Diversity Mapping:
Indiana University Bloomington

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Halualani & Associates
• 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”
De-Mystifying Your Diversity Habits

“Make Decisions”

“Take Strategic Action”
• Takes stock of actual efforts
• Sets baseline
• 23 analytical layers
• Leverage points
• Gaps or “Opportunities”
• 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
Key Terms for Maps

- **Diversity Efforts** = Campus activities, programs, initiatives, processes, and/or events related to diversity, culture, & inclusion
• 1609 Responses via the Diversity Efforts Informational Survey

• Reviewed 483+ documents Submitted Via Dropbox (average of 4 pages per document = 1932 total pages)
Diversity Mapping Project:

4 Maps

- Diversity Efforts By Unit (1)
- Diversity Efforts By Theme (1)
- Diversity-Related Events (1)
- Diversity-Related Student Organizations (1)
Doing the “Work” of Diversity
Is Indiana University Bloomington Actively Creating an Inclusive & Diversity-Excellence Culture?
1966 Diversity Efforts
• Level of Commitment to Diversity
• Predominantly engaging in action that centrally focuses on diversity
• All Divisions Mostly On Deck

• 503 Collaborations = 26% of all efforts (Impressive)

• Average of 3 units/programs working together on any effort
• **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.
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

Diversity Change Order Sequence (All)

- 1st Order (16)
- 2nd Order (1950)
- 3rd Order
- 4th Order

IU Bloomington’s Diversity Actions
Overall Change Order Stage

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

Division - Change Order (All)

- Office of President, Indiana University: 2% first order, 98% all orders
- Office of Provost, IU Bloomington: 1% first order, 99% all orders
- Faculty & Academic Affairs: 100% all orders
- Office of the Treasurer, Indiana University: 100% all orders
• 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

IU Bloomington’s Diversity Actions

- Efforts (All) - Initiation Point
  - Student-Initiated (354) 18%
  - Program-Driven (1500) 76%
  - University-Wide (112) 6%
• Different foci on diversity in different divisions
• Office of President involved in all types
• Office of Provost taking lead in Inclusion & Social Justice
• Intrinsically motivated

• Compliance & Crisis Do Not Overshadow IU Bloomington’s Diversity Efforts
Significant Amount of Recurring Diversity Efforts = Institutionalization of Diversity Focus

Diversity Efforts (All) by Year

- Single Year Efforts
- All Years Efforts

2010: 674
2011: 674
2012: 673
2013: 672
2014: 673
2015: 672
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
Indicates an abundance of addressing diversity through multiple forms; Will pare down based on strategic priority process

Identify the Diversity Endgoal

- Event (1153)
- Student Club/Organization (296)
- Student Recruitment (110)
- Campus Resource (80)
- Financial Aid/Scholarship (53)
- Training/Workshop (47)
- Faculty Recruitment/Retention (30)
- Student Retention-Graduation Initiative (24)
- Grant (21)
- Role (19)
- Committee (17)
- Institutional Research (17)
- Award (14)
- Mission Statement (14)
- Co-Curricular (12)
- Academic Program Support (9)
- Directive/Policy (9)
- Strategic Plan (9)
- Campus Climate (7)
- Community Outreach/Partnership (6)
- Fundraising (5)
- Diversity Infrastructure (4)
- Curricular (3)
- Special Initiative (3)
- Public Affairs (2)
- Extracurricular (1)
- Staff Recruitment/Retention (1)

Efforts - Theme (All)
*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
Diversity Strategic Priority Process

2014 Established Objectives:

* Internationalization Focus
* Inclusive Pedagogies for STEM
* Diversify Graduate Students
* Recruit & Retain Diverse Faculty
* Culture of Care
*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)
*Campus Climate (Experiences) Assessment Every Two Years

*Departure Study

*Examine the Integration of Diversity Content, Topics, Pedagogies in All Curricula (UG, GR)
*Campus Climate (Experiences) Assessment Every Two Years

