HALUALANI
& ASSOCIATES

Diversity Mapping Report
Indiana University Kokomo (IU Kokomo)

A) Diversity Mapping Project Undertaken:

In Fall 2015 through April 2016, the Halualani & Associates team conducted a diversity mapping, or a process through which all diversity and inclusion efforts were undertaken from January 1, 2010 through December 2015. For such a diversity mapping, a "diversity effort" was defined 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) Key Findings:

Through the diversity mapping analysis, we conclude that **IU Kokomo has generated a firm base of diversity activity in the last five years but with little strategic alignment and focus**. Specifically, we found the following:

- **IU Kokomo has exerted itself in implementing diversity efforts, programs, and activities.** More specifically, IU Kokomo has produced 150 diversity efforts in the last five years. This amount is equivalent to the number of diversity efforts that we typically see at medium-size universities with a student size of 10,000-15,000. Thus, for its current student size (4,090 as of Fall 2015), IU Kokomo has created the same amount of diversity efforts for a campus two to three times its size. Beyond the number of diversity efforts, the quality of these efforts is significant and meaningful. For instance, 89% (133) of the diversity efforts are primary in its focus on diversity and inclusion. Meaning, a large majority of these efforts would disappear or cease to exist if "diversity" was taken out of them. This indicates that when IU Kokomo engages diversity, it does so fully and with pure commitment.

- **While all of IU Kokomo's divisions are participating in diversity efforts, the Office of Student Affairs and Enrollment Management is the "heavy lifter," producing 79% (119) of the campus' diversity efforts.** It is often the case that Student Affairs divisions have historically led and contributed to their campuses' diversity and inclusion work. The top two divisions (Office of Student Affairs and Enrollment Management and Office of the Chancellor, IU Kokomo) have led efforts that are primary (78% to 97%) in focus on diversity. However, this current organizational pattern on the part of the divisions, is not sustainable for continued and elevated diversity and inclusion work at IU Kokomo. IU Kokomo's current

university strategic plan, "IU Kokomo 2015-2020 Strategic Plan: Taking Bold Steps," will need to disperse the contributional load across campus divisions so that there is more equitable effort in diversity work.

- **Diversity-related events/programming has dominated the type of diversity efforts created at IU Kokomo.** IU Kokomo's diversity efforts are mostly events (62%, 93) followed by financial aid/scholarships (8%, 12), strategic plans (5%, 8), and student clubs/organizations (5%, 8). Thus, diversity-related events have framed IU Kokomo's diversity activity to a large degree. However, we do note that there have been the creation of diversity-related strategic plan elements across the campus which indicates that IU Kokomo is preparing a pathway to extend beyond diversity events and programming.

- **IU Kokomo's diversity efforts over the past five years, reflects limited university-wide alignment on diversity and inclusion.** More specifically, 81% (122) of the examined diversity efforts were driven and created by individual programs and units (or at the program level). This finding indicates that there has been limited university-wide actions in terms of larger university-wide initiatives or efforts on diversity and inclusion work. The current university strategic plan (along with some of the efforts that represented diversity-related strategies) will position IU Kokomo to disrupt this pattern of alignment and move with more of a university-wide direction.

- **IU Kokomo's diversity efforts reveal that it is in an action stage with regard to diversity and inclusion.** 93% (139) of its diversity efforts are squarely positioned in a second order stage, or the change order stage that indicates an institution is demonstrating its commitment to diversity through a consistent record of diversity activities and programs. IU Kokomo currently is at the crossroads of moving into a third order stage, or the change order stage through which an institution organizes its diversity efforts through a strategic framework and determines the impact of its diversity activities. Its current strategic plan, IU Kokomo 2015-2020 Strategic Plan: Taking Bold Steps, will help to do this along with an intentional plan to monitor progress and determine the impact of diversity efforts. We also found that 78% (117) of IU Kokomo's efforts serve an educational/building/learning/support/include function in terms of exposing campus members to diversity topics and supporting and including its campus members.

- **The vast majority of IU Kokomo's diversity efforts focus on the needs and identities of specific diverse groups, which stands out among the other Indiana University campuses.** 81% (121) of IU Kokomo's diversity efforts highlight and feature a specific group focus which indicate that a more targeted approach to diversity and inclusion is occurring. However, we find that these specific group focused efforts are largely events/programming and or student organizations. IU Kokomo could gain even more from creating customized retention-graduation interventions for specific diverse groups.

