Preview

- Review the diversity mapping process that was undertaken in Fall 2016 through Summer 2017

- Showcase the key findings about diversity at University of Nebraska-Lincoln (UNL)

- Highlight:

  - strengths & leverage points

  - "opportunities" or possible "growth areas

- De-Mystifying Your Diversity Habits

- "Make Decisions"

- "Take Strategic Action"

Diversity Mapping

- Takes stock of actual efforts

- Sets baseline

- 43 analytical layers

- Leverage points
- Gaps or "Opportunities"

Mapping Methodology

- Web scraping/search engine optimization (SEO)

- Info collected from campus divisions

- Spreadsheet codings

- 43 analytical layers

- Data analytics applied to all information ("domain analysis" coding, NVIVO, QDA Miner)

- Graphical/visual mapping via Concept Draw

- Insights, Gaps, & Leverage Points Analysis

Key Terms

- **Diversity Efforts** = Campus activities, programs, initiatives, processes, and or events related to diversity, culture, & inclusion

Key Terms

- **Diversity Courses** = Curricular offerings that "focus on issues and topics related to various cultural groups, backgrounds, identities and experiences, and/or promotes the larger importance of diversity, difference or cultural sharing for the public."

Collected Information

- 3189 Responses via the Diversity Efforts Informational Survey (**AWESOME!)

- Reviewed 168+ Documents Submitted Via Dropbox (average of 4 pages per document = 672 total pages)

- 341 Responses on the Diversity Pedagogy Instrument (DPI)

*What Does UNL's Diversity Activity Reveal About the State of Diversity & Inclusion Here?

Key Insights

1151
Diversity Efforts

Key Insights

99%
Primary Focus
Intrinsically Motivated

Key Insights

Quality

99% Primary Focus

All Divisions on Deck

Efforts' Levels of Focus (All)

Primary (1140)
99%

Partial (11)
1%
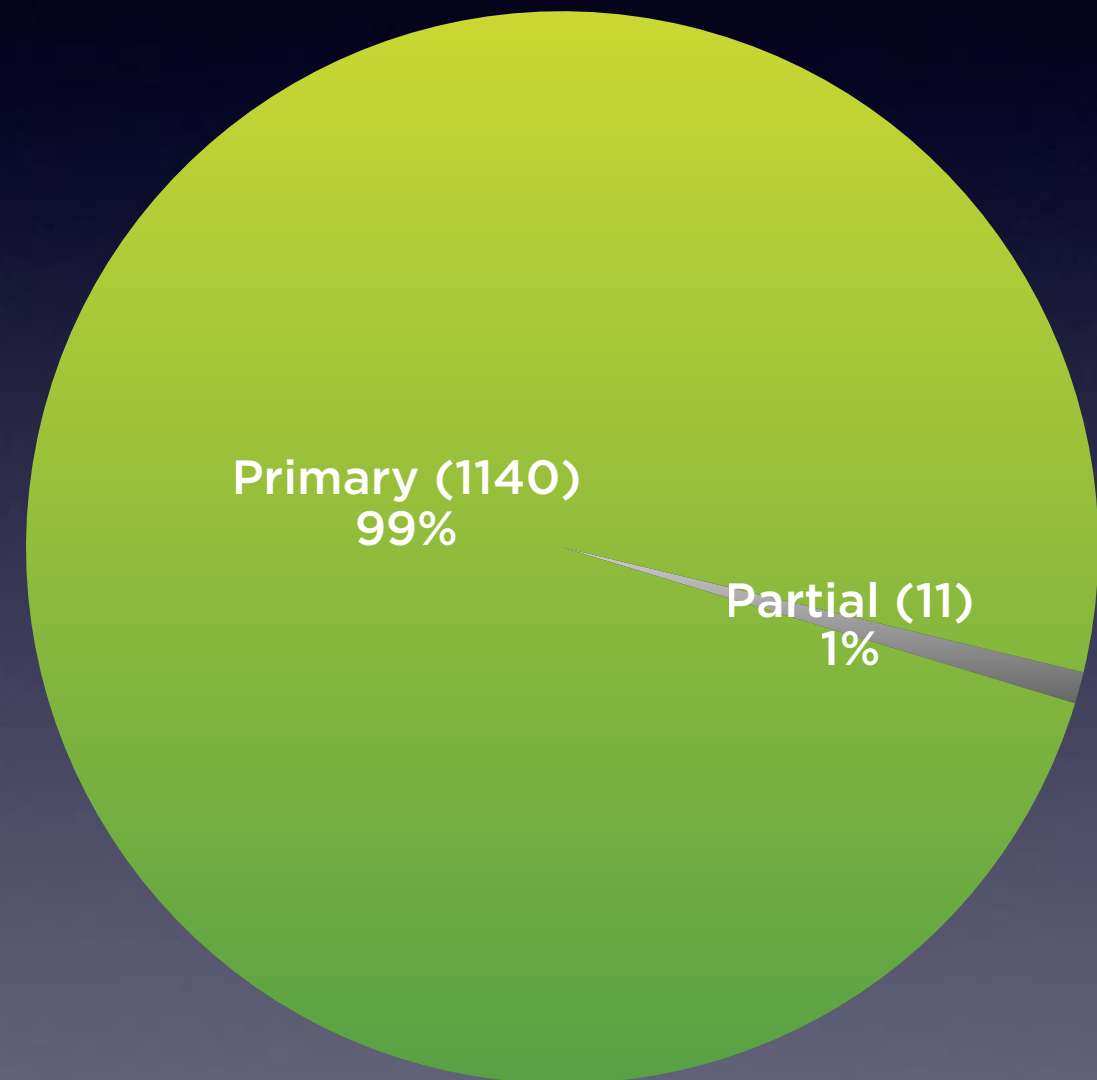
No Strategic Framing or Alignment

A Strategic Mindset

Key Insights

Not Strategically Aligned

90% (1033) of Efforts Driven By Individual Divisions/ Programs

16% (179) Collaborations

- 364 Collaborators
- Average of 3 Collaborators Per Effort
- 58 External Collaborators

Efforts (All) - Initiation Point
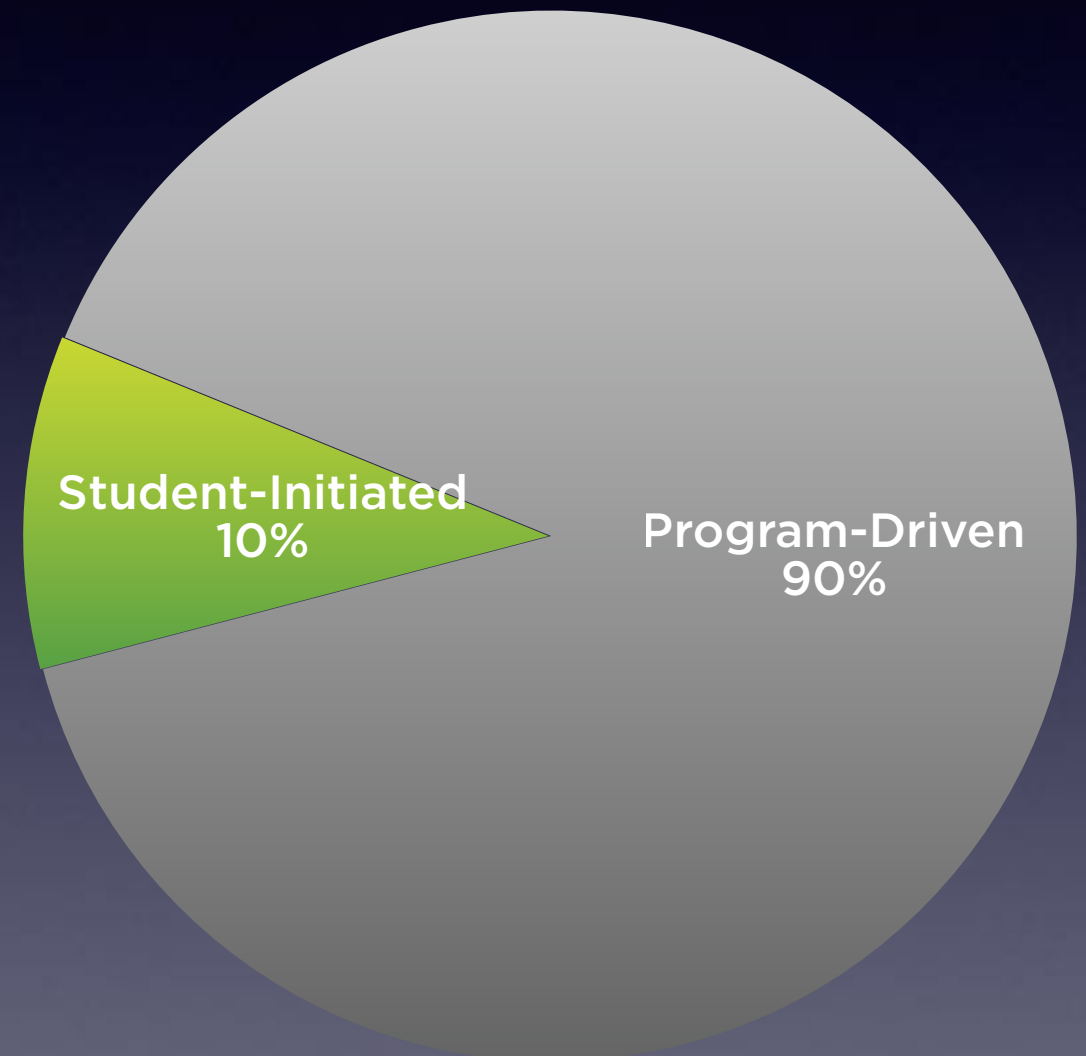
Student-Initiated
10%

Program-Driven
90%

Key Insights

- **Level of Institutionalization & Permanence**
- **One-Shot Activities**

Enduring Factor (All)

Category	Percentage
1 = Immediate, short-term (487)	42%
2 = The next 1-2 years (41)	4%
3 = The next diversity strategy cycle (623)	54%
4 = Transcending	0%

