Goal 4: Equity, Diversity, and Inclusivity

Goal Statement: Advance diversity, equity, and inclusivity and a sense of belonging on our campus and in the communities we serve.

Desired Outcome 1: By 2023, all academic and staff units at IU South Bend will initiate a transparent process to deconstruct systems of oppression through DEI specific assessment plans and strategic goals.

Strategy 1: IUSB will commit to meaningful institution-wide education on historical inequities before providing insight to campus goals and assessment.

Potential Rationale: As a PWI, IU South Bend has measured indicators of success using standards established by predominantly white, male, heterosexual, cis-gendered which perpetuated and replicated inequities throughout the institution. Possible Citation: AAC&U

Actions/elements:

- By 2021-2022, IUSB's DEI Advisory Group will utilize the IU antiracist agenda for self-assessment.
    - This includes an honest assessment of how we are participating in and contributing to oppression at IUSB. Are we using the right tools to help us address the equity values we espouse?

- By 2022-2023, IUSB units will identify one essential area of focus from the IU Antiracist Agenda to move us forward on our campus goals identified in 21-22 campus assessment.
    - Campus DEI team/(other appropriate entity) will create a guide to assist units in concrete examples aligned with the essential areas of focus identified in the Antiracist Agenda.
        - This includes an honest assessment of how we are participating in and contributing to oppression in our disciplines, IUSB, students, staff, faculty, community, etc. Are we using the right tools to help us address the equity values we espouse?

- By 2023-2024, units will continue to identify essential areas of focus from antiracist agenda and are responsible for reporting relevant quantitative and qualitative data to Academic Affairs.

Strategy 2: IUSB will commit to and implement transparent accountability processes and measures internally and externally.

Actions/elements:

- By 2022, University leadership will begin the process of reviewing internal (policies and procedures) and external (contracts) to repair and anticipate any disparities impacting under-served populations.
- By Fall 2021, Institutional Research will organize a DEI data review team with representation from each unit to meet quarterly to discuss data.
    - Example: By 2023, yearly reporting of appropriate disaggregated data published in an accessible dashboard.
- By Fall 2022, each unit will create one specific strategic goal from the results of assessment measures, program evaluation, and campus AA/EEO plans.
- By Fall 2022, the Academic Senate establishes a committee to propose standardization of a DEI assessment measure in course evaluations. By 2024, the DEI assessment measure will be integrated in all course evaluations across campus and data disseminated to key campus stakeholders.
- By 2023, IUSB will assess the annual review and promotion to tenure process for DEI specific requirements. By 2024, IUSB will pilot a DEI specific evaluation process.
    - Example/Elements: *Need to articulate micro/macro ways to capture this work.

Desired Outcome 2: By 2022, IU South Bend will embed Diversity, Equity, and Inclusion education in all academic and staff units.

Strategy 1: Engage every IU South Bend faculty and staff member in a deliberate and meaningful journey of learning and development to match our practices with our values.

Actions/Elements:

a. By 2022, Faculty Senate will review authorship of textbooks and other learning resources.
    i. Faculty Senate will identify and offer a report on the homogeneity of current authorship.
    ii. For disciplines with high levels of homogeneity, Faculty Senate will work with Department Chairs to review textbook selection and identify additional and alternative sources.
    iii. Faculty Senate working with the Student Government Association will create a student portal where students are encouraged to provide feedback about concerning passages or texts. Faculty Senate will review and, when appropriate, suggest alternative textbooks.
b. By Fall 2021, Human Resources will collaborate with specific IU South Bend units to further embed DEI messaging into the onboarding process for every new staff and faculty member.
    i. Collaborate with the Civil Rights Heritage Center to develop a historical tour program for every new faculty and staff member. Tours will be conducted live virtually or in person.
    ii. Work with the Office of Disability Support Services to develop an informational seminar on Americans with Disabilities Act and additional accommodations for people with disabilities.
    iii. Work with Campus Ally Network to develop an informational seminar on the LGBTQ+ experience.
c. By Fall 2021, UCET will collaborate with specific IU South Bend units to further embed DEI messaging into the new faculty orientation program.
    i. Collaborate with the Civil Rights Heritage Center to engage in conversation about how CRHC can be embedded in classroom instruction.
    ii. Work with the Office of Disability Support Services to develop an informational seminar on engaging students who identify with physical and/or cognitive disabilities.
    iii. Work with Campus Ally Network to develop an informational seminar on appropriate language accommodations (e.g. gender-neutral pronouns) for those in LGBTQ+ community.
d. By 2022, Civil Rights Heritage Center will convene a coalition of campus units to bring back the annual One Book/One Campus program featuring DEI specific titles