*Departure Study

*Examine the Integration of Diversity Content, Topics, Pedagogies in All Curricula (UG, GR)
Efforts mostly define diversity in terms of:

- Race/Ethnicity
- Gender
- International/Global
- Intersectionalities

Need to engage the following more: Disability, Political Ideology, Veterans

### Definitions of Diversity in Efforts (All)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race/Ethnicity (1682)</td>
<td>24%</td>
</tr>
<tr>
<td>Gender (961)</td>
<td>14%</td>
</tr>
<tr>
<td>International/Global (889)</td>
<td>13%</td>
</tr>
<tr>
<td>Intersectionalities (863)</td>
<td>12%</td>
</tr>
<tr>
<td>Nationality (850)</td>
<td>12%</td>
</tr>
<tr>
<td>Socioeconomic Status (656)</td>
<td>9%</td>
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<tr>
<td>Language (606)</td>
<td>9%</td>
</tr>
<tr>
<td>Age (154)</td>
<td>2%</td>
</tr>
<tr>
<td>Religion (123)</td>
<td>2%</td>
</tr>
<tr>
<td>Sexual Orientation (117)</td>
<td>2%</td>
</tr>
<tr>
<td>Broad Culture/Diversity (95)</td>
<td>1%</td>
</tr>
<tr>
<td>Disability (60)</td>
<td>1%</td>
</tr>
<tr>
<td>Political Ideology (25)</td>
<td>0%</td>
</tr>
<tr>
<td>Active Duty/Veterans (24)</td>
<td>0%</td>
</tr>
<tr>
<td>Region (6)</td>
<td>0%</td>
</tr>
<tr>
<td>Generation</td>
<td>0%</td>
</tr>
</tbody>
</table>
• Steady Focus on Race/Ethnicity, International/Global
*Engage Diversity in All of its Richness, Complexities, & Tensions

*Transgender, Socioeconomic Class, Sexual Orientation, Political Ideology, Intersectionalities
Specific divisions focus on specific types of efforts

- Office of Provost, IU Bloomington
- Office of President, Indiana University
- Faculty & Academic Affairs
- Office of the Treasurer, Indiana University

<table>
<thead>
<tr>
<th>Event</th>
<th>Theme - Division</th>
</tr>
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<tbody>
<tr>
<td>29%</td>
<td>15%</td>
</tr>
<tr>
<td>Training/Workshop</td>
<td>30%</td>
</tr>
<tr>
<td>Student Club/Organization</td>
<td>100%</td>
</tr>
<tr>
<td>Campus Resource</td>
<td>43%</td>
</tr>
</tbody>
</table>
• Efforts mostly expose/inform, support, recruit, & include

Make Decisions About Your Diversity Efforts

Effort Function (All)

- EXPOSE/INFORM (1171) 60%
- SUPPORT (333) 17%
- RECRUIT (142) 7%
- INCLUDE (60) 3%
- DEVELOP (48) 2%
- SERVE (46) 2%
- PLAN (35) 2%
- RETAIN (34) 2%
- CONNECT (30) 2%
- RECOGNIZE (22) 1%
- MONITOR/ACCOUNT FOR (21) 1%
- PROTECT (19) 1%
- REFLECT (5) 0%
- ADVOCATE 0%
- INFORM 0%
*Determine the Impact of Diversity Efforts (What are these efforts achieving or not achieving?)

*Impact/Assessment Protocols

*Build into Diversity Strategic Priority Process
Clubs/Organizations - Are There Enough Support Mechanisms for Culturally Different Students?