0%   15%   30%   45%   60%
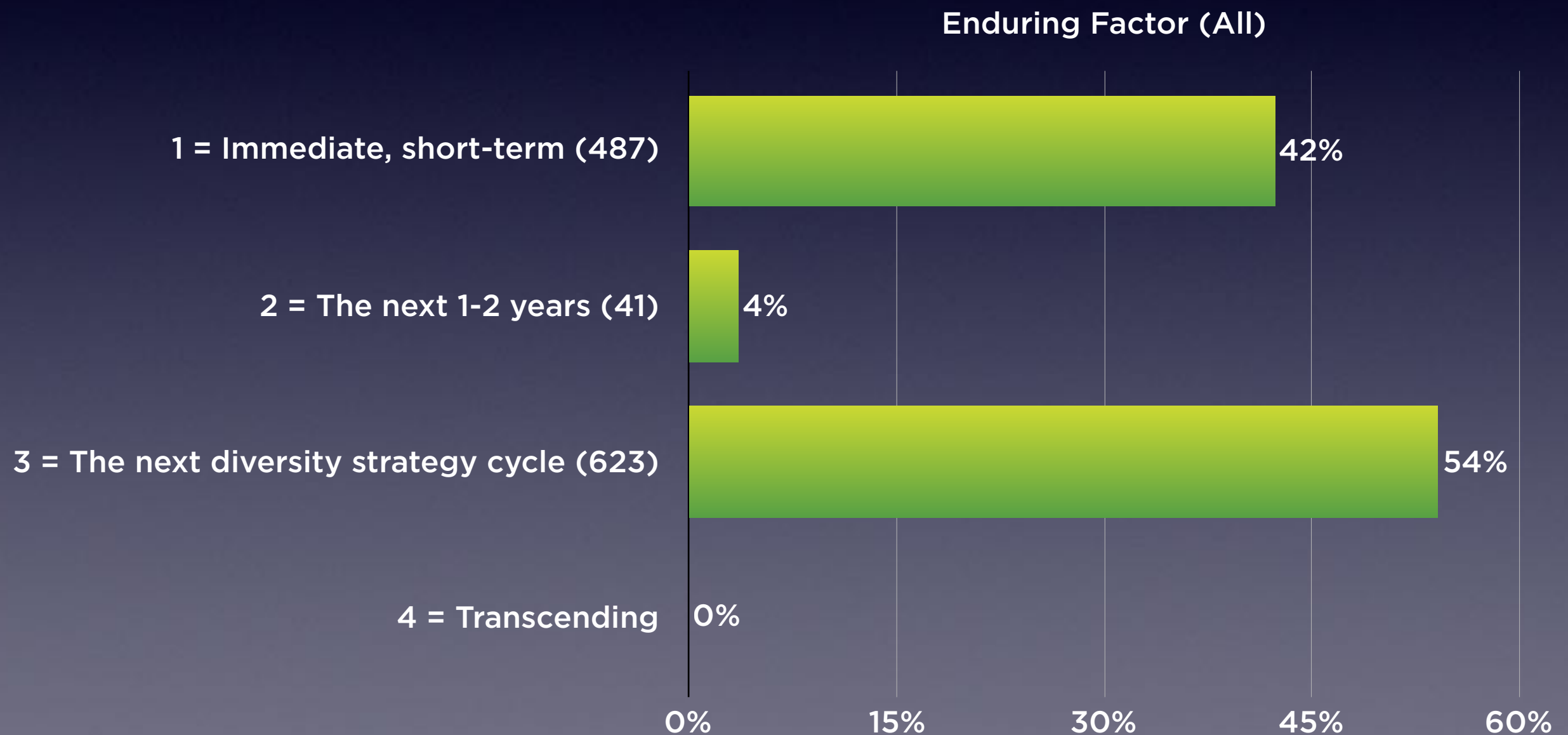
Key Insights

- **Level of Institutionalization & Permanence**
- **One-Shot Activities**

Diversity Efforts (All) by Year

Legend:
- Single Year Efforts (gray)
- All Years Efforts (orange)

Year	Single Year Efforts	All Years Efforts
2011	24	593
2012	91	593
2013	61	592
2014	71	592
2015	132	592
2016	186	592
2017		591
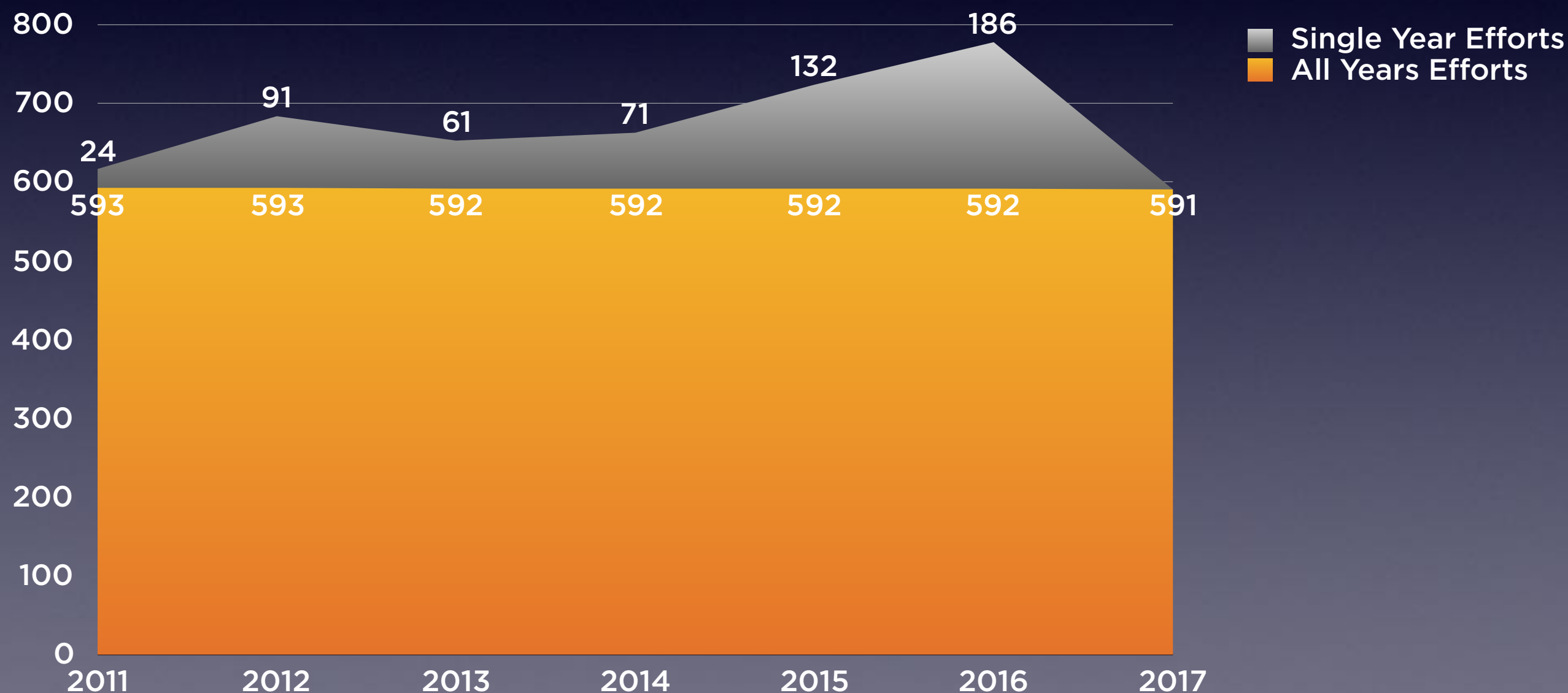
Key Insights

- **Mostly Events/Programming**
- **Spread Out Over 29 Effort Types**

Efforts - Theme (All)

Theme	Percentage
Event (552)	48%
Student Club/Organization (118)	10%
Campus Resource (103)	9%
Financial Aid/Scholarship (71)	6%
Training/Workshop (44)	4%
Student Recruitment (42)	4%
Committee (29)	3%
Institutional Research (27)	2%
Mission Statement (20)	2%
Faculty Recruitment/Retention (19)	2%
Stud. Retention-Graduation Initiative (15)	1%
Co-Curricular (13)	1%
Directive/Policy (13)	1%
Special Initiative (11)	1%
Strategic Plan (10)	1%
Curricular (9)	1%
Award (8)	1%
Community Outreach/Partnership (8)	1%
Learning Community (7)	1%
Residential Hall/Housing (6)	1%
Affinity Groups (5)	0%
Peer Mentor Program (5)	0%
Role (4)	0%
Staff Recruitment/Retention (3)	0%
Academic Program Support (2)	0%
Grant (2)	0%
Study Abroad (2)	0%
Diversity Infrastructure (1)	0%
Extracurricular (1)	0%

0%   13%   25%   38%   50%

Key Insights

- Different Effort Types in Different Divisions

Legend:
- Academic Affairs
- Office of Chancellor
- Student Affairs
- Institute of Agric. & Natural Resources

Theme - Division

Division	Academic Affairs	Office of Chancellor	Student Affairs	Institute of Agric. & Natural Resources
Event	32%	13%	53%	2%
Training/Workshop	28%	13%	51%	8%
Student Club/Organization			99%	1%
Campus Resource	35%	11%	53%	1%

