

IU Board of Trustees
Diversity Annual Report Committee
Annual Report

Chancellor: William Lowe
Campus: IU Northwest
Date: June 21, 2012

Indiana state law (IC 21-27-4-4) requires the Trustees of Indiana University to create a diversity committee on each campus to issue an annual report to the Trustees regarding findings, conclusions, and recommendations relating to each of the statutorily defined areas below. This template was created to facilitate the development of a consistent and concise report to the Trustees, which may also be shared with the Indiana Commission for Higher Education and interested members of the Indiana General Assembly. Please submit a completed report by August 17, 2012, to the Office of the Vice President for Diversity, Equity, and Multicultural Affairs.

Narrative:

The Diversity Annual Report Committee (DARC) met monthly throughout the 2011-2012 academic year to review any progress made on the recommendations from the 2009 and 2010 annual reports. DARC also absorbed the membership of the Campus Council on Diversity to create a consolidated unit with broader representation of the campus constituency. The Office of Diversity Programming underwent a transition in September of 2011 when its director left the campus. The interim director, along with the Chancellor and the Office of Institutional Effectiveness distributed a survey in October of 2011 to faculty and staff to determine campus satisfaction with current efforts to address issues related to diversity, equity, and inclusion. IU Northwest also took this opportunity to host an ongoing Campus Conversation regarding the efficacy of diversity, equity, and inclusion efforts and an evaluation of the design and function of the Office of Diversity Programming. The Diversity Annual Report Committee analyzed the results of this feedback, reviewed current statistics, and compared recent campus planning and performance documentation to measure these activities. The Diversity Annual Report Committee presents the following findings and recommendations for consideration.

Findings:

The recent campus survey revealed that a large proportion of respondents (47% collectively) felt there was a disparity in diversity within the support staff and within the administrative and faculty positions. Many believed the bulk of the minority employees were in the lower paid support staff positions. These findings were validated by the results of a Staff Salary Working Group commissioned by the Chancellor, which provided data that indicated that 66% of service maintenance employees are people of color; 59% of the clerical staff were people of color; 92 % of them are women; and finally, 62% of the technical staff are people of color.

Additionally, a review of the 2010 Affirmative Action report revealed that of the 120 tenured/tenure Track, Full-Time Faculty 34, or 28% were people of color. The non-tenured/not on tenure track, full-time faculty data from the same report revealed that of 59 total faculty members in this category, 45 were women, yet only eight were people of color. Furthermore, a faculty salary review, also commissioned by the Chancellor, revealed that, in a national comparison group, Indiana University Northwest faculty salaries fall in the 30th – 40th percentile, and regional peers are in the 50th – 60th percentile.

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Finally, the Diversity Annual Report Committee also observed that the campus was, generally unfamiliar with both the established processes for tenure and/or promotion and with the administration's ongoing efforts to address actual or perceived disparities concerning diversity, equity, and inclusion within the employee population. DARC concluded that a greater effort (e.g., through the Campus Conversation on Diversity, Equity, and Inclusion) is required to provide information to the campus in both of these areas.

Recommendations:

After a review of these data, the Diversity Annual Report Committee makes the following recommendations, separated by their statutorily defined areas and supported by suggestions made in the *2011 Blueprint for Student Attainment*, *Jeff Johnston Institute Recommendations (2010)*, and the *2006 & 2010 AQIP Appraisal Feedback* documents.

1. Review and recommend faculty employment policies concerning diversity issues.

- a) Implement strategies to improve processes to attract, orient, and mentor a more diverse full-time professional staff and instructional faculty, mirroring the IU Northwest student body, by using and evaluating comparative benchmark data from peer institutions and reporting progress on reaching these benchmarks, as appropriate. *AQIP Appraisal Feedback 2010*, pg. 24, 4P2
- b) Review of policies and practices regarding interim appointments to ensure that appropriate affirmative action procedures are followed and assure that criteria for appointment/ promotion are made available. *AQIP Appraisal Feedback, 2010*, pg. 27, 5P10
- c) Ensure that resources for recruitment, retention initiatives, and professional development currently balanced in favor of faculty be applied with equal vigor to the recruitment and retention of staff members as well. *AQIP Appraisal Feedback, 2006*, pg. 22, 4P2

