



Diversity Mapping Report Indiana University South Bend (IU South Bend)

A) Diversity Mapping Project Undertaken:

In Spring 2016, Halualani & Associates conducted a diversity mapping of IU South Bend through which we examined all completed diversity efforts and activities that occurred from January 1, 2010 through December 2015. 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 South Bend has made headway in the area of diversity and inclusion in the last five years but has more to do in terms of strategic focus and action.** Specifically, we found the following:

- **IU South Bend is committed to diversity and inclusion as evident in the quantity and quality of its diversity efforts.** There were 202 diversity-related efforts that were completed in the last five years. The amount of 202 diversity efforts stands as the amount we typically find at institutions twice the size of IU South Bend. Thus, IU South Bend should feel heartened with such activity. But the quantity of efforts only tells half of the story. In terms of the quality of diversity efforts, the vast majority (95%, 191) of IU South Bend’s efforts were centrally focused on addressing diversity, inclusion, equity, and aspects of social justice.
- **IU South Bend has made significant action in the areas of financial aid/scholarships for diverse students as well as campus resources provided to diverse students (for e.g., tutoring, academic support services).** When examining the type of diversity efforts created by IU South Bend, we note that the diversity efforts were mostly events (47%, 95), financial aid/scholarships (14%, 28), student organizations (11%, 12), and campus resources (7%, 15). The remaining 20% of diversity efforts are spread out across 12 different themes. More specifically, IU South Bend featured diversity efforts across many different themes (16) with diversity-related events and financial aid/scholarships being the highest in number.
- **IU South Bend’s commitment to diversity is internally motivated and genuine.** 95% (191) of IU South Bend’s diversity efforts derived from an intrinsic or internal

source of motivation, such as staying true to its own university mission (to “support student learning, access and success for a diverse residential and nonresidential student body that includes underrepresented and international students”) and creating the most “inclusive climate” for its students.

- **The Student Affairs and Academic Affairs sides of IU South Bend have been actively implementing diversity and inclusion efforts in the last five years.** While all divisions are participating in diversity efforts at IU South Bend, Student Affairs & Enrollment Management and Academic Affairs are responsible for producing 84% of the diversity efforts. Moreover, 98% of these efforts engaged in by these divisions were primarily focused on diversity and inclusion.
- **IU South Bend is clearly located in an action stage in terms of diversity excellence and inclusion.** We see IU South Bend as actually moving more towards a third-order stage (the phase through which impact is determined for all diversity efforts and efforts are anchored to strategic goals and priorities) in that it has nine (9) diversity-related goals in IU South Bend’s current university strategic plan (Indiana University South Bend Strategic Plan: 2014-2020) and is already in the process of developing a 10-year diversity plan (as identified in its 2014-2020 Strategic Plan to anchor and frame its diversity efforts). We note that IU South Bend has already committed to the following key goal areas: diverse student recruitment, retention, and support, diverse faculty and staff recruitment and retention, diversity activities and programs, and professional development opportunities for culturally responsive pedagogy and awareness.
- **IU South Bend’s diversity efforts highlight a commitment to understanding, discussing, and confronting issues of social justice.** Approximately 24% (49) of its diversity efforts focus specifically on social justice topics and contexts through recurring events and programs on campus. These efforts employ a social justice lens and specifically name and address inequalities and power issues. We applaud IU South Bend for creating diversity efforts that work towards inclusion, active diversity, and social justice. Typically, we find that most campuses focus on active diversity or inclusion at the expense of social justice. We encourage IU South Bend to continue engaging in efforts through various approaches to diversity (active diversity, inclusion, and social justice) and to be mindful about the important needs that each of these approaches serve for its campus members.
- **IU South Bend has engaged in actions that demonstrate its mission to increasing access for and facilitating the success of historically underrepresented students.** Given that IU South Bend’s mission as a university is to “support student learning, access and success for a diverse residential and nonresidential student body that includes underrepresented and international students,” we found that IU South Bend has created efforts that provide financial access and campus resources (academic support programs, social support programs) to diverse students. We encourage IU South Bend to persist in this important type of effort.
- **IU South Bend should direct its energies towards diverse student retention and graduation (college completion).** Thus, given the considerably low overall graduation rate (25.9%) at IU South Bend and the 18.8% graduation rate for African American students, we strongly urge IU South Bend to examine this

pattern and to proffer more specific group-focused efforts in terms of retention and graduation initiatives for diverse student groups. The mapping analysis revealed that a majority (85%, 171) of campus diversity efforts at IU South Bend focus on specific (identity-based, cultural) groups, and these efforts represent a range of diversity efforts for specific groups such as financial aid/scholarships, academic support services, student organizations, and diversity-related events. At this juncture, we therefore encourage IU South Bend to create more targeted interventions towards specific groups (for e.g., retention and graduation initiatives for first-generation students, racially/ethnically different students, and for groups that are historically disadvantaged in higher education).

