

IU Board of Trustees
Diversity Advisory Council
Annual Report

Chancellor: William Lowe
Campus: IU Northwest
Date: August 6, 2013

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 16, 2013, to the Office of the Vice President for Diversity, Equity, and Multicultural Affairs.

Narrative:

During the 2012-13 academic year, Indiana University Northwest demonstrated its commitment to the principles of diversity, equity and inclusion in a number of ways. The Diversity Advisory Council (DAC) met each month throughout the academic year with its numbers bolstered by the inclusion of campus administrators such as the Executive Vice Chancellor for Academic Affairs (EVCAA), the Dean of the College of Health and Human Services and the Faculty Organization's Affirmative Action Sub-Committee to bring wider campus representation to the Council. In May of 2013, the campus named a permanent Director for the Office of Diversity, Equity and Multicultural Affairs (ODEMA), formed from the consolidation of the Offices of Diversity Programming and Multicultural Affairs. The redesigned office provides targeted support for students of color and underrepresented student populations in addition to continuing to develop culturally relevant educational activities for the campus.

The campus continued its engagement of the surrounding community and addressed cultural, social, and economic factors that affect the region by initiating the "One Book, One Campus, One Community" reading initiative. This activity involved the community in the reflection on a text with a diversity related theme. The goal was to analyze the messages and learning points of one book to gain a greater collective understanding of how the issues covered affect societal interactions. Because of these and many other efforts, IU Northwest was recognized by the Urban League of Northwest Indiana with their inaugural Community Relations Diversity and Inclusion Award for its work promoting diversity within the region in March of 2013. Throughout the 2012-13 academic year, the DAC continued to monitor previous recommendations to determine areas of progress regarding each statutorily defined area and make recommendations for improvement, where appropriate. The Diversity Advisory Council presents the following findings and recommendations for consideration.

Findings:

As a result of campus feedback, data analysis, and policy review IU Northwest was able to recognize significant progress in addressing campus concerns related to diversity, equity and inclusion. A separate analysis of salary and pay structure was conducted for both faculty and professional/ support staff to determine the salary dispersion within pay grades in the fall of 2011. After careful review, recommendations from the Salary Study Sub-Committee were implemented.

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The recommendations allowed Responsibility Centers (RC's) the opportunity to offer modest salary increases to some employees based upon time of service to increase the pay of individuals who fell below 55% of market rate in their pay grade. As there are more women and minorities in the lower income brackets, the actions taken to improve these employees pay will have a positive impact on a high percentage of minorities and women. Additionally, there have been significant increases in the number of people of color and women hired in faculty and executive level positions as a direct result of new recruitment guidelines developed by Academic Affairs, the Office of Affirmative Action (AA) and Human Resources (HR). IU Northwest has also recently adopted guidelines for interim appointments for professional staff and faculty to bring transparency to a process perceived by some as ambiguous. Demographically, the campus has experienced 9% and 8% enrollment increases in Hispanic and Asian/Pacific Islander undergraduate degree and non-degree seeking students respectively, between the fall of 2011 and fall of 2012. Additional details on campus activities are listed below, separated by their statutorily defined area.

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

Recommendations from previous DAC reports suggested IU Northwest address three issues regarding faculty employment policies concerning diversity issues. They included improving processes to recruit diverse faculty and professional staff, while evaluating the efficacy of those efforts, developing transparent and effective interim appointment guidelines for faculty and professional staff positions, and finally, work to insure that opportunities for promotion and career advancement exist for professional and support staff, similar to those available for faculty.

IU Northwest has had some success in addressing each of these areas. In April of 2013, the IU Northwest Council adopted the interim appointment guidelines developed by the administration, in consultation with the Diversity Advisory Council. These guidelines provide transparency to the appointment process, while insuring there is an appropriate continuity of service in affected units. To date these guidelines have been used twice for employment searches. With regard to hiring practices for faculty members, AA and the EVCAA have developed and implemented recruitment guidelines that have significantly increased the number of women and people of color hired in professional staff and faculty positions. So far, the efforts to diversify the faculty and professional ranks have proven successful. A review of hiring data since July of 2010 to June of 2013 reveal that 38 of 49 (78%) faculty members hired during that time have been women or people of color.

IU Northwest has a number of resources designed to provide professional development for its faculty and staff. The [Center for Innovation and Scholarship in Teaching and Learning \(CISTL\)](#) functions as a pivotal resource to the university community by providing training, consultation, and mentoring to any faculty who have teaching responsibilities on the IU Northwest campus. Additionally, the Office of the President, Senior IU Administrators, and the Center for Urban and Regional Excellence have developed [Leadership IU](#), an Action-Learning based program focused on developing the leadership skills of IU faculty and staff, who apply their learning to create positive and significant impact for Indiana University and its community-based partners.

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Furthermore, IU Northwest continues to offer a two day New Faculty Orientation, with follow up meetings each month, to aid in acclimation to campus for new faculty.

