Evaluation Report of Indiana University’s
Office of the Vice President for Diversity, Equity, and Multicultural Affairs
(OVPDEMA)

A) Evaluation of the Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA):

In late Spring through early Fall 2016, our Halualani & Associates team conducted an evaluation of the Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA) in terms of its structure, capacity, accountability, staffing, resources, and sustainability. In this evaluation, we examined the following key questions:

• How effective is the structure (both internal structure and structure in relation to the larger university) of the Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA) in achieving its key goals?

• How successful is the operational capacity of the Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA)?

• Our team collected and utilized multiple sources of data in order to conduct the evaluation of the Office of the Vice President for Diversity, Equity, and Multicultural Affairs (hereafter OVPDEMA). In order to conduct the evaluation, Dr. Halualani made observations of and sought feedback from OVPDEMA’s leadership, directors, and participants, and IU campus diversity leaders. She also made four (4) site visits from February 2015 through June 2016. Over 150 documents related to OVPDEMA programs, events, and initiatives, were examined and reviewed. Moreover, the diversity effort mappings and retention-graduation effort mappings that were conducted by Halualani & Associates for all of the IU campuses (IU Bloomington, IUPUI, IU South Bend, IU Southeast, IU Northwest, IU Kokomo, and IU East), were also used to provide insight on OVPDEMA’s range of activity, strategic alignment, and organizational structure.

B) Key Findings:

• The Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA)’s internal structure is robust, established, and stable in leading and navigating Indiana University on all diversity and inclusion matters and commitments. We also note that there has been tremendous historical growth, development, and improvement of OVPDEMA in the last few years in its clarified mission and structure.
• The reporting structure across all levels and the newly added senior leadership roles (Strategy, Planning, and Assessment; Development and External Relations; Marketing and Communications) constitute an excellent foundation and base for OVPDEMA. However, there should be a separation of the Strategy, Planning, and Assessment position and one that oversees the Cultural Centers (or the structures of belonging that are so essential to student success for diverse students) so that those respective areas are given the fullest attention.

• We commend OVPDEMA’s incorporation of two roles that are connected to the Office of the Provost at IU Bloomington: a Vice Provost for Educational Inclusion and Diversity and an Associate Vice Provost for Faculty and Academic Affairs (joint appointment between the Office of the Provost and OVPDEMA). These two roles infuse OVPDEMA with dedicated emphases on academic integration of diversity initiatives (diversity, inclusive excellence, college completion for historically underrepresented students) and diversifying faculty at IU Bloomington.

• We underscore and applaud the central positioning of OVPDEMA for Indiana University on all diversity, equity, and inclusion matters. However, this centrality should be strengthened by a more definitive clarification of how OVPDEMA is connected to all of the diversity leaders and offices across all IU campuses and in such a way that does not stifle each individual campus’ vision and unique identity. The “dotted line” between the Vice President for Diversity, Equity, and Multicultural Affairs should be fully fleshed out while also considering campus autonomy. OVPDEMA should help to point all of the “sails” of the IU campuses in the right direction in terms of diversity, equity, and inclusion.

• We recognize OVPDEMA’s elaborate and high-quality organizational structure in terms of the range of administrative (director) and staff positions and coverage of main responsibilities and functions (Human Resources, Financial/Budgeting, Academic Support, Communities and Culture, Communications/Marketing, Development, Community Partnerships) that are appropriate for a diversity infrastructure.

• All of the administrative and staff members had a clear sense of their work duties and responsibilities in order to accomplish the demanding work of diversity and inclusion for Indiana University. We were impressed with the passionate commitment of OVPDEMA program/center directors and staff members to the mission of diversity and inclusion.

• We note that while there is indeed a robust organizational structure that is appropriate and necessary for all of the diversity areas in higher education, OVPDEMA should spend more time in developing its organizational culture within this structure in order to emphasize teamwork, synergy, recognition and affirmation of all roles, and a centralized focus on diversity and inclusion (and what that means for all roles). We commend OVPDEMA for recently incorporating an internal communication and recognition system (JOSTLE) to further strengthen its organizational culture.
• Our team notes that like any organizational unit, OVPDEMA possesses barriers and delays that often emerge in specific operational processes due to internal policy restrictions and the bureaucratic nature of such processes. Such barriers, while at times unavoidable, often slow down the progress of OVPDEMA and may hamper OVPDEMA’s larger organizational culture. OVPDEMA should spend time identifying such barriers and addressing these areas. We note that this movement may occur in line with the President’s Initiative to Reduce Administrative Barriers to Academic Excellence across Indiana University.

