

# **STRATEGIC DIVERSITY PLAN**

## **Indiana University East**

Prepared by: IU East Commission on Diversity and Equity

*December 21, 2007*

The following is a draft for a strategic plan for diversity at Indiana University East. It has been assembled, reviewed and revised by the IU East Commission on Diversity and Equity. The next step is to disseminate it to various leadership groups around the campus, including the Chancellor's Cabinet, Dean's Council, Academic Affairs Council, Faculty Senate, Student Leaders, Enrollment Management Task Force, Diversity Cabinet, Professional Staff Council and Support Staff Council.

Many of the objectives can be initiated immediately, and accomplishments on most can be realized within the next six months. The aggressiveness with which this plan will be implemented is consistent with the strategic changes that have been initiated on the campus over the past half year and will continue over the next year. That is, an unique opportunity exists to engage the campus in a significant diversity effort.

In many cases, the quantitative measures of success for the objectives are 0-1 (yes-no), i.e., either the objective is complete or it is not. We hope that these initiatives will result in a long-run increase in representational diversity and noticeable progress on the annual campus climate survey, but the immediate indicators of success will be the full implementation of the objectives.

It is also important to point out that this plan is intended as a "living" document, one that will be reviewed and revised periodically, at least once a year. In future versions of the plan, more ratio-based scales may be used to track "degree of success" in diversity and equity. Until we actually implement some needed changes and see how they work (or do not work), we do not know enough to set meaningful ratio-based goals nor do we yet have the structure for reviewing them for the purpose of continual improvement. Of highest priority at this time is creation of a pervasive culture that values diversity and equity, and a structure to ensure its institutionalization. The idea is to immerse the campus in a variety of events and activities, through multiple media, in order to generate interest, reflective conversation and new ideas. It is recognized that the academic curriculum, the preparation of faculty and the forms of delivery must be the driving force for campus change. We also want the process to be fun.

For the time being, we are not converging on one definition of diversity. Rather, the four broadly accepted versions are to be included in campus discussions and deliberations: tolerance, assimilation, multiculturalism and inclusion. We would expect knowledge of these four versions to be an outcome of educational efforts with students, as well as faculty and staff.

GOALS, ACTION STRATEGIES, & OBJECTIVES	TIME FRAME	FISCAL NEEDS	CHALLENGES	ASSESSMENT STRATEGIES & PROCEDURES	PERFORMANCE INDICATORS & ACCOUNTABILITY
<b><i>Institutional Leadership &amp; Commitment</i></b>					
Goal 1: Incorporate Diversity initiatives/accomplishments in annual employee evaluations, with merit pay and promotion implications.					
Objective 1.1 Add a section on Diversity to the annual service reports submitted by full-time faculty, and require a brief discussion of Diversity accomplishments in Promotion and Tenure dossiers.	For CY 2008	None	Enforcing impact on merit raises Faculty Senate approval of P+T revisions	Commission on D&E reviews report from accountable party and prepares evaluation	Faculty Service Report revised (EVCAA); P+T guidelines revised (FS President)
Objective 1.2 Add a goal on Diversity to SEED evaluation forms for all support and professional staff.	For CY 2008	None	Ensuring follow-up and consequences	Commission on D&E reviews report from accountable party and prepares evaluation	SEED form revised (Director of Human Resources)
Goal 2: Empower offices and individuals to plan and deliver diversity activities and events for the campus.					
Objective 2.1 Implement a budget to support initiatives of offices and individuals within campus strategic guidelines.	For FY 2009	\$10,000/yr. identified	Reallocation of funds	Commission on D&E reviews report from accountable party and prepares evaluation	Budget implemented (Vice Chancellor for Administration and Finance)
Objective 2.2 Develop an organizational structure to institutionalize Diversity initiatives as an ongoing and pervasive aspect of the campus culture. (replaces Commission on Diversity and Equity in fall 2009)	For AY 2008-09	None	Expectations for results; delegating responsibility and authority	Commission on D&E reviews report from accountable party and prepares evaluation	Org Structure implemented (Chancellor, as recommended by Commission on D&E)
<b><i>Curricular &amp; Co-curricular Transformation</i></b>					
Goal 1: Incorporate Diversity into the academic curriculum as a requirement for all students.					
	By fall	Continuing funding for	Time commitment		