- **We encourage IU South Bend to pay more focused attention to the following areas:**
 - student retention and graduation for diverse groups
 - diverse faculty recruitment and retention
 - diverse staff recruitment and retention
 - high-impact diversity professional development for faculty, staff, and leaders

C) Recommended Action Steps:

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

Recommended Action Step	Target Population
1. Follow through on exactly what IU South Bend is currently doing (which we applaud and note as an impressive and important act): developing and implementing a 10-year diversity plan through its Diversity Leadership Committee	All Campus Members
2. Make sure that the 10-year diversity plan has an aspirational vision, a combination of broad-based and group-specific goals and objectives, concrete action steps, a detailed implementation schedule with measurable and or specific outcome measures and milestones.	All Campus Members
3. Use the diversity plan and its framework to align the diversity activity by all divisions and programs onto a unified vision and strategic direction.	All Campus Members
4. Work hard to make the diversity plan's goals broad-based and specific group-focused in needed goal areas. (For example, a goal area of campus climate might include broader-based language to capture the needs of the entire IUSB community while there may be specific goals that address the needs of campus climate and belonging goals for historical underrepresented students, female students, disabled students, and or LGBTQIA students, as informed by campus climate assessments and data.)	All Campus Members

Recommended Action Step	Target Population
5. Align Indiana University South Bend's Strategic Plan: 2014-2020 with the 10-year diversity plan in progress in terms of the diversity vision and the main goal and objective areas.	All Campus Members
6. Continue to develop specific group-focused diversity efforts for those constituencies in need as determined by campus climate data and or graduation, enrollment, and hiring data (for e.g., students of color, specific historically underrepresented backgrounds, African American students, Latino students, GLBTQIA students, first generation students, faculty of color, female faculty, staff members of color).	Students, Staff, Members, Faculty Members
7. Create a diversity-focused statement to incorporate into its university mission. Make sure this diversity-focused statement summarizes the diversity vision of the campus.	All Campus Members
8. Map out intentional learning/engagement targets for its rich and vibrant diversity-related event offerings by identifying the desired diversity engagement levels that are needed based on the topic at hand and the target audience. That is, design events that stretch the campus community into critiquing and evaluating issues and contexts in terms of power differences, inequalities, and injustice as well as thinking about ways to recreate and transform society in needed areas and for specific populations.	All Campus Members
9. Hone in on implementing high-impact and innovative strategies to diversify faculty, especially with regard to Latino/a, African American, and Native American backgrounds and females in disciplines/ departments with noted historical underrepresentation.	Faculty
10. Continue to engage issues and contexts of social justice in terms of providing campus members with the opportunity to problematize structured inequalities and to demand ways to advocate for the marginalized in society via events, programs, trainings/workshops, and co-curricular pathways.	All Campus Members
11. Design customized diversity efforts for staff members at IU South Bend (addressing the needs of diverse students, diversity skill sets for one's work role) as well as ones for faculty members (infusing diversity in curricula, mentoring diverse students).	Employees (Staff Members, Faculty Members)
12. Examine the extent to which diversity is infused and integrated into its university curricula (undergraduate and graduate).	Students
13. Create customized, high-impact interventions for diverse student retention and graduation (college completion).	Students
14. Implement an exit survey for university students who leave IU South Bend before graduation so as to identify reasons for stopping out and or departing from IU South Bend. Follow up with research studies that examine student departure from IU South Bend (using survey and interview protocols).	Students

Recommended Action Step	Target Population
15. Conduct an annual, comprehensive, university-wide campus climate survey for all campus constituencies (students, staff, faculty, administrators) every two years. This instrument could be connected with its current Sexual Assault Climate Survey.	All Campus Members

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