Student Organization Themes

- Political/Social Awareness/Volunteer/Service (61) - 21%
- Religious/Spiritual (42) - 14%
- Identity-Based & Academic (39) - 13%
- Identity-Based (International) (33) - 11%
- Academic & Professional (29) - 10%
- Identity-Based (Domestic) (29) - 10%
- Common/Special Interest/Social (24) - 8%
- Fraternities & Sororities (19) - 6%
- Performance/Media (12) - 4%
- Diversity/Multicultural (8) - 3%
- Governance - 0%
- Sports & Recreation - 0%
Clubs/Organizations - Are There Enough Support Mechanisms for Culturally Different Students?

Identify the Diversity Endgoal

Clubs/Organizations - Primary Definition of Diversity

- International/Global (90) - 32%
- Race/Ethnicity (57) - 20%
- Religion (54) - 19%
- Gender (18) - 6%
- Political Ideology (16) - 6%
- Nationality (13) - 5%
- Language (9) - 3%
- Broad Culture/Diversity (8) - 3%
- Socioeconomic Status (7) - 2%
- Disability (6) - 2%
- Active Duty/Veterans (3) - 1%
- All Intersectionalities - 0%
Identity-Based Clubs/Organizations = Leverage These Vehicles for Inclusion, Belonging, Climate; More Initiatives Here

Identity-Based & Academic Student Orgs By Definition of Diversity

- Race/Ethnicity (20): 32%
- Gender (19): 31%
- Intersectionalities (19): 31%
- International/Global (3): 5%
- Sexual Orientation (1): 2%

Identify the Diversity Endgoal
• Current efforts intended for “all” but not differentiated for specific segments

• Faculty/Staff/ Employees Not Fully Reached
*Create Targeted Diversity Efforts for Faculty Members, Staff Members, Administrators, Community Members
All diversity-related events were examined in terms of our Diversity Engagement Learning Taxonomy Assessment (DELTA).
• 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.
Events = Focus on Race/Ethnicity, International/Global, Various Aspects

Focus more on Disability, Veterans, Political Ideology, Generation

Definitions of Diversity in Events

- Race/Ethnicity (1083) 24%
- International/Global (687) 15%
- Nationality (648) 15%
- Language (574) 13%
- Gender (469) 11%
- Intersectionalities (465) 10%
- Socioeconomic Status (342) 8%
- Sexual Orientation (73) 2%
- Religion (65) 1%
- Broad Culture/Diversity (20) 0%
- Disability (15) 0%
- Age (12) 0%
- Active Duty/Veterans (6) 0%
- Political Ideology (5) 0%
- Region (2) 0%
- Generation 0%
Make Decisions About Your Diversity Efforts

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

Recurring Vs. One-Time Events - Definition of Culture

- Brd. Culture: 5% Recurring, 95% One-Time
- R/E: 16% Recurring, 84% One-Time
- Gender: 10% Recurring, 90% One-Time
- Disability: 13% Recurring, 88% One-Time
- Sex. Ortn.: 2% Recurring, 98% One-Time
- Lang.: 3% Recurring, 100% One-Time
- Interntl.: 50% Recurring, 50% One-Time
- SES: 67% Recurring, 33% One-Time
- Relign.: 50% Recurring, 50% One-Time
- Pol. Ideology: 67% Recurring, 33% One-Time
*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
- Efforts for mainstream & differentiated groups
- Differentiated groups = Race/Ethnicity
- Ample Range of Academic Support Services, Clubs, Events & Group-Specific Retention-Graduation Initiatives
*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
• Recruit Efforts - Solid for Undergraduate Students & Graduate Students

• Not as much as expected for Faculty or Staff
*Push Forward With Its Diversifying Faculty Initiative & Efforts*

*Explore Creative Strategies*

*Firmly Resolute & Steadfast!*
Diversity efforts are not stable/institutionalized
Actions framed for the short-term

Enduring Factor (All)

1 = Immediate, short-term (1057)
2 = The next 1-2 years (308)
3 = The next diversity strategy cycle (590)
4 = Transcending (11)

0% 15% 30% 45% 60%

54% 16% 30% 1%
Questions and/or Comments?