2. Review faculty and administration personnel complaints concerning diversity issues.

- a) Existing procedures for handling employee complaints should be publicized and widely distributed. IU Northwest has a process in place to address student complaints involving discrimination. However, the campus should clarify and publicize complaint options for work-study employees and to address other areas of student complaint. Campus programs should be implemented to address diverse workplace and educational needs while promoting understanding and mediation as a deterrent to avoidable conflicts. Consultation for this effort could be provided by the DARC. *AQIP Appraisal Feedback, 2006*, pg. 22, 3P6; *AQIP Appraisal Feedback, 2010*, pg. 21, 3P6A & B
- b) Consider creating an ombudsperson position to assist in current efforts to address employee complaints. *DARC suggestion 2012*

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- c) Feedback from the recent campus survey suggests employees are in favor of continuing to discuss issues of diversity, equity, and inclusion in informal settings. These discussions should be organized collaboratively by the Office of Diversity Programming, Affirmative Action, and Human Resources and facilitated by experienced moderators. *Campus Diversity Survey October 2011*

3. Make recommendations to promote and maintain cultural diversity among faculty and staff members.

- a) Human, fiscal, and physical resource allocations should be strategically developed and distributed to ensure centralized, systematic, and measurable retention and promotion outcomes for all faculty, with special attention to women and faculty of color. *AQIP Appraisal Feedback, 2006, pg.22,4P4*
- b) Academic and administrative leadership should work collaboratively with Marketing and the Office of Diversity Programming to develop a process for collecting and analyzing data that identifies accomplishments of diverse faculty and staff for appropriate publicity, recognition, and reward. The use of Faculty Annual Reports, available online, might prove helpful in this analysis. *AQIP Appraisal Feedback, 2006, pg. 22, 4P7, 4P10*
- c) The institution can strengthen the mentoring process with consistency and standardization in the selection, training, and assigning of mentors. *AQIP Appraisal Feedback, 2010, pg. 24, 4P9*

4. Make recommendations to promote recruitment and retention of minority students.

- a) The Enrollment Management Group and associated programs should prioritize and measure success in providing financial assistance for the recruitment and retention of minority students. *AQIP Appraisal Feedback, 2010, pg.32, 7P4*
- b) IU Northwest Admissions and Enrollment Management should continue to recruit students from the collar counties, while increasing recruitment of students within IU Northwest's urban core service area. *AQIP Appraisal Feedback, 2010, pg. 21, 3P5b*
- c) A combined effort should be formed among the Office of Career Services, The Office of Student Life and the Center for Urban and Regional Excellence, to connect students' collegiate experience to their communities, through activities, that promote civic engagement and community service. This effort should include building a relationship with local businesses and organizations, to address specific community needs. *2010 Blueprint for Student Attainment, Strategic Initiative 2.2.5, pg. 19*

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Progress report:

IU Northwest has already made significant progress concerning several of the recommendations made in this report.