Objective 1.1 Implement the Multicultural Diversity learning objective in the General Education requirements such that learning outcomes can be assessed campus-wide on a consistent basis and analyzed for program improvement.	2008	Assessment Academy	from faculty; ambiguity of learning objective	Learning outcomes assessment tool	Assessment plan implemented (Associate VCAA, with School Deans)
Objective 1.2 Develop required Freshmen Seminars that all include a Diversity component.	By fall 2008	Faculty and/or adjunct funding	Identification of qualified and interested faculty	Learning outcomes assessment tool	Required Freshmen Seminar approved by Faculty Senate (FS President)
Goal 2: Develop Diversity support programs for faculty and staff .					
Objective 2.1 Schedule a one-day retreat for reflection and discussion with respect to Diversity and Equity issues on campus.	August 2008	Venue rent, lunch, guest speaker--\$5,000/yr	Requiring retreat attendance	Retreat evaluation form	One day retreat held (Chancellor, with plan from Commission on D&E)
Objective 2.2 Provide funding for participation in professional Diversity training programs, with an implementation plan submitted upon return.	August 2008	PD funds set aside	Enforcing implementation plans	Evaluation of implementation plans from participants receiving funds	Funds identified (EVCAA and Director of HR, with VC for Administration and Finance)
Goal 3: Review and redesign student support structures and student co-curricular programs in accordance with best practices for engaging students from less represented populations in the life of the campus and in their own learning and success.					
Objective 3.1 Develop and implement an approach to student governance and student organizations to promote student engagement and inclusion.	AY 2008-09	Student government funds	Student participation; reallocation of funds	Student survey of satisfaction with changes	Student governance approach implemented (Dean of Students)
Objective 3.2 Develop and implement an advising and retention structure to promote student engagement and persistence to graduation.	March 2008	Retention Coordinator-\$50,000 to start	Data support and analysis	Retention and graduation rates (improvement by fall 2008)	Advising and retention structure implemented; goals set for Beginners fall 08 to spring 09 and AY 08-09 to 09-10 (AVCAA)

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*Campus Climate*

Goal 1: Conduct an annual Campus Climate Assessment and Improvement exercise.

Objective 1.1 Implement a student satisfaction survey tool and analyze results for potential improvements.

January 2008

Depends on whether external tool is used

Uncertainty of success w/current external tool

Improvement on selected items from one year to next

Survey tool implemented (Dean of Students)

Objective 1.2 Implement forms for soliciting ideas from the campus community for improvement in campus climate, with a process for follow-up.

March 2008

None

Encouraging participation

Evaluation of areas of improvement by category

Paper and web-based idea forms used (Director of Multicultural Affairs)

Goal 2: Create a program of campus-wide multicultural and diversity events and activities aimed at immersing the campus in a broad variety of media related to Diversity and at building an inclusive campus climate.

Objective 2.1 Implement an annual Diversity Calendar to be prepared prior to the academic year.

For AY 2008-09

\$3,000/yr

Completeness of event schedule

Evaluation of utility of calendar by EA and Commission on D&E

Diversity Calendar implemented (Executive Director-External Affairs)

Objective 2.2 Implement a plan for communicating events and activities to the campus and external community, collaborating with other organizations whenever such opportunities arise.

For AY 2008

Probably none

Time commitment of external affairs personnel

Evaluation of feedback from event planners

Communication plan completed (Executive Director for External Affairs)

Goal 3: Focus attention on global cultures through efforts to internationalize the campus.

Objective 3.1 Create an intentional program of student travel to foreign countries through additional credit-based international experiences.

For AY 2008

Student travel funds-\$10,000

Process for selective funding

Number of students per year traveling overseas; % of students graduating with international experience

10 students provided funds for international travel in 2008-09; new goal set for 2009-10 (EVCAA)

Objective 3.2 Create an Office of International Programs to facilitate and coordinate student exchange programs and other international initiatives.

By fall 2009

International Programs Director-\$55,000

Source of funding

Evaluation of report on annual activities and number of students participating

Office of International Programs created (Chancellor)

*Representational Diversity*

Goal 1: Diversify the IU East faculty and staff through hiring goals and procedures.

Objective 1.1 Consider the diversification of the full-time faculty at IU East to be a major goal of every faculty search process, and develop procedures to implement this goal.

April 2008 (first round)

Recruitment funds (make special funds available when needed)

Being effective with pressure on search committees and supervisors

Number of searches meeting goal of diversification

All 13 faculty searches diversify faculty (EVCAA and AA/EEO ensure every avenue pursued)

Objective 1.2 Consider the diversification of the support and professional staff at IU East to be a major goal of every staff search process, and develop procedures to implement this goal.

Ongoing

Recruitment funds (make special funds available when needed)

Being effective with pressure on search committees and supervisors

Number of searches meeting goal of diversification

Every staff search diversifies staff (HR and AA/EEO ensure every avenue pursued)

Goal 2: Increase the diversity of the IU East student body so that it better represents the diversity of the high school students in the region.

Objective 2.1 Enter into an intentional collaboration with Ivy Tech Region 9 to increase the number of qualified transfer students from Ivy Tech enrolling at IU East to pursue bachelor's degree programs.

March 2008

None

Sharing data on transfer students both ways

Number of transfer students from Ivy Tech; number with associate degrees

Formal agreement with Ivy Tech finalized; transfer goal set for fall 08 (Chancellor, with Admissions, Financial Aid and School Deans)

Objective 2.2 Create a new program of scholarships aimed at recruiting more transfer students, 21<sup>st</sup> Century scholars and other less represented students who demonstrate significant financial need.

February 1, 2008

\$50,000+

Recruiting high quality applicants

Number of Diversity related scholarships granted

New scholarships created (Admissions, Financial Aid)