Diversity Mapping Report
Indiana University Bloomington (IU Bloomington)

A) Diversity Mapping Project Undertaken:

In Summer 2015 through Fall 2015, Halualani & Associates examined all diversity efforts completed by IU Bloomington through all of its divisions, programs, and units from January 1, 2010 through October 1, 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 Bloomington has made a vigorous and sustained commitment to diversity and inclusion in the last five years. This university's diversity efforts are high in number and rich in quality**. Specifically, we found the following:

- **IU Bloomington is firmly committed to diversity and inclusion.** Over the last five years, IU Bloomington has implemented 1,966 diversity efforts and invested over three to four million dollars towards diversity and inclusion functions. 95% (1869) of these diversity efforts are primarily focused on diversity and inclusion. Thus, these efforts are not mere "add-ons" or "displays" of diversity but rather represent high quality actions intended to provide access to historically underrepresented students, create support vehicles for historically marginalized and diverse groups, and expose campus members to diverse perspectives. This quantity-to-qualtity ratio stands out as one of the most impressive diversity records for comparable institutions across the country that our team has seen in the last eight years.

- **IU Bloomington's commitment to diversity is genuine and intrinsically motivated.** The vast majority (99%, 1946) of IU Bloomington's diversity efforts indicate that the university is acting on its own volition to create the fullest educational environment around diversity as opposed to being forced to in terms of compliance demands or requirements.

- **There is a high level of participation and collaboration on diversity efforts among all IU Bloomington's divisions across the campus, including the large majority of the academic schools and departments**. This level of participation is rarely seen at other universities.

- **The Office of the Vice President of Diversity, Equity, & Multicultural Affairs (OVPDEMA) has both led and facilitated IU Bloomington's (and other campuses') diversity efforts as well as creating a campus culture that prioritizes and actively addresses diversity issues and needs.** OVPDEMA stands as an important relational bridge for all divisions and as the diversity connective tissue for Indiana University as a whole. Its infrastructure, staffing, and resources have been carefully allocated and dedicated to key diversity areas: diverse student recruitment, the creation of supportive communities for diverse students and faculty members.

- **IU Bloomington "walks the talk" about diversity by producing a wide range of diversity actions**. 99% (1950) of IU Bloomington's diversity efforts are in second-order or action stage (which is part of Halualani & Associates' Change Order Sequence.. (Our Diversity Change Order Sequence helps to locate a campus by way of its stance towards diversity: 1st Order = Declaration of a Commitment to Diversity; 2nd Order = Demonstrating a Commitment to Diversity Through Actions; 3rd Order = Engaging in Diversity Actions That Are Strategically Aligned, Repeated, and Assessed for Impact; 4th Order = Transforming the Campus Through Strategically Aligned Diversity Actions That Are Institutionalized and Making Demonstrative Impact on Multiple Campus Constituencies.) Thus, IU Bloomington has consistently demonstrated its commitment to diversity through its actions, programs, and initiatives. The top four main types of diversity efforts at IU Bloomington are: Events (59%, 1153), Student Organizations (15%, 296), Diverse Student Recruitment (6%, 110), and Campus Resources (4%, 80) [and the remaining efforts (16%) spread across 23 other effort types].

- **IU Bloomington creates diversity efforts that speak to the needs of specific diverse groups rather than for a mainstream audience**. 86% (1683) of its diversity efforts are focused on addressing the needs of specific groups (African American students, female students, faculty of color, LGBQT Plus campus members, students with various disabilities, among others) as opposed to just encompassing a generalized mass. It should be noted that many of these specific-group focused diversity efforts are the student-initiated, diversity-related student organizations and their events.

- **IU Bloomington has begun to address retention-graduation needs and gaps for its students in its diversity efforts but more needs to be done in this area.** IU Bloomington needs to close the "loop" by focusing its energies and resources on designing customized retention-graduation interventions for specific diverse groups based on the felt needs and experiences of diverse students for degree attainment.

- **IU Bloomington has started to shape a robust learning environment around diversity outside of the classroom**. Of the 1,153 diversity-related events put on by IU Bloomington, 84% (976) of these events target higher engagement levels of diversity in terms of unpacking culture, identity, difference, and structured inequalities/power. These events, however, are not linked to academic courses, student learning objectives, or assignments.