i. CRHC will convene a committee including representatives from, but not necessarily limited to, Academic Affairs, Faculty Senate, and the Chancellor's Office to identify a yearly book reading and event program.
    - All IU South Bend units will be encouraged to read, hold discussions, and embed the book selection into their unit.
ii. Engage the IU South Bend Office of Communications and Marketing to develop and coordinate marketing materials, and to benchmark and encourage broad participation.
iii. CRHC will lead special events to engage campus readers in conversation about the selection and encourage additional learning.
    - Resurrect "The Table" lunch series for faculty and staff to talk about issues related to DEI.

e. By 2022, the Office of Institutional Equity and Inclusive Excellence and the South Bend DEI Advisory Group will assess and make available a list of DEI certificate programs for faculty and staff to utilize. By 2023, they will propose an incentive program for those who engage in one of the programs.

Desired Outcome 3: IU South Bend will increase trends towards inclusive recruitment and retention of Faculty and Staff from historically underrepresented communities through program development and partnerships.

Strategy 1: IU South Bend will increase faculty recruitment and hiring from historically under-served populations.

Actions/elements:

a. By 2022, IU South Bend will require a diversity statement in all faculty and staff applicant materials
b. By 2023, IU South Bend will establish an equity advocate model as a collaboration between the Office of Academic affairs and Institutional Equity and Inclusive Excellence (IEIE). Equity advocates serve as an ex-officio member for faculty searches. This individual can:
    - Report to the academic senate on campus DEI initiatives related to faculty recruitment and hiring annually
    - Monitor each faculty search for concerns of bias and ensure consistency in candidate selection
    - Review confidential AA/EEO pools with the Director of IEIE
c. By 2023, IU South Bend will create an incentive through the Office of Academic Affairs for academic units that make intentional diverse hiring decisions
d. By 2026, IU South Bend will create a fellows/cohort program for diverse masters and/or doctoral students in visiting or assistantship lines
    - Each unit may look to surrounding states with doctoral programs discipline specific

- Each unit may look to local institutions that have doctoral programs

e. IU South Bend will require all faculty searches complete the recruitment plan template for review from Academic Affairs and the IEIE prior to any posting
    - This includes where all searches will be advertised and a requirement that at least one diverse recruitment site be utilized
    - Academic affairs will support one additional posting specific to discipline
f. Each Unit leader will be required to meet with the Director of Institutional Equity and Inclusive Excellence annually to review hiring efforts and turnover plans for anticipated faculty departing campus (inclusive of temporary visiting lines, retirement, etc.)
g. IU South Bend will strive to increase diversity trends of finalists and hire rates annually.
    - IU South Bend's Office of Institutional Equity and Inclusive Excellence may close a search if proven efforts to recruit a diverse pool were not utilized.

Strategy 2: IU South Bend will increase staff recruitment and hiring from historically under-served populations.

Actions/elements:

a. By 2022, IU South Bend will require a diversity statement in all faculty and staff applicant materials
b. By 2022, IU South Bend will recommend a preferred qualification of second-language requirements in all campus postings that are student-facing
c. By 2023, IU South Bend will establish an equity advocate model as a collaboration between Office of Human Resources and Institutional Equity and Inclusive Excellence (IEIE). Equity advocates serve as an ex-officio member for staff searches. This individual can:
    - Report to the staff councils on campus DEI initiatives related to faculty recruitment and hiring annually
    - Monitor each staff search for concerns of bias and ensure consistency in candidate selection
    - Review confidential AA/EEO pools with the Director of IEIE
d. By 2026, IU South Bend will create a fellows/cohort program for diverse masters and/or doctoral students in visiting or assistantship lines.
    - Student Affairs support for assistantships to focus on areas of diversity: students of color, DSS, LGBTQ
    - Paid or unpaid opportunities to meet credits towards local masters or doctoral programs
e. IU South Bend will create intentional partnerships to increase applicant pools for staff from local, alumni, regional and national higher education support/advocacy groups.

