Diversity Mapping:
Indiana University-Purdue University
Indianapolis

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Managing Principal and Founder

Halualani & Associates
• Review the diversity mapping process that was undertaken in Summer - Fall 2015

• Showcase the diversity maps & our findings about diversity at IUPUI

• Highlight:
  • strengths & leverage points
  • “opportunities” or possible “growth areas"
Diversity Mapping

- 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

25 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
• **Diversity Efforts** = Campus activities, programs, initiatives, processes, and or events related to diversity, culture, & inclusion
Data Collected

- 617 Responses via the Diversity Efforts Informational Survey
- Reviewed 321+ documents Submitted Via Dropbox (average of 3 pages per document = 963 total pages)
4 Maps

- Diversity Efforts By Unit (1)
- Diversity Efforts By Theme (1)
- Diversity-Related Events (1)
- Diversity-Related Student Organizations (1)
Diversity Mapping Project: Maps, Findings, & Insights
Doing the “Work” of Diversity
Is IUPUI Actively Creating an Inclusive & Diversity-Excellence Culture?
Yes . . . In Part

• 1570 Diversity Efforts
• Level of Commitment to Diversity

• Predominantly engaging in action that centrally focuses on diversity
• All Divisions Mostly On Deck; 251 Collaborations = 16% of all efforts

• Is IUPUI Working In Tandem on Diversity?

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Efforts (All) - Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs (700)</td>
<td>45%</td>
</tr>
<tr>
<td>Student Affairs (457)</td>
<td>29%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion (244)</td>
<td>16%</td>
</tr>
<tr>
<td>Office of President, Indiana University (106)</td>
<td>7%</td>
</tr>
<tr>
<td>Office of Chancellor (30)</td>
<td>2%</td>
</tr>
<tr>
<td>Finance &amp; Administration (10)</td>
<td>1%</td>
</tr>
<tr>
<td>Executive Vice President for University Academic Affairs (7)</td>
<td>0%</td>
</tr>
<tr>
<td>Office of Provost, IU Bloomington (5)</td>
<td>0%</td>
</tr>
<tr>
<td>Office of President, Purdue University (4)</td>
<td>0%</td>
</tr>
<tr>
<td>IU Foundation (3)</td>
<td>0%</td>
</tr>
<tr>
<td>Office of the Treasurer, Indiana University (2)</td>
<td>0%</td>
</tr>
</tbody>
</table>
• Primary Efforts Focused On 4 Main Definitions of Culture

• International/Global, Race/Ethnicity, Gender
### 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 (2nd to 3rd Order)
- Between action & impact assessment
- Follow through on strategic priority mode
Overall Change Order Stage

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

IUPUI’s Diversity Actions

<table>
<thead>
<tr>
<th>Division</th>
<th>1st Order</th>
<th>2nd Order</th>
<th>3rd Order</th>
<th>4th Order</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity, Equity &amp; Inclusion</td>
<td>15%</td>
<td>85%</td>
<td></td>
<td></td>
<td>85%</td>
</tr>
<tr>
<td>Student Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>7%</td>
<td>93%</td>
<td></td>
<td></td>
<td>93%</td>
</tr>
<tr>
<td>Office of President, Indiana University</td>
<td>19%</td>
<td>81%</td>
<td></td>
<td></td>
<td>81%</td>
</tr>
<tr>
<td>Office of Chancellor</td>
<td>50%</td>
<td>50%</td>
<td></td>
<td></td>
<td>50%</td>
</tr>
</tbody>
</table>
IUPUI’s Diversity Actions

- How aligned are your divisions towards a shared framework of diversity excellence?
- Efforts initiated by programs & units
- Cost-Sharing?
- Need More Strategic Focus/Alignment via IUPUI Strategic Plan

Efforts (All) - Initiation Point

- Program-Driven (1384) 88%
- Student-Initiated (96) 6%
- University-Wide (90) 6%
IUPUI’s Diversity Actions