- 1ai. The process of recruiting minority faculty and women was revised in February 2012 to include advertising in publications such as the *Chronicle of Higher Education*, *Insight into Diversity*, and *Diverse Issues in Higher Education*. Targeted advertisements are placed on minority professional listserv's and with minority professional organizations. The Faculty Career Success Program was created within Academic Affairs, to provide support and guidance for tenure-track and non-tenure track faculty. *AQIP Living Portfolio 2011*, pg.62, 4P2
- 1aii. The Category 5 (Leading and Communicating) working group met with the IU Northwest Director of Human Resources and reviewed models of succession planning from peer institutions. It was determined that there was not an "off-the-shelf, ready to replicate" model that would fit IU Northwest. Therefore, the campus has chosen to address the issue of leadership succession by developing an ongoing Leadership Training Series. The recent IU Northwest Professional Staff Development Series survey indicates that of the 54 individuals surveyed, 100% found the seminar series to be good to excellent overall. *AQIP 2011 Living Portfolio*, pg. 57, 4P5; pg. 63-64; & pg. 71 5P10.
- 1bi. For staff positions below management level, it is recommended that search committees consist of at least three individuals. Faculty and management level searches call for the use of Equity Advisors (EA's) to ensure that consideration for diversity and equity are included in all aspects of the search and screen process. Guidelines for formation of search committees for positions at the management level and above are contained in the previously established hiring guidelines. At this time, EA's cannot be used for all staff position searches below management level, as there are currently not enough EA's trained to staff all searches. Training sessions are currently being conducted each semester to increase the number of available EA's. *AQIP 2011 Living Portfolio 4P2*, pg. 55
- 1bii. The Director of Human Resources has provided clarification to campus supervisors of the process for employee reclassification, as a way to address pay inequities within the support staff categories. *IU Northwest Council Minutes, 11-15-2011, VI. Employee Reclassification*, pg. 3.
- 1c. The Chancellor commissioned the Staff Salary Working Group and the Academic (Faculty) Salary Working Group, which have made recommendations for progressive salary improvement that are both achievable, over several fiscal years, and specifically address the priorities to recruit, fairly compensate, retain and advance persons of color. The recommended plan for non-academic staff, for example, would positively affect three-fourths of the staff. The Chancellor has forwarded both reports to University Administration, with the request that they be endorsed. *IU Northwest Council Meeting Minutes, 11-9-2010, IIIai. Salary Study Group*, pg. 2.
- 2ai. Beginning in 2010, diverse groups of campus members have participated in mediation training which could assist in the amicable resolution of personnel complaints concerning diversity issues. *AQIP Living Portfolio 2011*, pg. 64, 4I1.
- 2aii. In January of 2012, the Chancellor extended an invitation to the Faculty Organization Executive Committee for active participation in the work of the Diversity Annual Report Committee to

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raise campus awareness and participation in the ongoing discussion regarding diversity related issues. *IU Northwest Council Meeting Minutes, 2-14-2012, VIII. Campus Conversation on Diversity, Equity, Inclusion, pg. 6.*

- 2c. To increase campus knowledge of the administration's efforts to address issues related to diversity, equity and inclusion, IU Northwest regularly conducts town hall meetings to inform campus stakeholders of ongoing initiatives. *AQIP Living Portfolio 2011, pg. 65, 4I2.*
- 3a. The Office of Academic Affairs conducts a two-day orientation session for new full-time faculty each year before the fall semester begins. Feedback from the participants led to modifying the format to include informational tables as well as workshops related to the future teaching and research needs of the new faculty. These workshops are created for the specific needs of new faculty and topics have included promotion and tenure, instructional technology, pedagogies for large classes, and grant writing. *AQIP Living Portfolio 2011 pg. 56, 4P4.*
- 3b. Two initiatives that have moved forward from these action items were reinstating publication of the *Northwest News* (in an electronic format) and providing a venue for faculty and staff recognition, reviewing, and publicizing the annual employee award/recognition process, and increasing the number of faculty and staff awards (four staff and three faculty). These changes have led to an increase in the number of applications for staff awards from an average of 17.5 in 2008-09 to 28.5 in 2010-11. *AQIP Living Portfolio 2011 pg. 72, 5R2*
- 3c. & 1a. As part of the process of course-load release for scholarship and creativity, the academic units use a process for mentoring and developing faculty who do not meet the requirements for this release time. The Center for Innovation in Teaching and Learning (CISTL) conducts regular workshops for faculty on dossier preparation for the promotion and tenure process, as well as for the various teaching awards the campus and the University offer. *AQIP Living Portfolio 2011, pg. 67, 4P10.*
- 4bi. The Executive Vice Chancellor for Academic Affairs and the Vice chancellor for Student Affairs have established the Enrollment Management Group, a collaborative by Academic Affairs and Student Affairs, to monitor enrollment changes and make recommendations that promote minority recruitment, retention, and academic success. *IU Council Meeting 3-6-2012, IIb. Retention and Student Success, pg. 2.*
- 4bii. IU Northwest recently filled the position of Director of Retention Initiatives to monitor student progress and collaborate with existing minority recruitment and retention initiatives. *AQIP Living Portfolio 2011, pg. 98, 8I1.*
- 4biii. The Director of the Office of Diversity Programming has collaborated with Purdue Calumet, Calumet College of St. Joseph, and Ivy Tech Community College-Northwest in the development of a Latino Student Success Initiative to serve the needs of the increasing Latino presence within Northwest Indiana. (Ongoing)