- IU South Bend Office of Institutional Equity and Office of Human Resources will host on campus partnership meet-and-greet opportunities for community groups.
- We will identify an individual within Office of Human Resources that can do personal outreach and provide IU South Bend specific information.
- Focused areas: LGBTQ, Veterans, Cultural centers, & Disability organizations

f. Each Unit leader will be required to meet with the Director of Institutional Equity and Inclusive Excellence annually to review hiring efforts and turnover plans for anticipated staff departing campus.
g. IU South Bend will increase diversity trends of staff applicant pools annually
h. IU South Bend's Office of Institutional Equity and Inclusive Excellence may close a search if proven efforts to recruit a diverse pool were not utilized.

Strategy 3: IU South Bend will retain our faculty and staff from historically under-served populations.

Actions/elements:

a. By 2022, IU South Bend will create a DEI Affinity Council for diverse faculty and staff on campus. Functions of the council will include:
    - Funding and scholarships opportunities for diverse populations
    - Assistance in the review of policy on campus to ensure diverse voices are included
    - Provide student support and be given access to the proposed student inclusion center
    - Onboard and support new diverse faculty and staff; helping create a sense of community and belonging on/off campus
b. By 2023, equity advocates for searches (both faculty and staff) will check in with new hires continuously within the first 6 months to assess how they have acclimated and what we can to do ensure we create a place of belonging for them
c. By 2023, IU South Bend will review the exit survey for faculty and staff and provide recommendations to better document retention issues
d. By 2024, Unit leaders and equity advocates will be trained to practice and enact "stay interviews" to help retain diverse and valued employees

Desired Outcome 4: IU South Bend will create inclusive, safe and affirming student spaces and services that enhance belonging and improve retention and graduation rates.

Strategy 1: IU South Bend will retain our students from historically under-served populations.

Actions/Elements:

- IU South Bend will establish a recurring round table conversation with critical campus and community leaders regarding recruitment, retention, and support of students from historically underserved populations.
    - Examples/Elements include: La Casa, 100 Black Men, Washington Medical Magnet, Admissions, TSC, other key campus advocates, The LGBTQ Center, etc., Beacon and other employers, SBCSC bilingual Ed, other partnerships with local higher Ed) (intertwine with Education outcome or #1 or be duplicated?)
- IU South Bend will review University policies from an equity lens – particularly financial policies.
    - Examples/Elements include: Removal of late fees/additional online-only fees on bursar bills to allow students to remain at or return to the University); Audit of financial aid and scholarship practices and access for Black, Latinx, and other historically underserved student groups to create a baseline and realistic plan for increasing funding for these populations. (Make audit results public to campus community - may be covered by another CDC group). Create plans to bridge gaps between what we can do to assist students within federal laws regarding financial assistance.
- IU South Bend recognizes that sustained enrollment of historically underserved students is intrinsically intertwined with increased retention.
    - IU South Bend will achieve Hispanic Serving Institution (HSI) status by 2026 by increasing the percentage of Latinx students to 25% of the overall student population.
    - IU South Bend will achieve Veteran Serving Institution Gold status by 2026.
    - IU South Bend will achieve Disability-Friendly Campus status by 2026 and initiate campus-wide assessment of space and signage by 2022.

    - IU South Bend will increase fall-to-fall retention of FTB African-American/Black students to 80% 2026.
        - IU South Bend needs to collect and disaggregate data for historically underserved student populations with a higher frequency to understand deeply rooted historical oppression.
        - IU South Bend will prioritize the addition of staff to specifically serve these students.
        - IU South Bend will establish Study Abroad programs to African countries and explore relationships with HBCU institution for course/semester/year at IU credit costs.