• Different foci on diversity in different divisions
• DEI involved in all types
• Student Affairs taking lead in Social Justice
• Academic Affairs = Active Diversity & Inclusion
• Intrinsically motivated
• Compliance & Crisis Do Not Overshadow IUPUI’s Diversity Efforts

Motivational Sources (All)

- Intrinsic/Proactive (1534) 98%
- Extrinsic/Compliance (36) 2%
- Extrinsic/Crisis/Reactive 0%
Significant Amount of Recurring Diversity Efforts = Institutionalization of Diversity Focus
Primary Focus
Between 2nd Order Action & 3rd Order Strategization
Active Diversity & Inclusion
Intrinsically Motivated

*Strategic Organization & Clarification Process
*Action Steps
Wide range of diversity effort forms; Will pare down through diversity strategy

Identify the Diversity Endgoal

- Event (950) 61%
- Student Club/Organization (96) 4%
- Mission Statement (70) 4%
- Student Recruitment (66) 4%
- Campus Resource (65) 4%
- Institutional Research (47) 3%
- Training/Workshop (47) 3%
- Grant (32) 2%
- Award (25) 2%
- Strategic Plan (24) 2%
- Student Retention-Graduation Initiative (23) 1%
- Committee (21) 1%
- Directive/Policy (16) 1%
- Financial Aid/Scholarship (16) 1%
- Faculty Recruitment/Retention (15) 1%
- Role (15) 1%
- Academic Program Support (10) 1%
- Co-Curricular (7) 10%
- Community Outreach/Partnership (7) 10%
- Diversity Infrastructure (7) 10%
- Campus Climate (5) 10%
- Fundraising (5) 10%
- Curricular (1) 0%
- Extracurricular 0%
- Public Affairs 0%
- Special Initiative 0%
- Staff Recruitment/Retention 0%
*Proceed with its Diversity Strategic Priority Process

*“Our Commitment to Indiana and Beyond: IUPUI Strategic Plan” (“Promote an Inclusive Campus Climate” Objective)

*Strategic Alignment

*Elaborate on the Vision

*Operationalize the Vision via Action Steps
*Continue Campus Climate (Experiences) Assessment Every Two Years

*Follow-Up Focus Groups on Areas of Significance Within Groups

*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
- Intersectionalities
- SES
- Fascinating Array

Engage the following more: Sexual Orientation, Disabilities, Political Ideology, Veterans, Age
- Increase on Race/Ethnicity, Gender, All Definitions in last 2

Diversity Efforts (All) By Top 6 Definitions of Culture - 2010 - 2015

- Sexual Orientation
- Gender
- Religion
- International/Global
- Race/Ethnicity
- Broad Culture/Diversity
*Engage Diversity in All of its Richness, Complexities, & Tensions

*Transgender, Sexual Orientation, Political Ideology, Disabilities, Veterans
Specific divisions focus on specific types of efforts

- **Event**
  - Student Affairs: 37%
  - Diversity, Equity & Inclusion: 12%
  - Academic Affairs: 49%
  - Office of President, Indiana University: 1%

- **Training/Workshop**
  - Student Affairs: 20%
  - Diversity, Equity & Inclusion: 37%
  - Academic Affairs: 13%
  - Office of President, Indiana University: 30%

- **Student Club/Organization**
  - Student Affairs: 100%

- **Campus Resource**
  - Student Affairs: 3%
  - Diversity, Equity & Inclusion: 43%
  - Academic Affairs: 36%
  - Office of President, Indiana University: 17%
• Efforts mostly expose/inform, recognize (a diversity-valued culture), support, & recruit

Effort Function (All)

- **EXPOSE/INFORM (956)**: 61%
- **RECOGNIZE (390)**: 25%
- **SUPPORT (107)**: 7%
- **RECRUIT (26)**: 2%
- **PLAN (24)**: 2%
- **DEVELOP (21)**: 1%
- **MONITOR/ACCOUNT FOR (11)**: 1%
- **CONNECT (10)**: 1%
- **INCLUDE (9)**: 1%
- **PROTECT (7)**: 0%
- **RETAIN (5)**: 0%
- **SERVE (3)**: 0%
- **REFLECT (1)**: 0%
- **ADVOCATE**: 0%
- **INFORM**: 0%
*Determine the Impact of Diversity Efforts (What are these efforts achieving or not achieving?)

