HALUALANI
& ASSOCIATES

Diversity Mapping Report
Indiana University-Purdue University Indianapolis (IUPUI)

A) What Was Done?

Over an eight-month period, Halualani & Associates examined all of IUPUI's diversity efforts across its entire campus (all divisions, programs, and units) that occurred from January 1, 2010 through October 1, 2015. We defined a diversity effort as "any activity or program that promotes the active appreciation of all campus members in terms of their backgrounds, identities and experiences, as constituted by gender, socioeconomic class, political perspective, age, race, ethnicity, religion, sexual orientation, disability, regional origin, nationality, occupation and language, among others, as well as any activity or program that brings together any of these aspects."

B) What Was Found?

- **IUPUI demonstrates a strong and steady commitment to diversity and inclusion through its diversity actions that have been institutionalized.** IUPUI engaged in 1,570 active diversity efforts over the last five years. 69% (1094) of IUPUI's diversity efforts have been institutionalized by main divisional levels and in place over multiple years.

- **There is a high level of quality in the breadth and depth of IUPUI's diversity efforts.** 96% (1512) of these diversity efforts were centrally focused on and designed for the purpose of promoting and addressing diversity and inclusion. This quality level is impressive in comparison to comparable institutions across the country. The majority of the diversity efforts were categorized as: Events (61%, 950), Student Organizations (6%, 96), Mission Statements (4%, 70), and Student Recruitment (4%, 66), with the remaining efforts (25%) spread across 19 other types.

- According to Halualani & Associates's Diversity Change Order framework (which identifies the stage at which institutions are in terms of diversity strategic action), **IUPUI has clearly moved beyond declaring its commitment to diversity (1st order) into an action stage (2nd order) with regard to diversity and inclusion.** (This Diversity Change Order Sequence helps to locate a campus by way of its stance towards diversity: 1st Order = Declaration of a Commitment to Diversity; 2nd Order = Demonstrating a Commitment to Diversity Through Actions; 3rd Order = Engaging in Diversity Actions That Are Strategically Aligned, Repeated, and Assessed for Impact; 4th Order = Transforming the Campus Through Strategically Aligned Diversity Actions That Are Institutionalized and Making Demonstrative Impact on Multiple Campus Constituencies.) For example, 94% (1475) of IUPUI's diversity efforts are located in a second-order stage. From this,

we can see that IUPUI has strongly exerted itself to create a diverse student population and build a campus climate that is supportive and inclusive.

- **All of IUPUI's main divisions are active participants in its diversity efforts, with a notable finding that all of its academic schools have a diversity strategy in place.** Typically, we do not see such level of participation at other comparable universities around the country in terms of diversity efforts.

- **There is a culture of shared commitment to diversity among the divisional players at IUPUI.** IUPUI's Academic Affairs, Student Affairs, and the Office of Diversity, Equity & Inclusion have been the "heavy lifters" in IUPUI's diversity efforts in terms of carrying out 90% (1401) of IUPUI's diversity efforts. **It is important to note the Office of Diversity, Equity & Inclusion has amazingly helped to facilitate many of the diversity efforts of other divisions with a smaller infrastructure and compact set of resources.**

- **There was a lesser degree of collaborations and linkages across IUPUI's divisions.** 16% (251) of the diversity efforts were diversity effort collaborations among divisions, programs, and units. We typically prefer to see closer at least a minimum of 30-40% of diversity collaborations. The collaborations that were documented, were often shared between three programs or units. IUPUI's strategic plan may help create more alignment for more targeted collaborations.

- **IUPUI's past diversity efforts, however, did not always reveal a clear, distinctive diversity strategy that anchored the campus. However, this will be addressed through the diversity-related goals that are laid out in "Our Commitment to Indiana and Beyond: IUPUI Strategic Plan" (especially in the "Promote an Inclusive Campus Climate" Objective).** IUPUI has taken the critical steps of integrating diversity as a major goal area in its current strategic planning effort.

- **IUPUI does possess a unique mission as Indiana's urban research and academic health sciences campus that when tied to diversity, can provide a fresh and unprecedented take on diversity in a higher educational institution related to the health sciences professions.**

- **IUPUI is better positioned to carry out its diversity strategy given that all of its academic schools have a diversity framework and plan in place and that there is the "Our Commitment to Indiana and Beyond: IUPUI Strategic Plan" (and the "Promote an Inclusive Campus Climate" Objective).**

- **Diverse student recruitment is clearly a priority at IUPUI especially in the area of academic program outreach. However, there has been less attention paid to diverse faculty and staff recruitment.**

- **IUPUI's diversity efforts speak to the identities, experiences, and needs of specific diverse groups (historically underrepresented students, students of color, female students, female staff and faculty members, LGBQT Plus campus members).** 82% (1293) of IUPUI's diversity efforts focus on individuated diverse groups in particular. However, many of these efforts are predominantly identity-

based student organizations as opposed to retention-graduation interventions for diverse students.