- LGBTQ
    - Audit of practices regarding name and gender identity changes
    - Campus Pride Index improvement
    - Minimum number of Campus Ally Network spaces
        - Clear maps outlining where these are
    - Follow up to Campus Ally Network training
    - Inclusive bathrooms in every building and every floor
        - Clear maps outlining where these are

- Other underserved populations
    - Sign Memorandum of Understanding with Pokagon Band of the Potawatomi Education Office
        - Scholarship opportunities to fund cost of attendance gap
    - Asian and Pacific Islanders
    - Students of low socioeconomic status

- Ad buys on radio, recruitment at community locations/events specific to desired populations.

Strategy 2: IU South Bend will commit to increase enrollment, retention and graduation of 21st Century Scholars and Frank O'Bannon recipients.

Actions/Elements:

- Hire 21st Century Scholars Coordinator (through Lilly Grant) to coordinate recruitment, outreach, events.
    - Break down goals for recruitment/retention for different subgroups of 21st Scholars
    - Summer "Jump Start" Bridge Program
    - Communication: Consistent communication coordinated across all units responsible for communication with students at all levels (to reduce confusion, redundancy, ensure that students know when something is important)

- Review of re-enrollment practices
- Re-enrollment coordination with Strategic Enrollment Management Committee
- Re-enrollment at time of advising
- Leadership academy (check if that will come back)
- Increasing awareness and quality of services
- In person experience prior to first semester of classes to assist students to complete items such as to-dos, financial aid and bursar bill understanding (ROAD MAP) so that students enter classes with the bandwidth to focus on academics.
- Create a plan of accountability for student-facing offices so that staff members who exhibit soft skills necessary for positive student interactions are the go-to staff that students are working with most often. Offices advocate with students to resolve challenges in a timely manner, and scaffold processes for students with an eye toward student mastery. Dispositions when looking at hiring practices?
- Review University policies from an equity lens – particularly financial policies (i.e. remove late fees/additional online-only fees on bursar bills to allow students to remain at the University)
- Create plan to bridge gap between what we can do to assist students within federal laws regarding financial assistance.
- Hiring practices for student-facing financial offices
- If students earn a GPA of ___, $____ will be taken off their bursar bill.

- IU South Bend will develop, maintain, and improve existing and new community partnerships in support of increasing enrollment, retention, and graduation of scholars to build our regional workforce capacities.

  - Retention of scholarship/grant for eight successive semesters.
  - Collaboration with St. Joseph County Community Foundation to increase 21st Century Scholar – eligible students, and assist and support students to maintain eligibility throughout high school
  - Connect with Elkhart County Community Foundation to ensure that underserved populations are aware of opportunities

Strategy 3: IU South Bend will create dedicated, inclusive student space(s) on campus designed for students from historically under-served populations.

Actions/Elements:

- IU South Bend will deliver a report based on surveys/focus groups to assess and honor the wants and needs of historically underserved students in relation to an inclusive campus space to the Chancellor's Cabinet by the end of 2021.

- IU South Bend will complete surveys and focus groups to assess and honor needs of historically underserved students in relation to a broad diversity of topics that appeal to different groups for University-wide programming/events by 2022.

- IU South Bend will create an Office of First Year Advising which is proven to be critical to improving the retention and engagement outcomes of historically underserved student populations by extensive research. *(Research bibliography will be added to the notes section.)*

    - IU South Bend will preserve existing spaces, increase awareness, ensure that they are inviting, accessible, etc.
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    - All advising for first- and second-semester students done by professional academic advisors (consistency for first year students, transparency of University policies/procedures, reduction in redundancies)
    - Open, flexible, student-friendly office hours allowing for walk-ins
    - Data captured through Kiosk sign-in to determine high-traffic times and plan for staff coverage and ADRX notes/tags, enrollment, and re-enrollment
    - Centralized wrap-around services collaborating with Titan Success Center and Student Services personnel/offices
    - Additional support and care to retain first year students and assist in academic, financial, and social success at the University
    - Data gathered by Qualitative and Quantitative Qualtrics surveys, first-year retention rates