Finally, a Faculty Development Group has been charged by the Faculty Organization with identifying enhancements to the faculty experience to insure that faculty members have the support required to promote career success and advancement. Professional and support staffs are regularly encouraged to participate in a number of trainings and in-service workshops designed to improve staff member skill sets. These have included trainings offered by AA for behavior based interviewing techniques, mediation, sexual harassment, Equal Employment Opportunity compliance, and Americans with Disabilities Act training. Human Resources (HR) has sponsored training focused on the Fair Labor Standards Act (FLSA), workshops on effective position description creation, Performance Management Training, and KUALI training for timekeeping and fiscal affairs. HR also participates yearly in the Diversity Business Symposium sponsored by the NWI Times newspaper. The trainings all support improved performance within campus RC's which can increase the potential for promotion or merit salary increases.

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

Previous DAC reports and analysis of AQIP feedback suggested that the campus should increase awareness of procedures for handling complaints for all workers, including student workers, and continue to promote mediation as a means to resolving internal conflicts. Additional suggestions included creating an Ombudsman position, to assist in campus efforts to address student employee complaints, and the development of a plan to engage the campus in an ongoing dialogue regarding issues of diversity and equity.

Chancellor Lowe asked Vice Chancellor of Student Affairs Georj Lewis to assess the campus' resources that support diversity at IU Northwest in April of 2012. Vice Chancellor Lewis convened an *ad hoc* committee to assist with his inquiry. Among the recommendations was a suggestion to establish an Ombudsman, to advocate for student concerns. The Vice Chancellor for Student Affairs is currently considering how to implement this recommendation. To address additional concerns regarding diversity issues, AA has engaged in a review and redistribution of the campus sexual harassment policy has created an [online version](#) of the workshop for employee convenience. AA has also begun a comprehensive review of the employee complaint policy that is currently waiting on the endorsement of the administration.

To provide opportunities for continued dialogue regarding the principles of diversity, the campus has developed a number of activities.

- The DAC regularly announces its meeting times and locations, while inviting the community to attend and submit agenda items for discussion.
- The "One Book, One Campus, One Community" initiative was developed to encourage faculty, students and staff to explore themes related to diversity.
- ODEMA collaborated with faculty from Minority Studies to host the first annual Diversity Symposium in February 2013 that included workshops for academic professionals from neighboring high schools and colleges.

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- Each semester, the DAC hosts a conversation called “Shattering the Silences” that includes a panel discussion on “hot button” issues related to diversity and inclusion.
- AA has successfully developed and implemented employee mediation training to resolve employee disputes. Between July 2011 and December 2012, four employee disputes were mediated using the new guidelines.
- Finally, the IU Northwest Council leads the Campus Conversation on Issues of Diversity, Equity and Inclusion, as a standing agenda item at every meeting.

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

As a result of increased commitment, emphasis, training and improved processes IU Northwest has made positive strides in hiring people of color and women, particularly within the faculty ranks and executive level positions. An important part of the revised candidate recruitment process is the implementation of a diversity recruitment plan that is approved prior to the search by the Director of AA. Additional considerations include targeted advertisements in publications familiar to minority applicants, the inclusion of equity advisors in the interview process to ensure consistency, and the use of behavior based interviewing techniques, to insure that IU Northwest is intentional in attracting qualified applicants with the appropriate skill set.

During the 2011 and 2012 academic years, for faculty and executive level positions, IU Northwest hired 29 females: nine of whom were people of color, in addition to two minority males. These hires include the first and second African-Americans hired as a FT tenure-track faculty in the School of Business and Economics, the first female Chief of Police in the IU system, an African American male Vice Chancellor for Student Affairs, a female Vice Chancellor for External Affairs, and an African American male Director of ODEMA. From a support staff perspective, the institution has encouraged RC managers to properly evaluate job responsibilities and in some cases have used reclassification to compensate employees appropriately. Since January of 2012, there have been 14 successful reclassifications at IU Northwest resulting in increased responsibility and pay. Nine (or 64%) of the successful reclassifications have been for women and employees of color.

As the institution investigates additional methods to implement mentoring and training for employees, it continues to engage in processes that have been successful in the past, such as encouraging the supportive environment within academic divisions and regular Promotion and Tenure workshops for faculty each semester. With regard to opportunities for advancement, in April of 2013, the Faculty Organization voted to place limits on the number of times a faculty member can receive the prestigious Board of Trustees teaching award, to provide opportunities for junior faculty to receive this coveted recognition that is helpful in the Promotion and Tenure process.

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Additionally, there have been a number of efforts to promote and maintain cultural diversity through recognizing the achievements and contributions of our faculty, students and staff. Recently, the IU Northwest Council charged an *ad hoc* committee to survey faculty and staff, to determine satisfaction with current employee recognition efforts. As a result, recognition efforts were revamped to include awards for Outstanding Staff Customer Service, Outstanding Staff Pride, and Distinguished Employee of the Year Excellence Awards. Each award recipient received a commemorative plaque and a financial award of \$1,000. Moreover, in April of 2013, the DAC presented its Diversity Awards to a student, faculty member and professional staff member. The award categories given were for Diversity Advocate, Champion, and Friend, respectively. This recognition is designed to encourage campus community members to continue to make significant contributions to advancing diversity awareness on campus.