0%   25%   50%   75%   100%
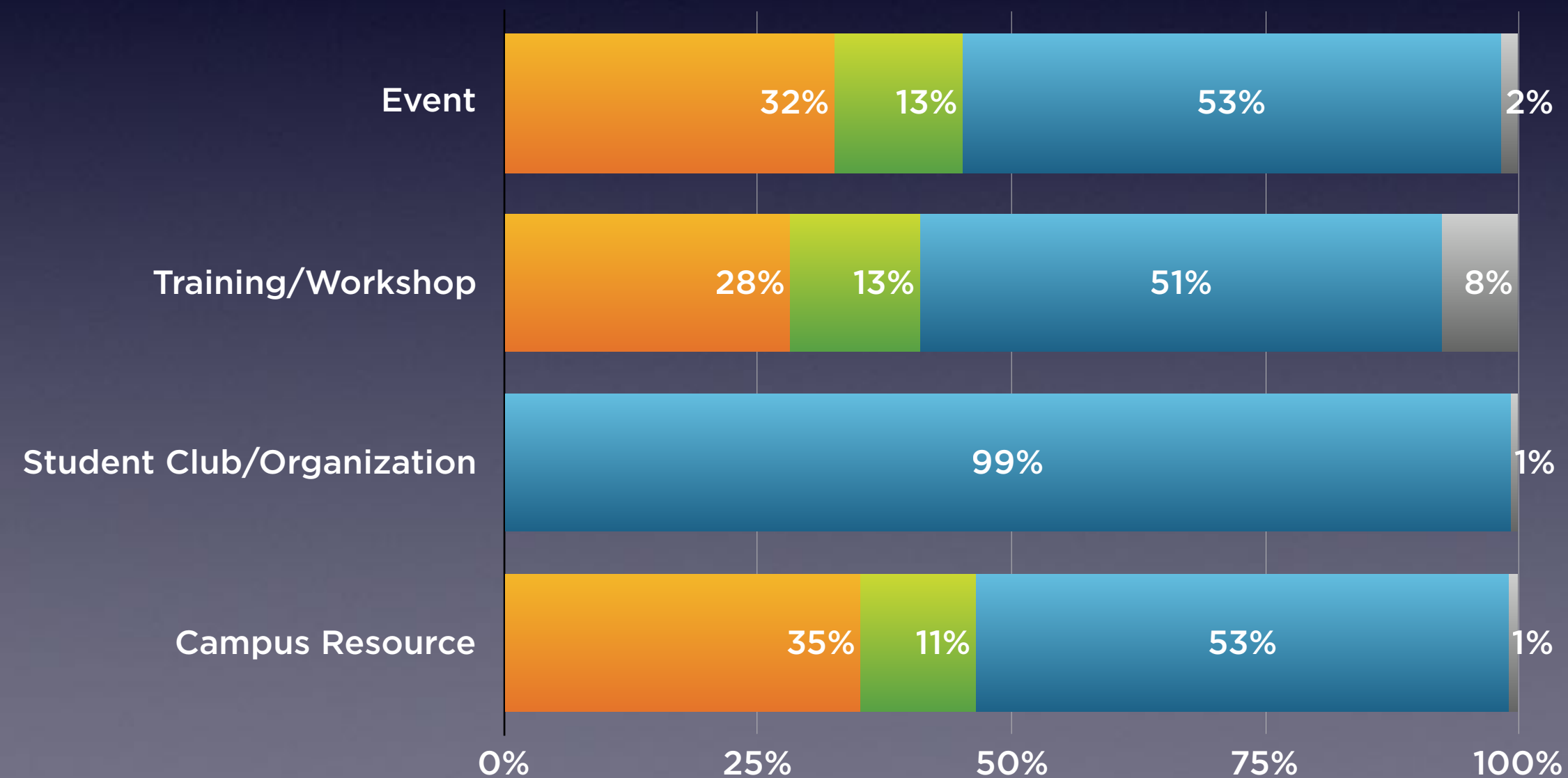
Key Insights

- Events = Mostly One-Time
- Focus on Knowledge Awareness

Events - Recurring vs. One Time

One-Time
83%

Recurring
17%

Events - DELTA

100%
- 1%
- 26%

75%
- 1%
- 16%

50%

56%

25%

0%

- 7 - Innovation
- 6 - Adv. Analysis (3)
- 5 - Evaluation-Critique (34)
- 4 - Advanced Analysis (14)
- 3 - Interaction (36)
- 2 - Skills (3)
- 1 - Know. Awareness (243)
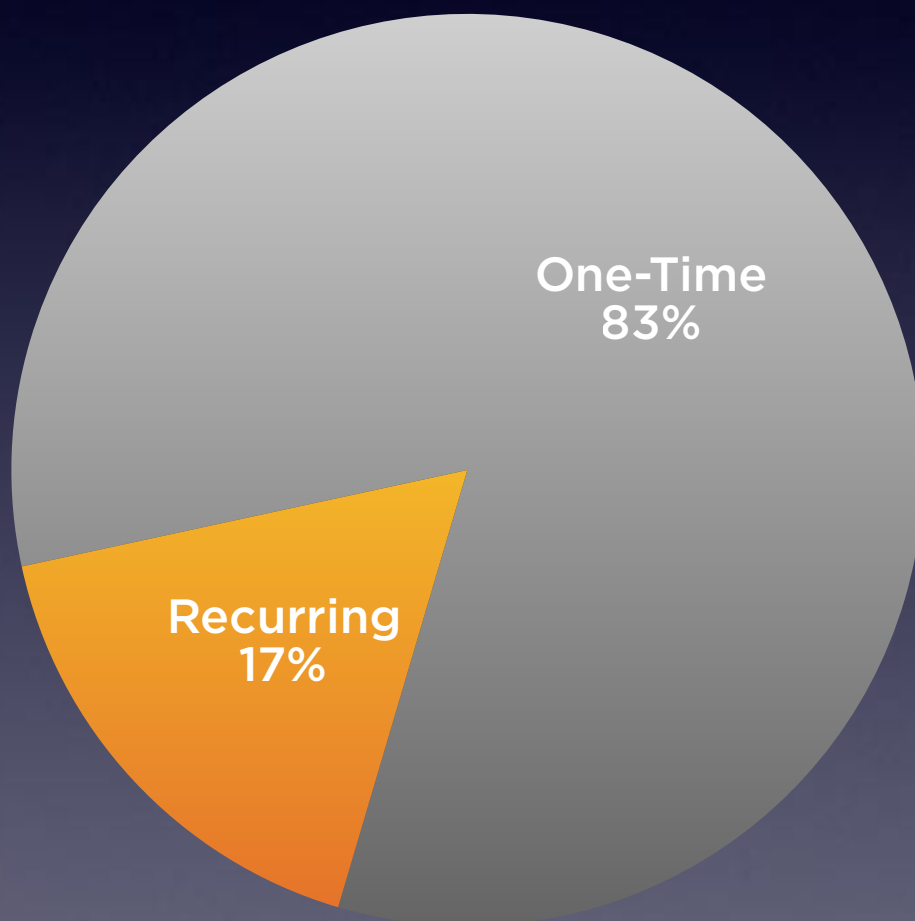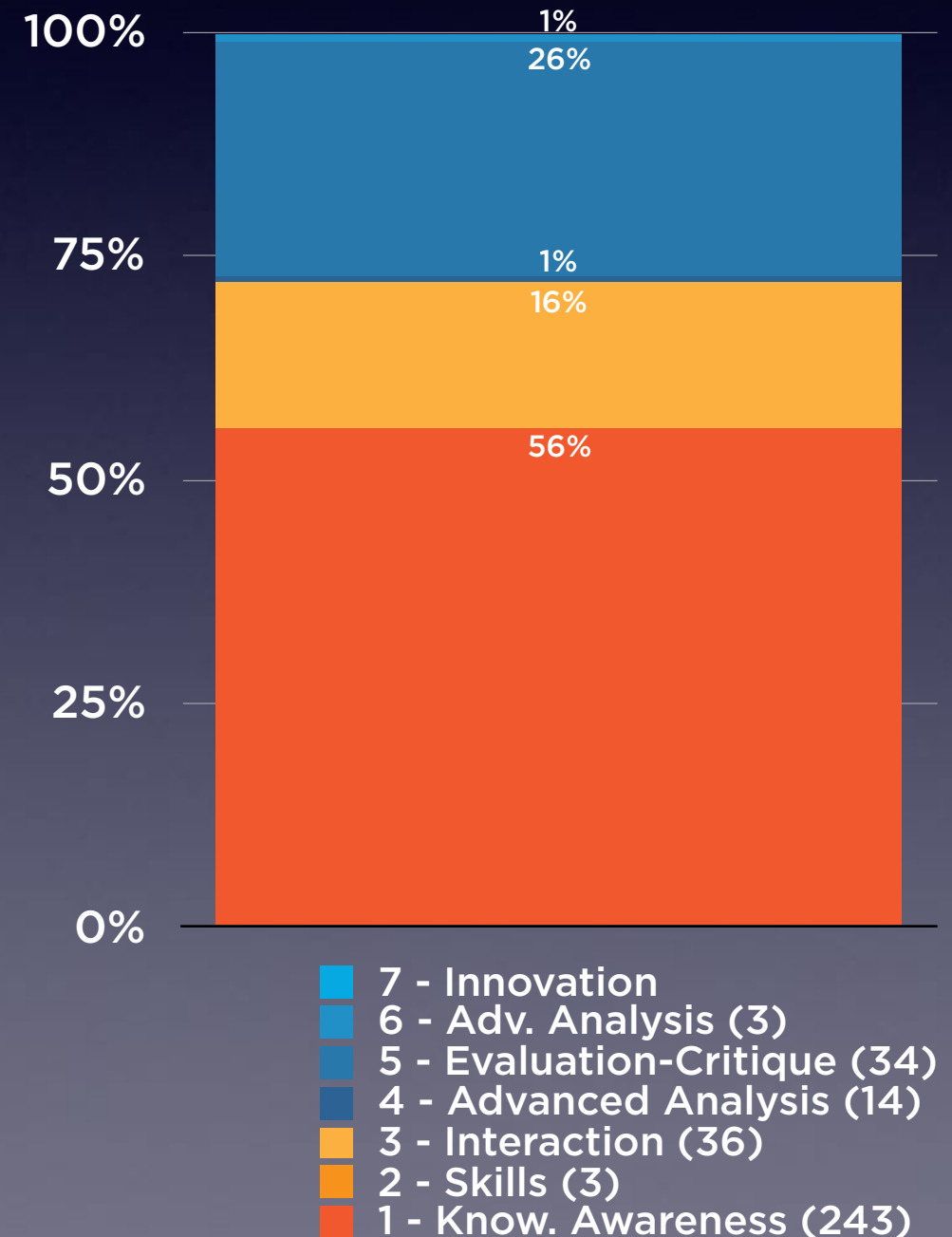
Diversity Engagement & Learning Taxonomy (DELTA)

(Halualani, Haiker, & Lancaster, 2012)

Level 7 - Innovative Problem Solving

Innovative thinking
Uses multiple perspectives to develop new, original, unique, impactful strategies & solutions to problematics
Relies on multiple heuristics (from all cultures, contexts, arenas of life)

Level 6 - Social Agency & Action

Designing Actions, Personal-Social Responsibility
Able to see connections across differences
Problem-solving, Responsive decision making
Constructive-Resistive (from the marginalized side)
Action, Advocacy, Allies,
Sharing with/Teaching Others

Level 5 - Evaluation-Critique

Evaluation/Critique of Power Differences, Positionality/
Compassion
Posing Complex Questions

Level 4 - Advanced Analysis

Perspective-Taking/ Reflection/ Analysis, Self-Other Dynamic
Personally invested in diversity
Unscripted/Off the Beaten Path
Free-flying among concepts, areas to ferret out the big, difficult questions and major problematics, stakes, urgencies