• The Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA)’s capacity to meet the present and future diversity demands of Indiana University is strong, established, and certain. OVPDEMA has established itself and made an indelible imprint on Indiana University in terms of its diversity efforts and initiatives. Thus, the present demands related to diversity and inclusion are well taken care of by OVPDEMA. However, future diversity and inclusion demands (and matters that are emerging in higher education like curricular integration of diversity, required diversity training hours for students, intersectional diversity, models of ally-ship, diversity leadership, microaggressions and microaffirmations, building intellectual climates around diversity, creating gender-supportive environments, dismantling the larger sexual assault culture) will need to be addressed more by OVPDEMA.

• In terms of impact determination and assessment, OVPDEMA needs to focus on the kind of impact or progress its efforts are actually making. Oftentimes, enrollment and graduation endpoints may indicate the impact of OVPDEMA’s work. However, data outcomes are often affected by multiple factors. Thus, OVPDEMA needs to invest its resources, staff, and time to identify specific (and precise) performance measures and key performance indicators for its programs and initiatives.

C) Recommended Action Steps:

In terms of the delineated findings, we recommend the following next action steps for OVPDEMA:

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<td>1. Consider separating out the Strategy, Planning &amp; Assessment role from the oversight of the cultural centers. In this way, both areas can receive the fullest attention they deserve.</td>
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<td>2. Provide more role clarification for the Associate Vice President for Academic Support and Diversity position in that it is simultaneously the Vice Provost for Educational Inclusion and Diversity position. Clear delineations need to be made as to what the Associate Vice President for Academic Support and Diversity position and the Vice Provost for Educational Inclusion and Diversity position entail and encompass.</td>
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3. Delineate and clarify what constitutes the “dotted line” from itself to each IU campus. One possibility is that OVPDEMA could take the lead in setting the strategic direction of all IU campuses in terms of a diversity strategy or framework but let each campus “inflect” and “enact” that strategy or framework in its own particular way. OVPDEMA may need to serve as the conduit to connect IU campuses together in cross-campus collaborations. In addition, OVPDEMA could provide any needed diversity-related professional development or responsive resources (information and assistance on emerging diversity issues and crises) for the IU campus chief diversity officers. The key is for OVPDEMA to provide a clear, powerful, and connected diversity vision for all of Indiana University while also allowing each IU campus to be its best “unique” self.

4. Incorporate a diversity analytics researcher position (or set of positions) especially given our oft-cited recommendation from the diversity mapping that all IU diversity efforts need to be better assessed for impact and outcomes.

5. Develop and invest in its own organizational culture to prioritize teamwork, an ethic of caring and community, and recognition and affirmation. We note that the recently implemented internal communication and recognition system (JOSTLE) within OVPDEMA is an excellent move in this direction. This could also be done by creating an OVPDEMA internal philosophy and set of values that should be reiterated and built into employee practices. More OVPDEMA mixers and dialogue sessions should be held to gauge the sentiments of its members.

6. Embark on a more aggressive vision to become a national leader in the conversation around diversity and inclusion by creating a think tank or research institute (similar to UCLA’s Diversity Research Institute via Dr. Sylvia Hurtado) that contributes innovative research on diversity interventions for higher education. Because Indiana University has a history of building well-known and influential research institutes (for e.g., Center for Postsecondary Research), a diversity think tank/center may also attract national attention, prestige, and faculty interest (as well as grant monies) to OVPDEMA.

7. Identify and reduce its own progress barriers and inefficiencies in line with the President’s Task Force on Reducing Inefficiencies across Indiana University.

8. Proactively design a strategic vision regarding future demands and emerging issues with regard to diversity, equity, and inclusion in higher education, private industry, and public life.

9. Create and implement more specific assessment models, measures, and metrics with key outcomes as well as provide opportunities for OVPDEMA members to have strategic conversations around what a process should look like.

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