- **IUPUI has started to implement high-impact retention-graduation interventions customized for African American students and other historically underrepresented students but clearly needs to do more in this area.** Such a need is evident based on the current 6th year graduation rates of the 2008 cohort for full-time beginners and the specific, formal, and major retention-graduation initiatives (23) that we examined for the period under review.

- **IUPUI mostly defines diversity in terms of the following: Race/Ethnicity (23%, 1255), Gender (20%, 1117), Intersectionalities (17%, 969), and Socioeconomic Class (14%, 763). The incorporation of socioeconomic class stands out as a unique and important aspect of diversity to proffer learning on at IUPUI**. Taken together, these framings of diversity provide a more complex and multidimensional construction of diversity for IUPUI campus members. However, other important aspects such as political ideology, active duty/veterans, age, and generation, should be included and engaged at IUPUI "in and out of the classroom."

- **IUPUI offers a rich assortment of diversity-related events that focus on perspective sharing and cultural difference. However, more could be done in terms of engaging power differences, privilege, structured inequalities, and intercultural justice as it relates to different groups, identities, and contexts.** Over the last five years, IUPUI has put on 950 diversity-related events and these events have mostly encouraged campus members to explore new diversity topics, compare others' cultural viewpoints, and reflect on their own perspectives and identities and consider different ways of looking at the world and specific contexts. More needs to be done with regard to engaging campus members into difficult conversations around power differences, inequalities, and disparities (especially health-related) experienced by different groups and in various contexts, thereby reaching the higher levels of our DELTA (Diversity Engagement Learning Taxonomy Assessment) taxonomy.

C) What Should Be Our Next Steps?

As a result of our diversity mapping analysis, Halualani & Associates recommends the following next action steps:

Recommended Action Step	Target Population
1. Carry out the action goals and steps of the "Our Commitment to Indiana and Beyond: IUPUI Strategic Plan" (especially in terms of the "Promote an Inclusive Campus Climate" Objective). Make sure there are assessment and accountability mechanisms related to these diversity goals	All Campus Members
2. Align the main goal frameworks of the academic schools' diversity strategic plans to the "Our Commitment to Indiana and Beyond: IUPUI Strategic Plan"	All Campus Members

Recommended Action Step	Target Population
3. Convene a town hall forum through which campus members can brainstorm the ways in which diversity connects to IUPUI's unique mission as a university.	All Campus Members
4. Expand the infrastructure of the Office of Diversity, Equity & Inclusion and its resources.	All Campus Members
5. Reflect on the ways in which IUPUI predominantly defines diversity (race/ethnicity, gender, intersectionalities, socioeconomic class) and incorporate neglected aspects such as political ideology, active duty/veterans, age, and generation. There should be continued emphasis on disability, sexual orientation, language, and regional origin.	All Campus Members
6. Conduct follow-up focus groups in relation to its recent campus climate findings in order to answer "How?," "To What Extent?," and "Why?" with regard to campus climate experiences.	All Campus Members
7. Create assessment mechanisms for all diversity-related efforts so as to create an impact/outcome-based culture.	All Campus Members
8. Design and implement more customized retention-graduation interventions that speak to the needs of specific diverse groups as informed by institutional outcome data.	Students
9. Move beyond a reliance on the usual diversifying faculty practices (search committee training, expanded advertising/ outreach) to create more aggressive, high-impact strategies ("grow your own," interdisciplinary cluster hires, postdoctoral fellowship to tenure track post program).	Faculty Members
10. Examine the ways in which diversity is integrated across and within the undergraduate and graduate curriculum in order to determine the level of diversity learning and engagement provided to students	Students
11.For maximum diversity learning, explore ways to connect the diversity-related events to related academic courses, student learning objectives, assignments and student performance, and learning outcomes. We recommend the creation of a diversity passport program, or a co-curricular and curricular bundle of out-of-the classroom events and programs that are linked to academic courses and student learning objectives. These bundles can be incorporated into majors or programs of study.	Students
12. Create customized diversity efforts for staff and faculty members.	Staff; Faculty
13. Design a multi-stage diversity professional development program for all employees that highlight diversity skills, perspective, difference, and microaggressions. For faculty, such a program could include diversity pedagogical techniques and facilitating difficult conversations.	Staff; Faculty

Infographics will be shared and posted on the OVPDEMA website.