Level 3 - Interaction

Active Involvement in Intercultural Interactions
Motivation, Seeking Out, Participating
Behavior

Level 2 - Skills

Application/Intercultural Competence/Skills-based

Level 1 - Knowledge-Awareness

Knowledge, Awareness, Appreciation
Touches on Social Approvability Level

Higher Engagement

Lower Engagement

Key Insights

- One-Time Events = More Coverage on Religion, Gender, Disabilities, Sexual Orientation, International/Global Cultures, & Race/Ethnicity

Recurring Vs. One-Time Events - Definition of Culture

Recurring:
- Broad Culture: 27%
- R/E: 38%
- Gender: 11%
- Disability: 1%
- Sexual Orientation: 13%
- Language: 5%
- Broad Culture: 6%

One-Time:
- Broad Culture: 5%
- R/E: 43%
- Gender: 22%
- Disability: 2%
- Sexual Orientation: 17%
- Language: 1%
- Broad Culture: 8%
- Religion: 2%

Legend:
- Political Ideology
- Religion
- SES
- International
- Language
- Nationality
- Sexual Orientation
- Disability
- Gender
- R/E
- Intersectionalities
- Broad Culture

Key Insights

Blended Focus

Specific Group-Focused & Mainstreamed

*Robust Focus on Important Segments

- College Completion
- Historically Underrepresented

Efforts By Topical Focus (All)
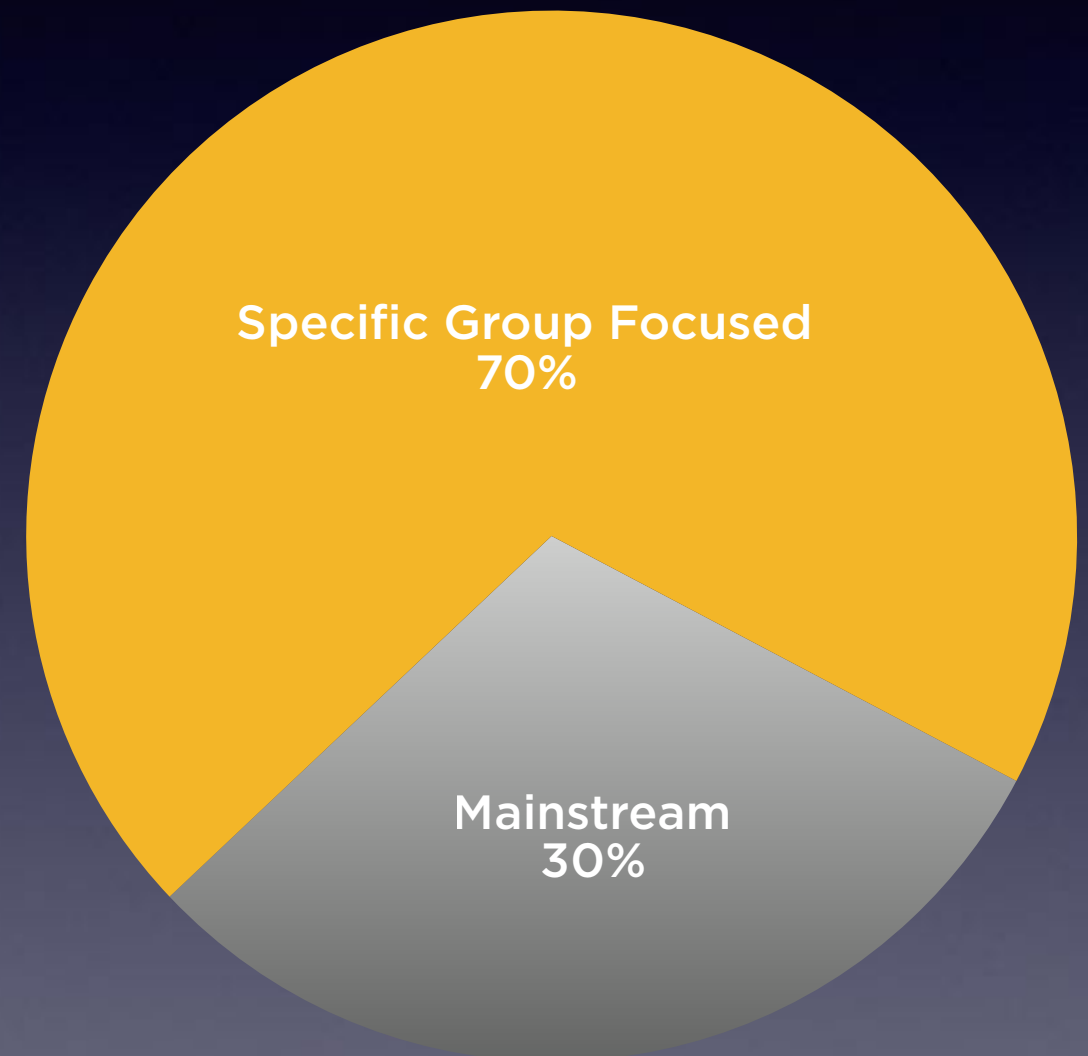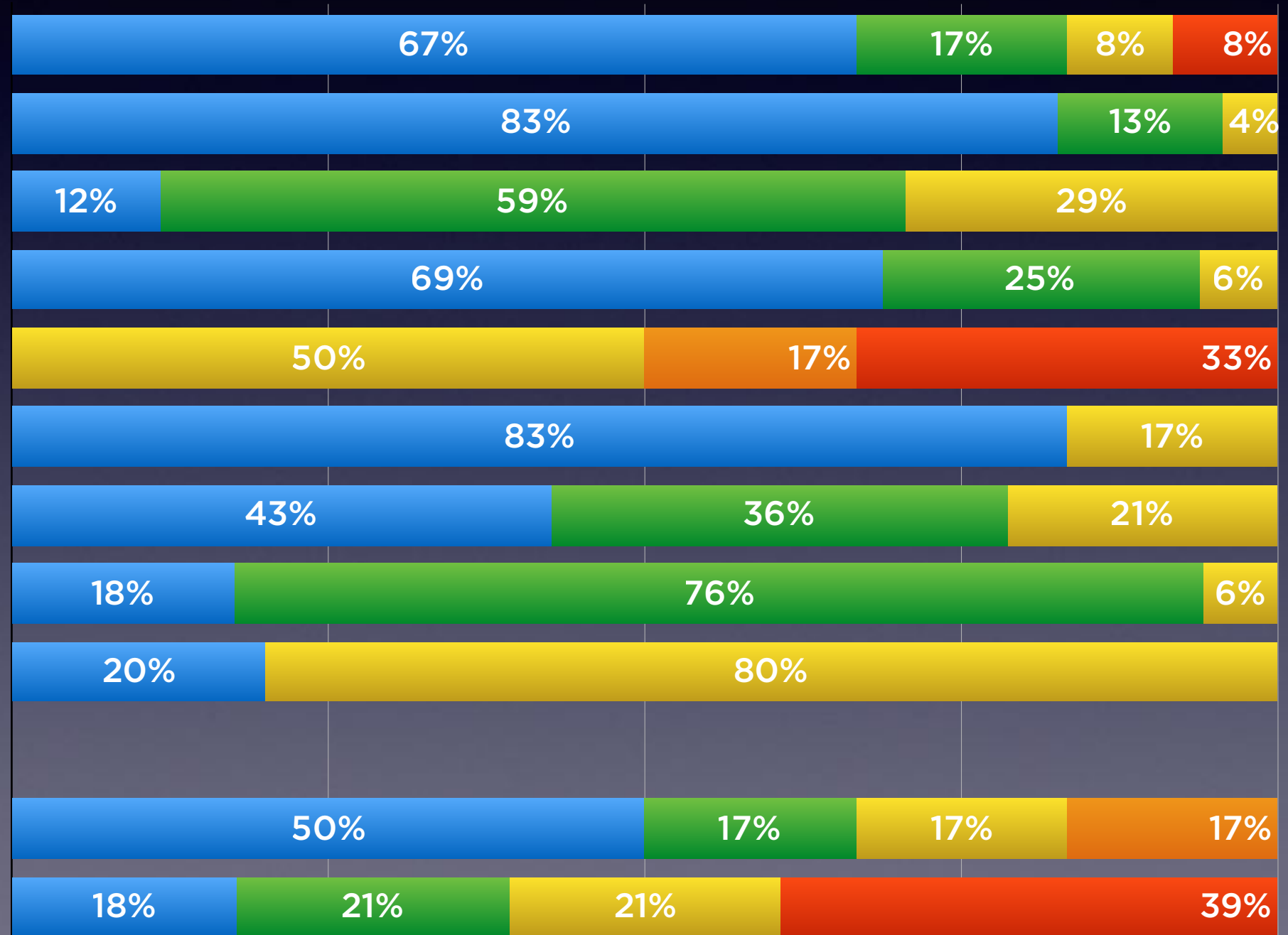
Specific Group Focused
70%

Mainstream
30%

Specific Group Focus - Topical Layer

Legend:
- Student Club/Organization
- Campus Resource
- Financial Aid/Scholarship
- Academic Program Support
- Student Retention-Graduation Initiative

Categories (top to bottom):
- African American Campus Members
- Asian American Campus Members
- Disabled Campus Members
- Female Campus Members
- First Generation Campus Members
- Hispanic/Latino Campus Members
- International Campus Members
- LGBTQIA Campus Members
- Native American Campus Members
- Pacific Islander Campus Members
- Veterans/Military Campus Members
- Multiple URM Campus Members