*Impact/Accessment Protocols

*Build into Diversity Strategic Priority Process

*Accountability
Clubs/Organizations - Are There Enough Support Mechanisms for Culturally Different Students?

- Religious/Spiritual (28)
- Identity-Based & Academic (19)
- Identity-Based (Domestic) (15)
- Identity-Based (International) (14)
- Pol./Social Awareness/Volunteer/Service (10)
- Academic & Professional (4)
- Fraternities & Sororities (4)
- Diversity/Multicultural (2)
- Common/Special Interest/Social
- Governance
- Performance/Media
- Sports & Recreation

Identify the Diversity Endgoal
Clubs/Organizations - Are There Enough Support Mechanisms for Culturally Different Students?

<table>
<thead>
<tr>
<th>Diversity Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religion (29)</td>
<td>30%</td>
</tr>
<tr>
<td>Race/Ethnicity (21)</td>
<td>22%</td>
</tr>
<tr>
<td>International/Global (17)</td>
<td>18%</td>
</tr>
<tr>
<td>Gender (13)</td>
<td>14%</td>
</tr>
<tr>
<td>Political Ideology (6)</td>
<td>6%</td>
</tr>
<tr>
<td>Disability (3)</td>
<td>3%</td>
</tr>
<tr>
<td>Sexual Orientation (3)</td>
<td>3%</td>
</tr>
<tr>
<td>Active Duty/Veterans (2)</td>
<td>2%</td>
</tr>
<tr>
<td>Broad Culture/Diversity (1)</td>
<td>1%</td>
</tr>
<tr>
<td>Socioeconomic Status (1)</td>
<td>1%</td>
</tr>
<tr>
<td>All Intersectionalities</td>
<td>0%</td>
</tr>
<tr>
<td>Nationality</td>
<td>0%</td>
</tr>
</tbody>
</table>
Identity-Based & Academic Student Orgs By Definition of Diversity

International/Global (12)
Race/Ethnicity (11)
Gender (7)
Intersectionalities (7)
Sexual Orientation (1)

Identity-Based & Academic Student Orgs By Definition of Diversity

International/Global (12) 32%
Race/Ethnicity (11) 29%
Gender (7) 18%
Intersectionalities (7) 18%
Sexual Orientation (1) 3%

Identity-Based Clubs/Organizations = Leverage These Vehicles for Inclusion, Belonging, Climate
• Current efforts intended for “all” but not differentiated for specific segments

• Faculty/Staff/Employees Not Fully Reached
All diversity-related events were examined in terms of our Diversity Engagement Learning Taxonomy Assessment (DELTA).

<table>
<thead>
<tr>
<th>Level 1 - Knowledge-Awareness</th>
<th>Knowledge, Awareness, Appreciation</th>
<th>Touches on Social Approvability Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 2 - Skills</td>
<td>Application/Intercultural Competence/Skills-based</td>
<td></td>
</tr>
<tr>
<td>Level 3 - Interaction</td>
<td>Active Involvement in Intercultural Interactions</td>
<td>Motivation, Seeking Out, Participating Behavior</td>
</tr>
<tr>
<td>Level 4 - Advanced Analysis</td>
<td>Perspective-Taking/ Reflection/ Analysis, Self-Other Dynamic</td>
<td>Personally invested in diversity</td>
</tr>
<tr>
<td>Level 5 - Evaluation-Critique</td>
<td>Evaluation/Critique of Power Differences, Positionality/Compassion</td>
<td>Posing Complex Questions</td>
</tr>
<tr>
<td>Level 6 - Social Agency &amp; Action</td>
<td>Designing Actions, Personal-Social Responsibility</td>
<td>Able to see connections across differences</td>
</tr>
<tr>
<td>Level 7 - Innovative Problem Solving</td>
<td>Innovative thinking</td>
<td>Uses multiple perspectives to develop new, original, unique, impactful strategies &amp; solutions to problematics</td>
</tr>
</tbody>
</table>