- **IU Kokomo's diversity efforts engage important framings of diversity and complex constructions of culture.** For example, the diversity efforts over the last five years highlighted and addressed race/ethnicity (20%, 97), intersectionalities (18%, 89), gender (16%, 78), and socioeconomic status (15%, 75). Taken together,

these aspects of diversity provide a rich and robust way of understanding diversity, culture, and intercultural issues. The focus on intersectionalities (or an understanding of multiple, interlocking aspects of culture as gender, race/ethnicity, religion, and sexual orientation in relation to one another) is especially unique and represents a high impact educational practice regarding diversity work.

- **IU Kokomo engages in diversity efforts because it is important for its campus community.** 97% (145) of the efforts reveal that IU Kokomo is internally motivated to produce diversity and inclusion work for its campus members. There is no reactive approach to diversity at IU Kokomo.

- **IU Kokomo should work to address diversity areas in the future:**
  - diverse faculty recruitment and retention
  - diverse undergraduate student recruitment (for all minority groups)
  - diverse graduate student recruitment (for all minority groups)
  - student retention and graduation for diverse groups
  - diverse staff recruitment and retention

C) Recommended Action Steps:

In terms of the delineated findings, we recommend the following next action steps:

Recommended Action Step	Target Population
1. Develop a strong diversity vision for the two diversity-related strategic priority areas in IU Kokomo's current university strategic plan, IU Kokomo 2015-2020 Strategic Plan: Taking Bold Steps. Meaning, the campus community needs to delineate what kind of diversity-centered campus it wants to be in the next five years? What are its diversity aspirations? How will the campus be positively different in five and ten years in terms of diversity and inclusion?	All Campus Members
2. Define and develop concrete action steps for the diversity-related strategic priorities in its university-wide plan: Strategic Priority 1: Preparing students for a 21st century global economy by delivering innovative and relevant academic programs; Strategic Priority 2: Increasing college enrollment and degree attainment in north central Indiana, Indiana University Kokomo will continue to enhance its commitment to student success by increasing retention and degree attainment. For Strategic Priority 1, what is meant by "diverse experiences"? For Strategic Priority 2, what are the retention and completion goals per diverse group?	All Campus Members
3. Create goal targets, assessment/impact measures, outcomes, and accountability mechanisms for each of the strategic priorities.	All Campus Members

Recommended Action Step	Target Population
4. Establish which approach to diversity and inclusion IU Kokomo embraces for the future. Is it based on inclusive excellence? On cultural competence? On equity and achievement gaps? On social justice? Or intergroup relations and identities? This approach to diversity will help sediment all of the diversity related strategic priority and goal areas.	All Campus Members
5. Examine the ways in which diversity is embedded across the university curricula.	Undergraduate Students, Graduate Students
6. Link the many diversity-related events/programming to specific student learning objectives, courses, and assignments in order to identify how students are learning about diversity in and out of the classroom (akin to Strategic Priority #1).	Undergraduate Students, Graduate Students
7. Focus on diverse undergraduate and graduate student recruitment and identify any recruitment/enrollment barriers and constraints. Create incremental action steps to work on diverse student recruitment via academic program outreach and high school outreach.	Undergraduate Students, Graduate Students
8. Examine and implement relevant high-impact practices to recruit and retain diverse faculty at IU Kokomo.	Faculty
9. Create customized retention-graduation interventions for diverse students as well as college completion targets for diverse student groups.	Undergraduate Students
10. Align and organize structures of belonging like the diversity-related student clubs/organizations and related programs on campus to retain diverse students.	Undergraduate Students, Graduate Students
11. Create learning communities (collectives comprised of faculty and students) around issues of diversity that emerge out of the diversity-related events and programming.	Undergraduate Students, Graduate Students
12. Experiment with different kinds of diversity and inclusion efforts beyond events/programming like targeted initiatives, professional development programs, diversity learning portfolio systems, and community outreach activities.	Students
13. Institutionalize and invest in the diversity efforts and programs that are improving and transforming the campus climate.	All Campus Members
14. Conduct a campus climate survey for all campus members every two years so as to "take the temperature" of campus members' experiences of IU Kokomo.	All Campus Members

There is an accompanying infographic that is posted on the OVPDEMA website.