Data values by bar:
- 67% | 17% | 8% | 8%
- 83% | 13% | 4%
- 12% | 59% | 29%
- 69% | 25% | 6%
- 50% | 17% | 33%
- 83% | 17%
- 43% | 36% | 21%
- 18% | 76% | 6%
- 20% | 80%
- 50% | 17% | 17% | 17%
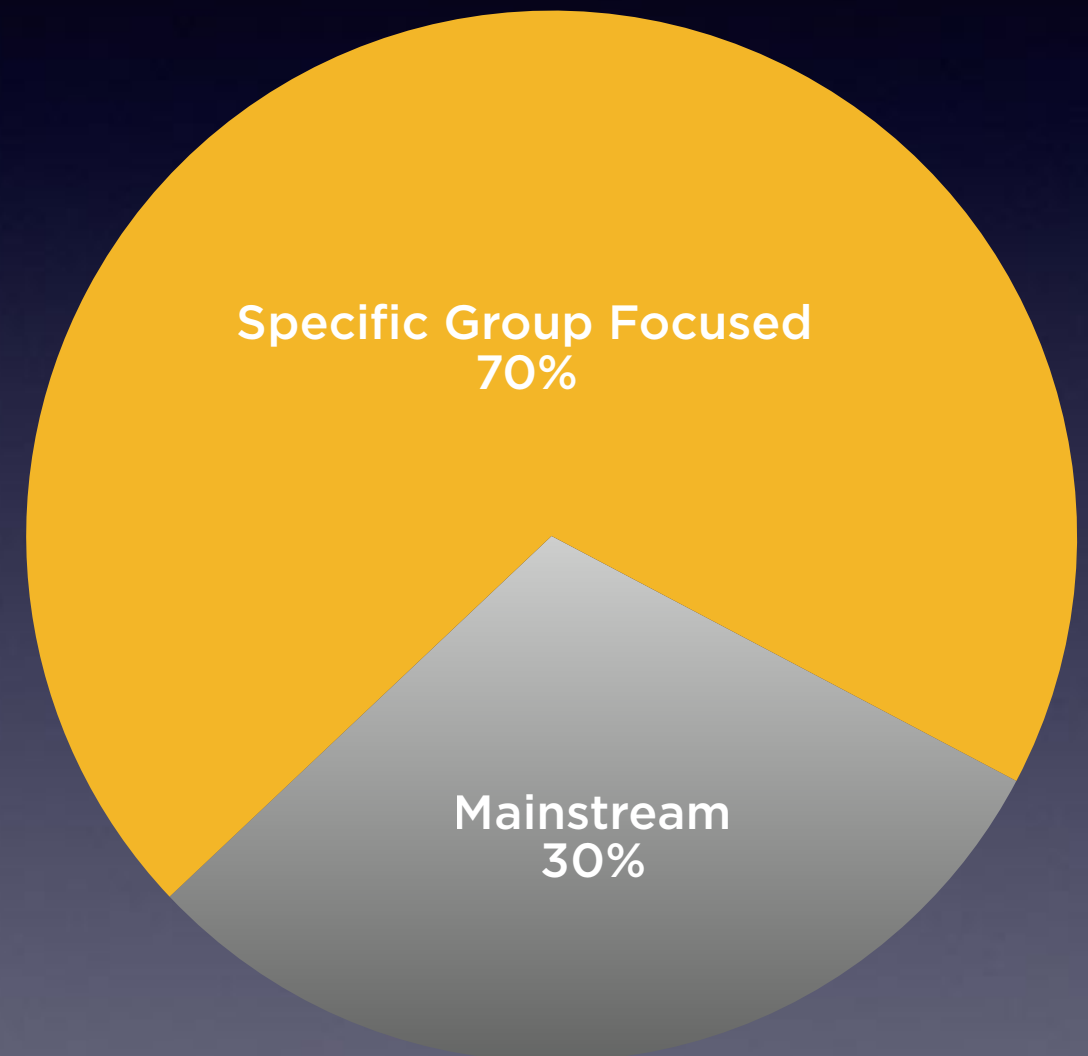- 18% | 21% | 21% | 39%

Key Insights

Focus More on Campus Climate

Structures of Belonging

* 27% (316) Towards This Area Now

- Interactional Support Networks
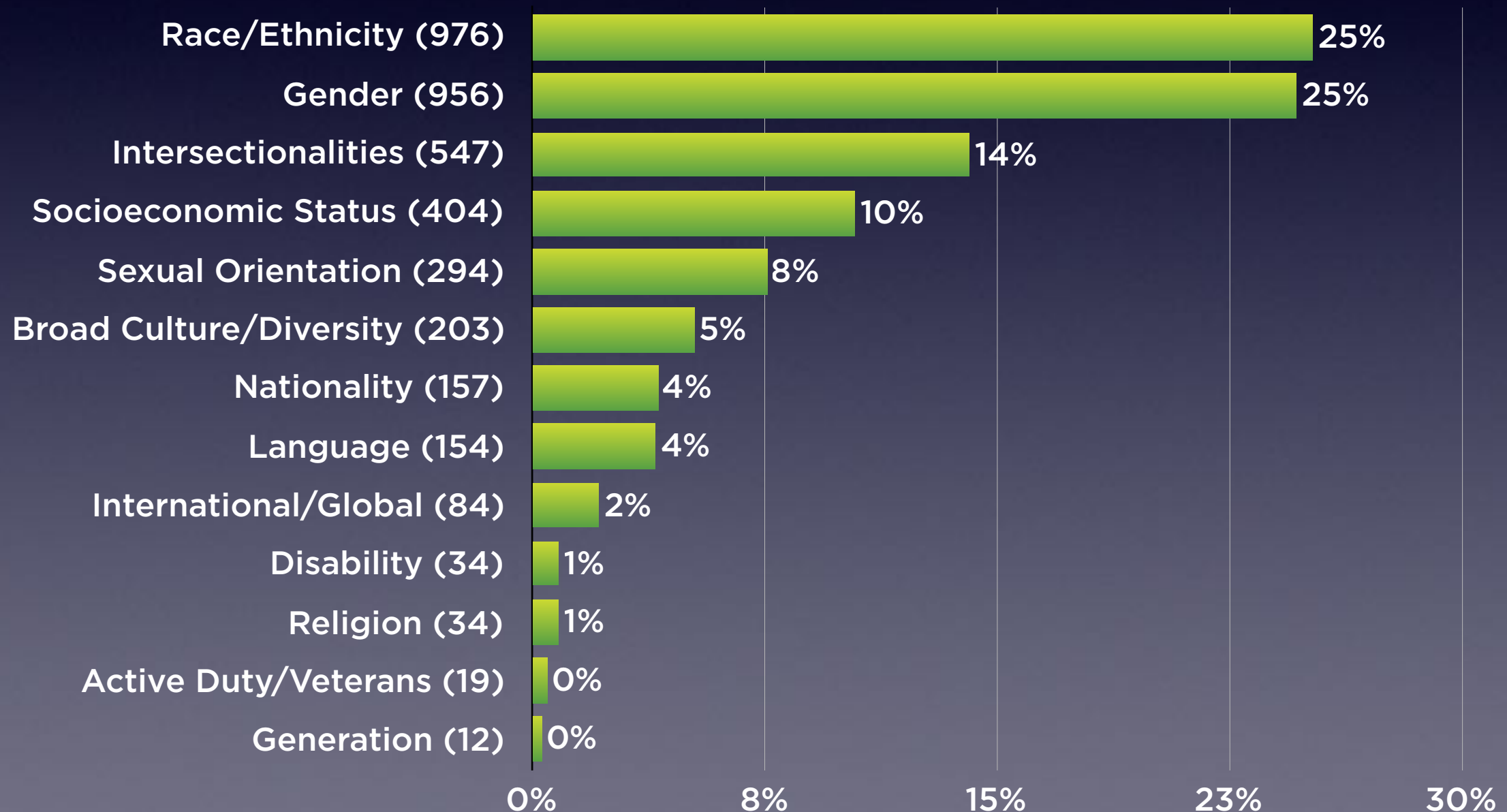- Adjustment & Acclimation

Efforts By Topical Focus (All)

Specific Group Focused
70%

Mainstream
30%

Key Insights

- Important, highly relevant, & complex constructions of culture & diversity

Definitions of Diversity in Efforts (All)

Category	Percentage
Race/Ethnicity (976)	25%
Gender (956)	25%
Intersectionalities (547)	14%
Socioeconomic Status (404)	10%
Sexual Orientation (294)	8%
Broad Culture/Diversity (203)	5%
Nationality (157)	4%
Language (154)	4%
International/Global (84)	2%
Disability (34)	1%
Religion (34)	1%
Active Duty/Veterans (19)	0%
Generation (12)	0%

Key Insights

- Framed in terms of topics or groups

Diversity Form

Topic/Issue (542)	47%
Group/Community (332)	29%
Context/Setting (214)	19%
Skill (31)	3%
Demographic/Data Number (19)	2%
Concept/Philosophy/Approach (13)	1%

0%   13%   25%   38%   50%
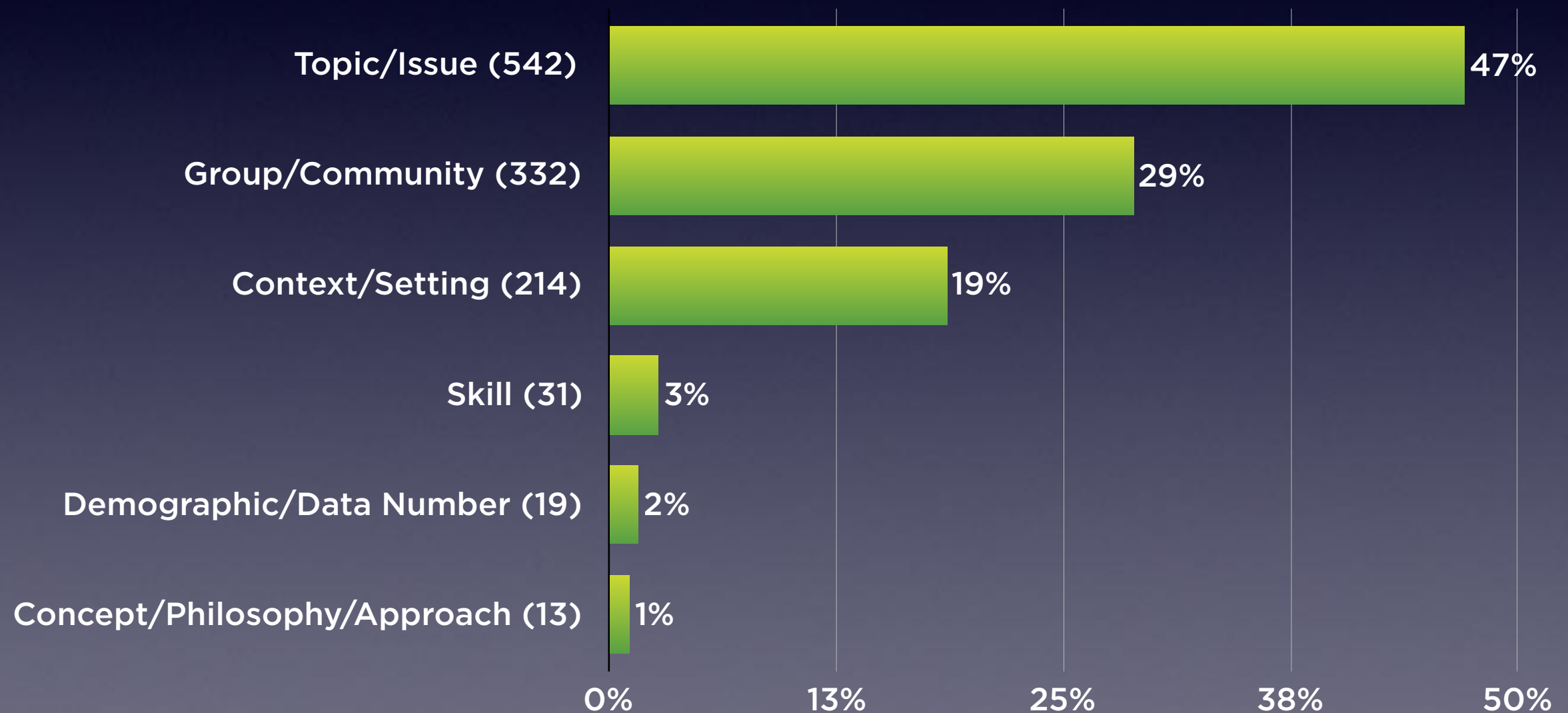
Key Insights

- Active Diversity, Inclusion

Efforts - Type of Diversity (All)