HALUALANI & ASSOCIATES

Diversity Engagement & Learning Taxonomy (DELTA)

(Halualani, Haiker, & Lancaster, 2012)
• Events = Mid to Lower Levels of DELTA (Diversity Engagement/Learning)

• Need to Focus More on Critical Evaluation & Beyond

• Target engagement levels for events &/or life-stage these.
Make Decisions About Your Diversity Efforts

- **Events = Focus on** Race/Ethnicity, Intersectionalities, Gender, SES, Various Aspects
- **Focus more on** Sexual Orientation, Religion, Disability, Veterans, Political Ideology, Region, Generation

<table>
<thead>
<tr>
<th>Definitions of Diversity in Events</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race/Ethnicity (818)</td>
<td>22%</td>
</tr>
<tr>
<td>Intersectionalities (681)</td>
<td>19%</td>
</tr>
<tr>
<td>Gender (667)</td>
<td>18%</td>
</tr>
<tr>
<td>Socioeconomic Status (553)</td>
<td>15%</td>
</tr>
<tr>
<td>International/Global (280)</td>
<td>15%</td>
</tr>
<tr>
<td>Language (241)</td>
<td>15%</td>
</tr>
<tr>
<td>Nationality (232)</td>
<td>15%</td>
</tr>
<tr>
<td>Sexual Orientation (65)</td>
<td>8%</td>
</tr>
<tr>
<td>Religion (31)</td>
<td>7%</td>
</tr>
<tr>
<td>Disability (23)</td>
<td>6%</td>
</tr>
<tr>
<td>Active Duty/Veterans (18)</td>
<td>2%</td>
</tr>
<tr>
<td>Broad Culture/Diversity (17)</td>
<td>1%</td>
</tr>
<tr>
<td>Political Ideology (9)</td>
<td>1%</td>
</tr>
<tr>
<td>Region (1)</td>
<td>1%</td>
</tr>
<tr>
<td>Age</td>
<td>0%</td>
</tr>
<tr>
<td>Generation</td>
<td>0%</td>
</tr>
</tbody>
</table>
Make Decisions About Your Diversity Efforts

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

Recurring Vs. One-Time Events - Definition of Culture

<table>
<thead>
<tr>
<th>Category</th>
<th>One-Time</th>
<th>Recurring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Culture</td>
<td>88%</td>
<td>100%</td>
</tr>
<tr>
<td>Interst.</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>R/E</td>
<td>54%</td>
<td>55%</td>
</tr>
<tr>
<td>Gender</td>
<td>67%</td>
<td>56%</td>
</tr>
<tr>
<td>Disability Sex. Orient.</td>
<td>60%</td>
<td>53%</td>
</tr>
<tr>
<td>Lang.</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Intl.</td>
<td>18%</td>
<td>50%</td>
</tr>
<tr>
<td>SES</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Religion</td>
<td>18%</td>
<td>50%</td>
</tr>
<tr>
<td>Political Ideology</td>
<td>82%</td>
<td>50%</td>
</tr>
</tbody>
</table>
*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

• Varied Range of Academic Support Services, Clubs, Events & Group-Specific Retention-Graduation Initiatives
*Continue to Prioritize Specific-Group Focused Retention-Graduation Initiatives

*Overall Graduation Rate = 43% (2008 cohort for full-time beginners)
  *African Americans (37%)
  *URM/Diverse Students
Recruit Efforts - Solid for Undergraduate Students, Graduate Students, Faculty

Not as much as expected for Staff
Limited Guarantee of Continued Action

- Diversity efforts are not stable/institutionalized
- Actions framed for the short-term
- Events - Expiration Date Items vs. Long Term Outcomes

Enduring Factor (All)

1 = Immediate, short-term (33) 2%  
2 = The next 1-2 years (1030) 66%  
3 = The next diversity strategy cycle (497) 32%  
4 = Transcending (10) 1%
Questions and/or Comments?