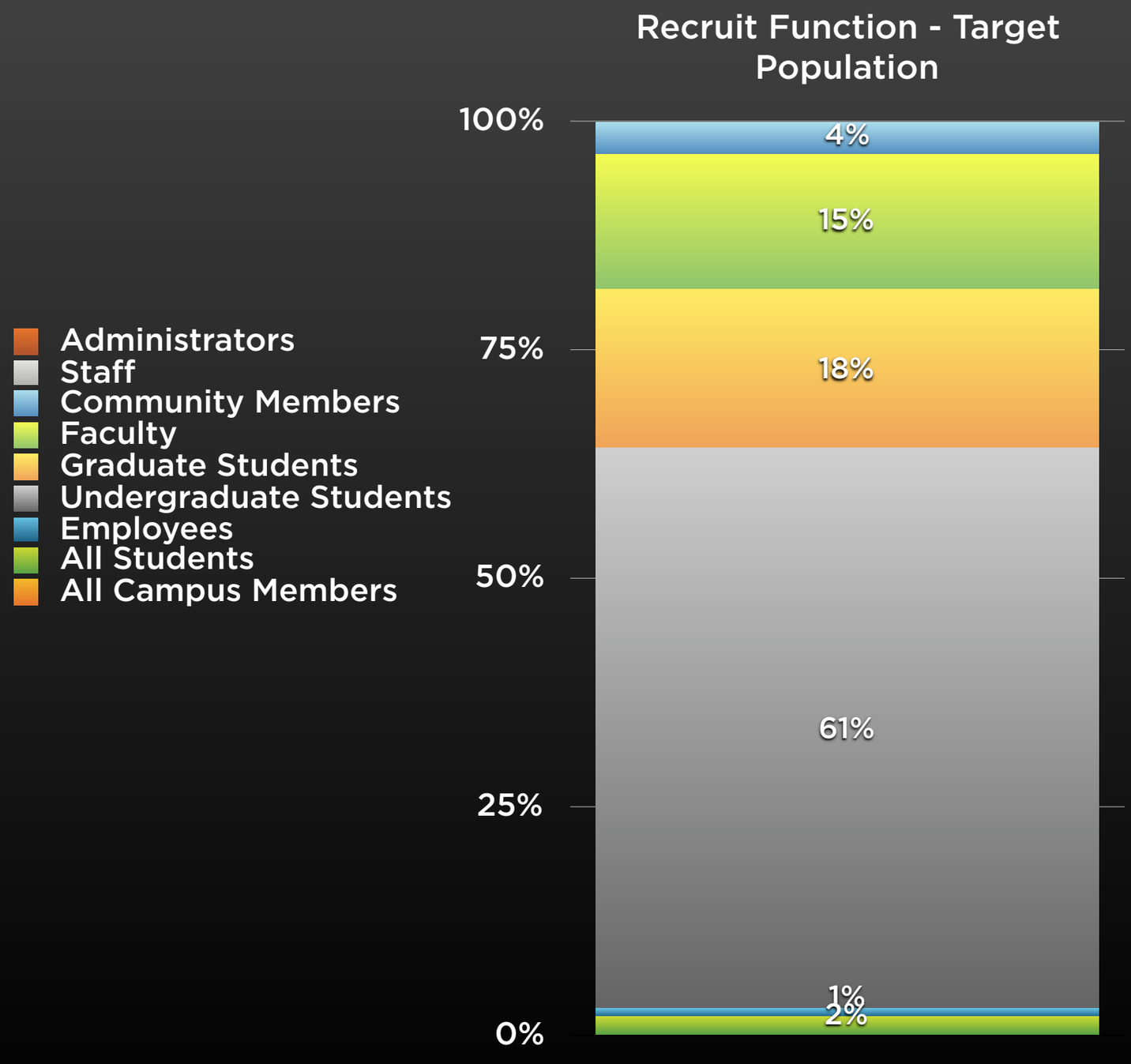
*African Americans (61%)

*URM/Diverse Students

Make Decisions About Your Diversity Efforts

- Recruit Efforts - Solid for Undergraduate Students & Graduate Students

- Not as much as expected for Faculty or Staff



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Action Step/ Recommendations

*Push Forward With Its Diversifying Faculty Initiative & Efforts

*Explore Creative Strategies

*Firmly Resolute & Steadfast!

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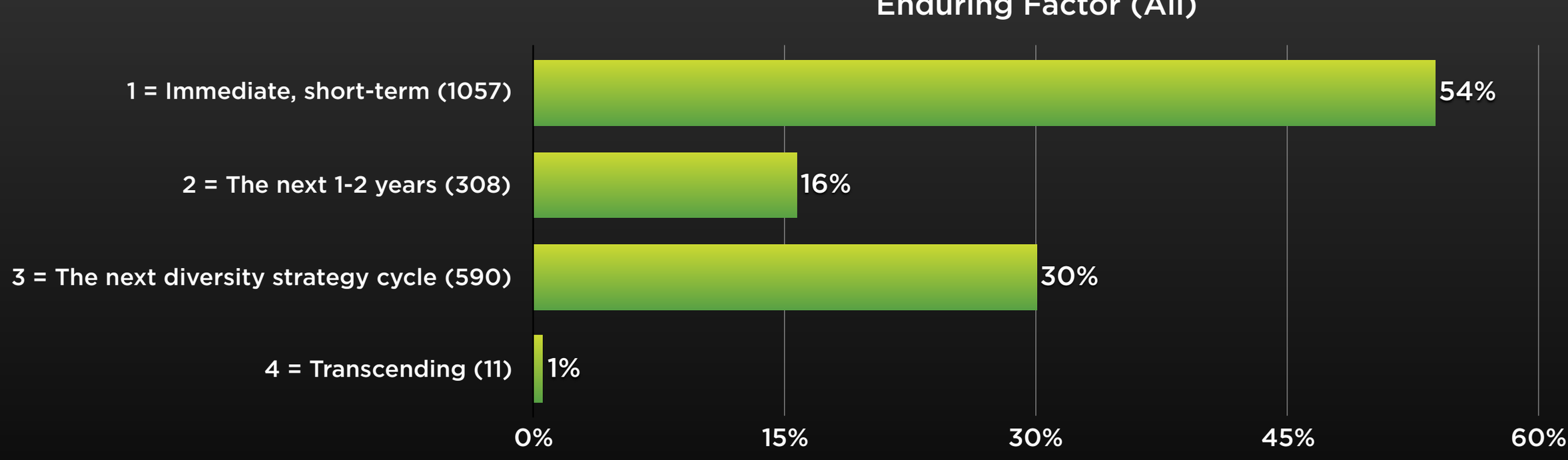
Limited Guarantee of Continued Action

- Diversity efforts are not stable/institutionalized
- Actions framed for the short-term



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Questions and/or Comments?