Category	Percentage
Active Diversity (689)	60%
Inclusion (300)	26%
Social Justice (162)	14%

0% 15% 30% 45% 60%
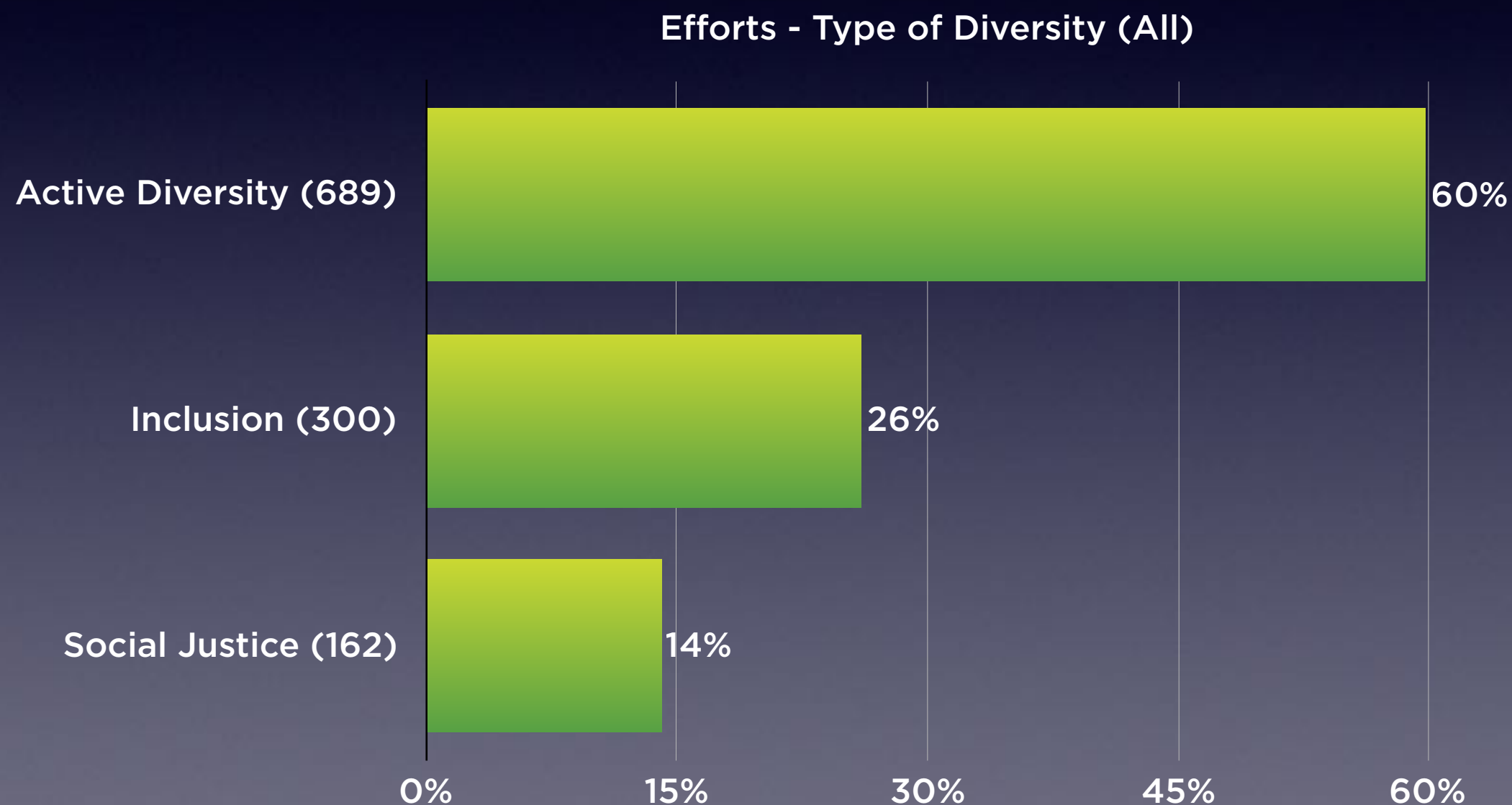
Key Insights

- More Emphasis on Educational Resource/Capacity

Kind of Capacity

Category	Percentage
Educational Resource/Capacity (589)	52%
Org./Structural Resource/Capacity (400)	35%
Social Capital Resource/Capacity (143)	12%
Not Needed (10)	1%

0%　15%　30%　45%　60%
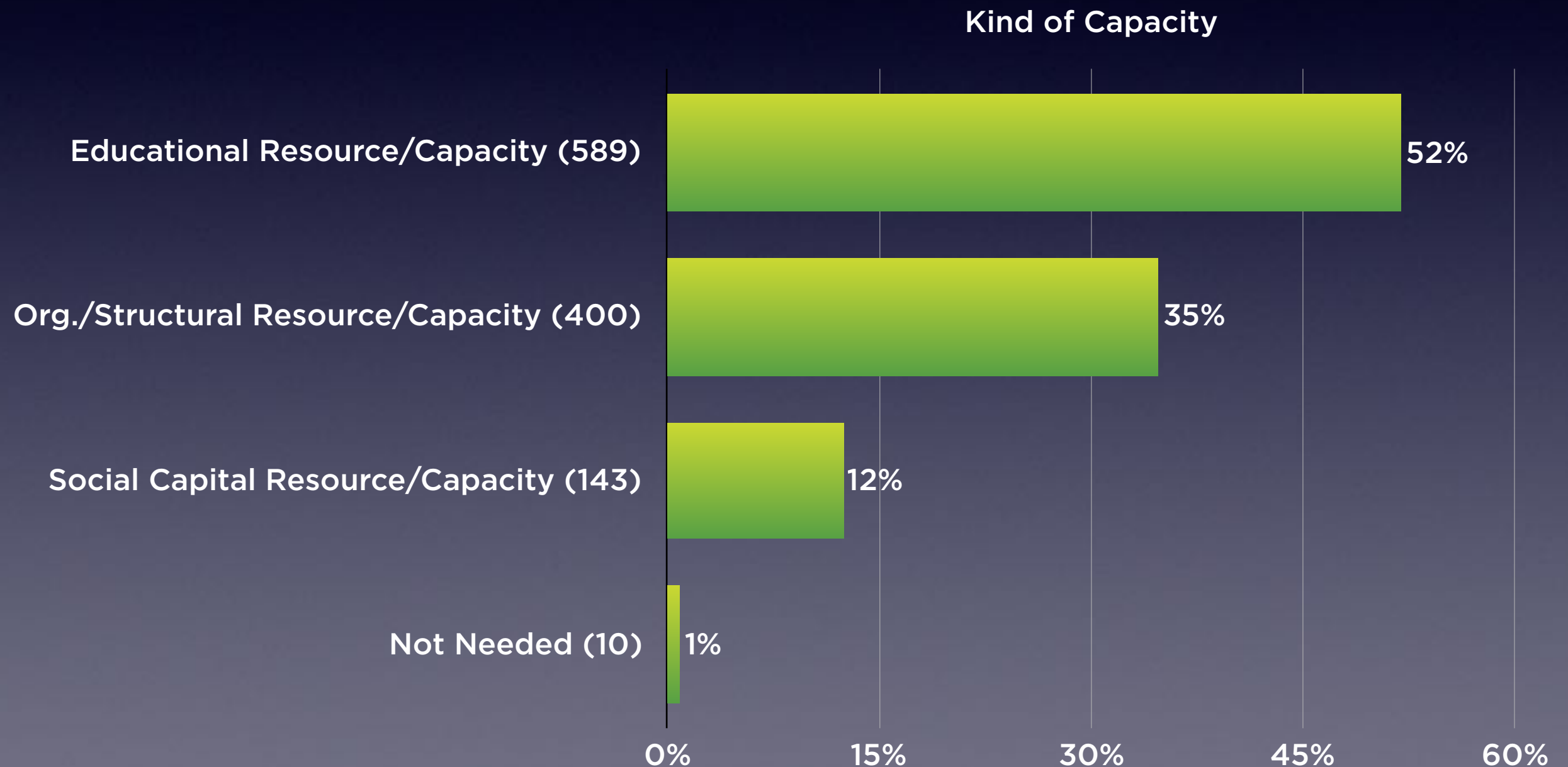
ASSESSING EVOLUTION OF A DIVERSITY PRACTICE

H & A has developed a unique numbering sequencing designation that indicates the degree of evolution of a diversity effort/practice in terms of the following:

1 **First order -**
Declarative efforts and practices establishing a commitment to diversity.

2 **Second order -**
Commitment is demonstrated by an action, effort, or program. "1st wave" efforts in evolution of diversity practices.

3 **Third order -**
Sustained action and practices aligned with strategic initiative.