- **IU Bloomington defines diversity mostly in terms of race/ethnicity, gender, and international/global aspects (which are important in their own right). However, IU Bloomington needs to expand its definition of diversity in terms of other significant aspects (disability, sexual orientation, transgender, political ideology, religion, among others)** . IU Bloomington's diversity efforts mostly define diversity in terms of: Race/Ethnicity (24%, 1682), Gender (14%, 961), International/Global (13%, 889), Intersectionalities (12%, 863), and Nationality (12%, 850).

- **While there are diversity-related goals in the larger IU Bloomington- Campus Strategic Plan and the Bicentennial Strategic Plan for Indiana University, IU Bloomington should specify its end goal with regard to diversity or a diversity strategy that aligns with those plans. There is limited strategic logic or alignment with regard to diversity efforts on this campus.** As a result of our mapping analysis, the diversity strategy should answer the following questions: What are IU Bloomington's priorities in terms of diversity as an institution of higher education? What is the larger vision related to diversity? What kind of campus culture does IU Bloomington want to be for all of its members and for specific historically marginalized groups?
    - If no strategic actions are taken, IU Bloomington may "spin its wheels" and engage in diversity efforts that it always has as a matter of "routine" rather than "aspiration." IU Bloomington is now at the crossroads of having to identify what it wants to achieve by way of its commitment to diversity.

- **IU Bloomington's focus has been mostly directed toward creating access and entry points for historically underrepresented students.** While there are indeed efforts in place to retain these students and facilitate the full cycle of student success, and or creating a fully supportive and transformative campus climate, there needs to be more done with regard to customized interventions for specific diverse groups.

- **IU Bloomington has admirably implemented rigorous diversity efforts that benefit graduate students.** We note that the 97 diversity efforts that specifically target and address graduate students at IU Bloomington have been institutionalized for multiple years and provided critical financial support for diverse students to access graduate programs and graduate-level excellence. Moreover, the unbroken level of investment in these efforts by IU Bloomington has been impressive.

- **IU Bloomington needs more mechanisms in place to document the impact or effectiveness of its diversity efforts.**

- **IU Bloomington's areas that need more attention are:**
    - diverse faculty recruitment and retention
    - diverse staff recruitment and retention
    - student retention and graduation for diverse groups
    - 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. Shape a focused diversity strategy that aligns with the larger IU Bloomington- Campus Strategic Plan and the Bicentennial Strategic Plan for Indiana University. While there are diversity elements in these plans, a more specific diversity strategy should be shaped that delineates a diversity-specific strategic vision, corresponding action steps, and assessment measures.	All Campus Members
2. Make a decision about the kind of approach to diversity it would like to take (for e.g., inclusive excellence, equity, inclusion, intercultural competence, social justice, critical intercultural perspective).	All Campus Members
3. Examine how supportive, inclusive, and empowering IU Bloomington's campus climate is through an ongoing campus climate study or assessment.	All Campus Members
4. Re-examine how IU Bloomington defines "diversity" and include important aspects like disability, sexual orientation, transgender, political ideology, and religion, among others.	Administrators, Staff, Faculty
5. Examine the extent to which diversity is engaged (conceptually, perspectively, pedagogically) in IU Bloomington's curricula across all academic schools, departments, & units.	Students, Faculty
6. Design customized diversity professional development pathways for administrators, employees, and faculty members.	Administrators, Staff, Faculty
7. Strengthen its diversifying faculty initiative and efforts by incorporating high-impact practices in higher education.	Faculty
8. Implement more high-impact retention-graduation interventions for specific diverse groups (for e.g., first-generation, low-income backgrounds, African Americans, Hispanic/Latino, Asian Americans/ Pacific Islanders, Native Americans).	Students
9. Track the impact of all diversity efforts and interventions in order to build a diversity accountability culture at IU Bloomington	All Campus Members
10. Track the impact of the various diverse student recruitment efforts and explore other high-yield approaches used for historically underrepresented populations.	Students
11. Commission a mixed methods study as to why students from different backgrounds leave IU Bloomington and do not persist.	Students

Recommended Action Step	Target Population
12. Create more initiatives that include diversity-related student organizations in campus climate and diverse student retention-graduation interventions.	Students
13. Create a diversity passport learning program for students by matching the student learning objectives of diversity related events to related courses and assignments. (A diversity passport learning program is a bundle of out-of-the classroom events and programs that are linked to academic courses and student learning objectives. These bundles are incorporated into majors or programs of study.)	Students
14. Create additional meaningful intercultural interaction opportunities for students outside of the classroom through its diversity event offerings, student organizations, and the recommended passport program.	Students

Infographics will be shared and posted on the OVPDEMA website.