Finally, in December of 2012 the campus awarded the inaugural [Chancellor's Professorship Awards](#) to distinguished faculty. The intent of this award is to recognize senior faculty colleagues who have consistently demonstrated "highly meritorious performance in all areas of faculty work: teaching, research or creative activity, and service."

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

Previous recommendations from the Diversity Advisory Council regarding the recruitment and retention of students of color asked the campus to address three areas of concern. These included encouraging the Enrollment Management Group (EMG) to prioritize and measure success in providing financial support for the recruitment and retention of minority students, increasing efforts to recruit minority students from the urban core areas, and developing service learning experiences for IU Northwest students to increase campus and community engagement.

The Enrollment Management Group continues to investigate ways to recruit minority students from the urban core areas while maintaining recruitment levels in the collar counties. These efforts include:

- An Academic Advising Task Force, created in the summer of 2012 by the EMG, was tasked with increasing the level of support offered to all students from campus academic advisors.
- Information collected from a student satisfaction survey, an analysis from a national consultant on academic advising during the spring 2013 semester and a comprehensive review of best practices fuel the continued investigation of systemic improvements for the academic advising process.
- The Office of Admissions has increased the number of recruitment activities to include visits to local community colleges, participation in the Portage University Center College Fairs, recruiting trips to Work-One offices, and the creation of Adult Degree Completion Open Houses. Accordingly, IU Northwest is anticipating modest increases in First-Generation students obtaining BA/BS degrees, degree attainment for students of color, and increases in incoming transfer students over the next three academic years.

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- Enrollment data from June 2013 indicate that admissions of students of color are up 27% over the previous year.
- The VC of Student Affairs has begun a rewrite of the procedures for administrative response in the student personal conduct portion of the Student Code of Conduct to streamline the process and remove unnecessary delays in handling occurrences. Currently under the review of IU Legal Counsel, these procedures may include the implementation of a hearing board to review cases that cannot be resolved in an administrative hearing.
- The redesigned ODEMA has a dotted line reporting relationship with the Vice Chancellor for Students Affairs and frequently collaborates with Student Life to provide support for student groups such as the Muslim Student Association, Brother 2 Brother College Success Program for minority males, Connectionz (LGBTQ populations), and Delta Phi Rho (Latino fraternity). Additionally, ODEMA has joined with a local collaborative of higher education institutions, purposed with providing targeted interventions to the promote Latino educational success.
- The campus has also been active in identifying service-learning opportunities to enhance student experiences and engage diverse student populations. The Brother 2 Brother minority male college success program has been especially successful in community engagement, completing several activities such as the “Healthy Relationship Forum,” Dunbar-Pulaski Middle School Book Drive, and conducting Junior Achievement and college preparedness workshops with local high schools. Furthermore, students from the School of Business and Economics enrolled in the BUS- J 403 Capstone course regularly analyze local businesses and offer suggestions to enhance outcomes. These activities give our students experience dealing with real world situations, while providing them with an opportunity to use the skills learned in the classroom. These student ambassadors help attract visitors to our campus and provide a positive image for the institution.

Conclusions:

While IU Northwest has made significant strides in addressing previous concerns related to faculty diversity and institutional complaints regarding equity, there is still more work to be done. The Office of Diversity, Equity and Multicultural Affairs continues to build relationships with academic units, student groups, and community stakeholders, to identify areas for improvement.

The revised recruitment and interview guidelines developed by the EVCAA and the Office of AA have been particularly successful in diversifying faculty ranks. It is anticipated that continued use of the recently implemented procedures will move the campus closer to a faculty and student representation that closely mirrors its 48% domestic minority and 68% female student populations. Furthermore, the Office of AA and HR have recently (June 2013) submitted for administrative review recruitment guidelines for professional staff as well.

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The Campus Conversation on Diversity, Equity and Inclusion, begun in the fall of 2011, has kept the entire campus engaged in this discussion, with the result being increased awareness and acceptance among the constituency. Additionally, academic and service units committed to diversity programming are working together as never before to consolidate expenditures and develop high-quality programming with a wider degree of exposure and effectiveness.

The campus has set some modest projections regarding the recruitment, retention and graduation of students of color. Collectively, the institution is investigating ways to engage its community in an effort to enhance student-learning outcomes. The Office of Admissions has been intentional in identifying opportunities to recruit students within urban core areas and attract students of color to campus to meet the modest projections regarding minority student enrollment and degree attainment.

Campus offices such as the Center for Urban and Regional Excellence (CURE) and ODEMA are working collaboratively with academic units and community-based organizations to develop service-learning opportunities, to enrich the learning experiences for all students in keeping with the recommendations from the IU [Blueprint for Student Attainment](#).

Moving forward, it is anticipated that the Diversity Advisory Council will continue to monitor [AQIP Systems Portfolio](#) and Feedback Reports, to identify areas of concern, realize greater degree of involvement from faculty members and students in Council discussions, while continuing to develop recommendations that will allow the campus to create an environment that is as diverse as it is inclusive.