4 **Fourth order -** Transformative & culture changing practices. Indicates sustained and prioritized efforts evolving from 1st to 2nd to 3rd order. Reflects major impact and outcomes on diversity engagement in campus community.
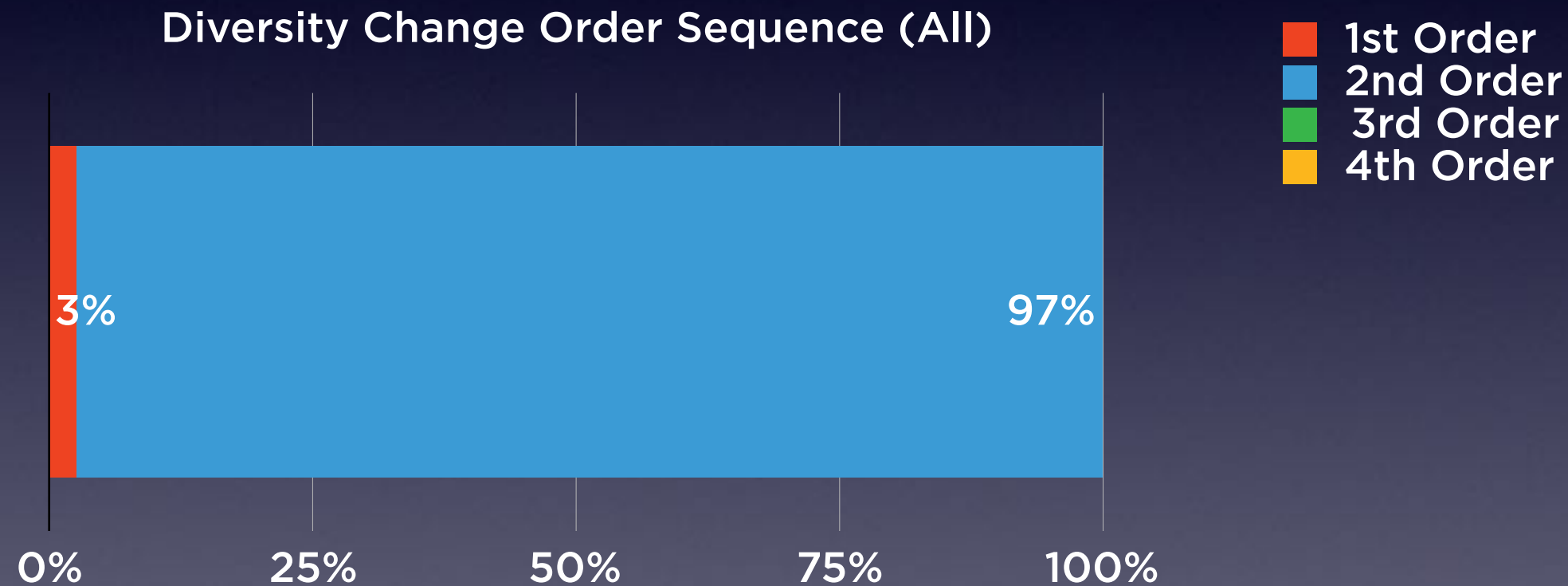
* These categories remake the notion of "business as usual."

* The goal is to have a balanced representation of diversity efforts, practices, and processes across designations, as each change order foregrounds its successor.
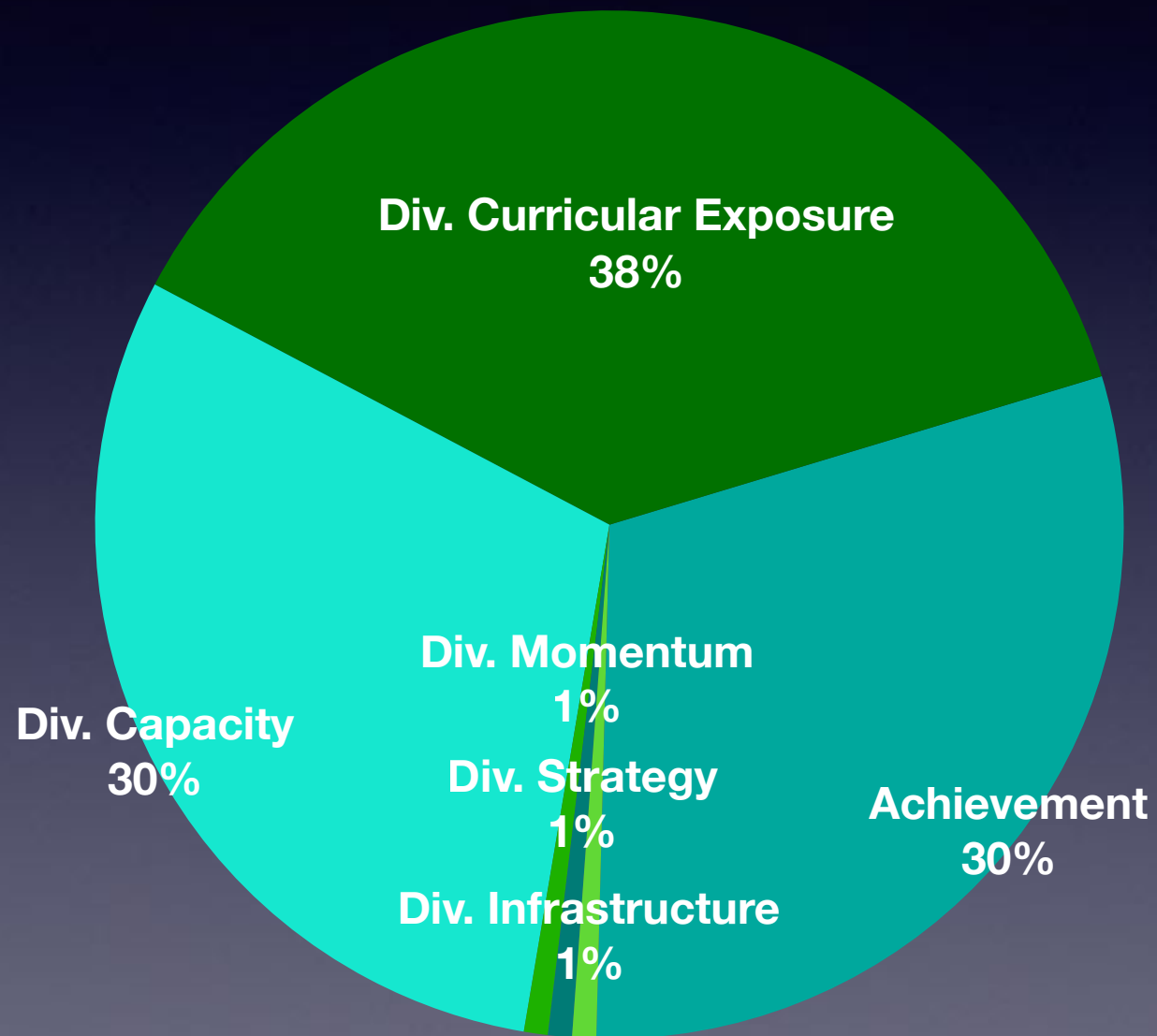
Key Insights

UNL: Div. Mapping Composite
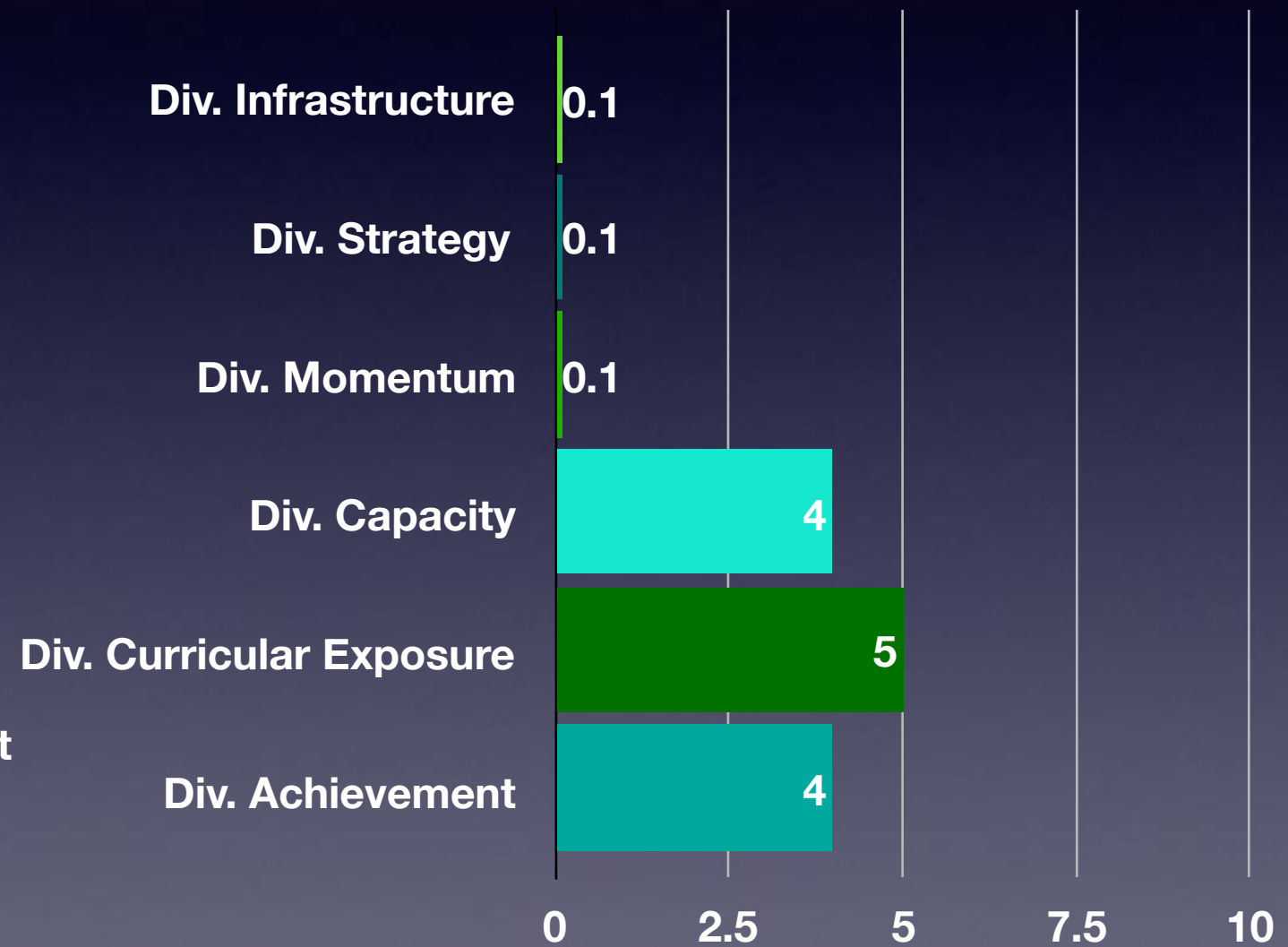
Div. Curricular Exposure 38%

Div. Capacity 30%

Div. Momentum 1%

Div. Strategy 1%

Div. Infrastructure 1%

Achievement 30%

UNL: Div. Mapping Composite

Div. Infrastructure — 0.1

Div. Strategy — 0.1

Div. Momentum — 0.1

Div. Capacity — 4

Div. Curricular Exposure — 5

Div. Achievement — 4

0   2.5   5   7.5   10

DIVERSITY ACTIVITY WITHOUT A STRATEGY

Diversity Mapping Findings

- **1151 Diversity Efforts in the Last 5 Years**
- **99% (1140) Were Primarily Focused on Diversity**
- **All Divisions on Deck**
- **All Schools/Colleges on Deck (for Diversity Curricula)**
- **Room For Action & Strengthening/Making a Mark**

DIVERSITY STRATEGIC PLAN

Diversity Mapping Recommended Action Steps #1–8, 10

- **Strategic Vision**
- **Approach**
- **Goals, Priorities**
- **Action Steps**
- **Targets, Milestones, Benchmarks, Outcomes**

CAMPUS CONVERSATIONS ABOUT WHAT DIVERSITY & INCLUSION MEAN TO UNL

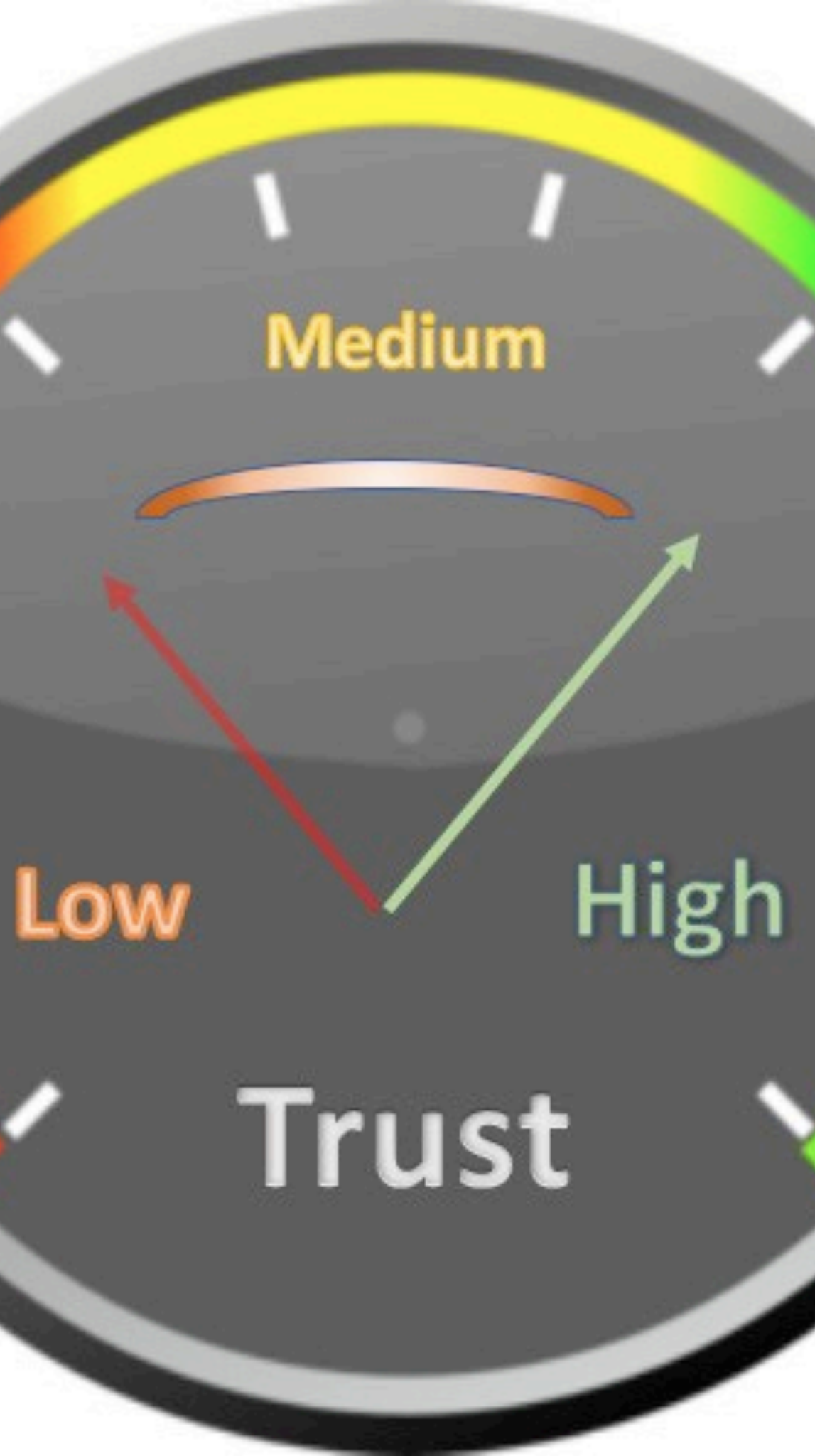**Diversity Mapping Recommended Action Step #3**

- **Dialogues Around "What Does Diversity and Inclusion Mean to the UNL Community?"**

DIVERSITY INFRASTRUCTURE

Diversity Mapping Recommended Action Step #9

- **Key Diversity Leadership Role**
- **Staff Positions/Team**
- **Larger Diversity-Centered Office**
- **In Charge of University-Wide Diversity, Equity, & Inclusion Strategic Direction, Functions, Initiatives**

CAMPUS CLIMATE SURVEY

Diversity Mapping Recommended Action Step #11

- **Conduct a Campus Climate Assessment (as a "Campus Experience Survey") Every Two Years**

DIVERSITY EFFORTS FOR STAFF & FACULTY

Diversity Mapping Recommended Action Step #15

- **Customized Diversity Efforts for Staff & Faculty Members**
- **Diversity Professional Development**

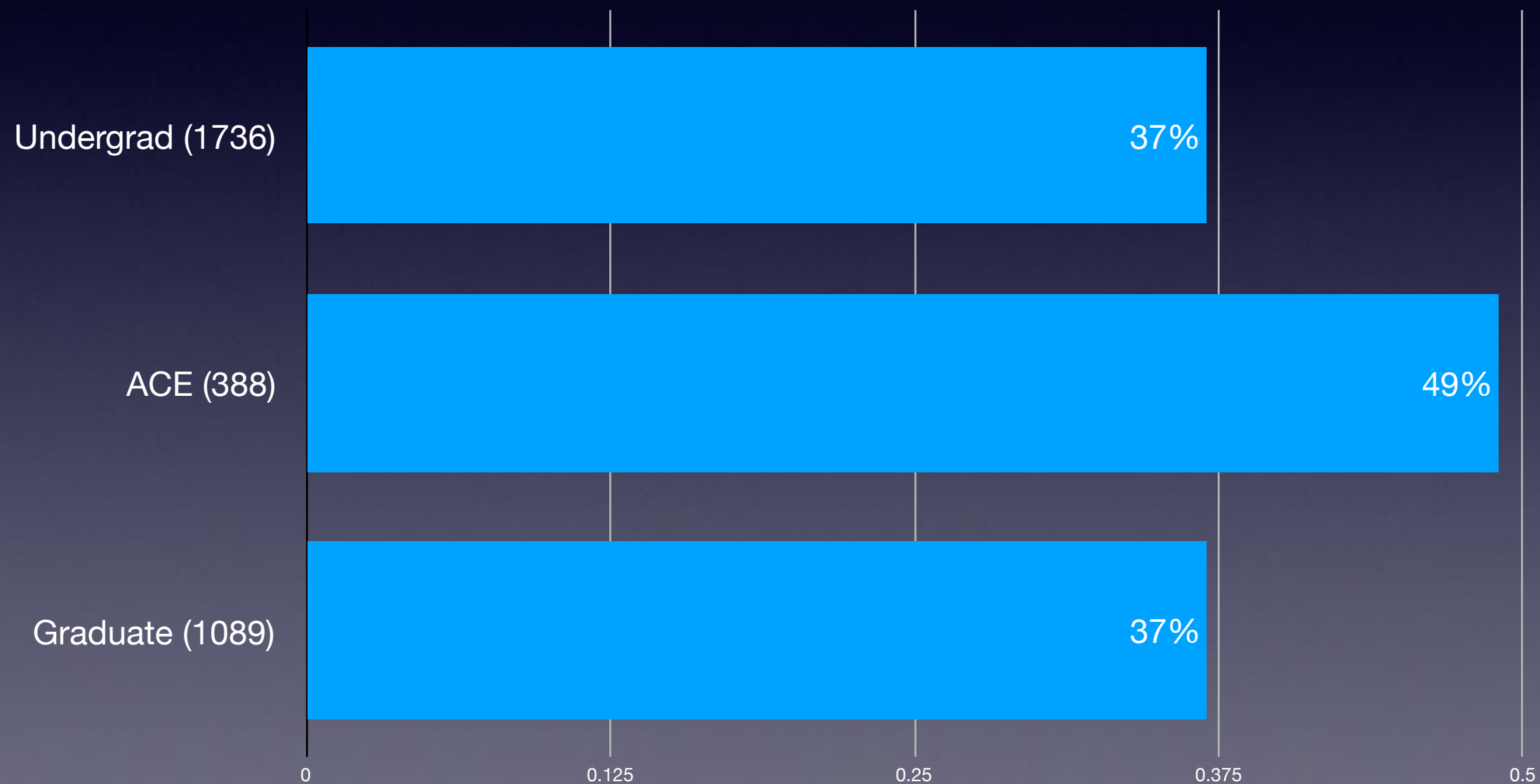# STREAMLINE THE DIVERSITY EDUCATIONAL CAPACITY OF UNL

Diversity Mapping Recommended Action Steps #17-20

- **Connect and Integrate the Co-Curricular Diversity Events/ Offerings with UNL's Diversity-Related Curricula**
- **Align the Co-Curricular Offerings to Shared Diversity-Related SLOs**
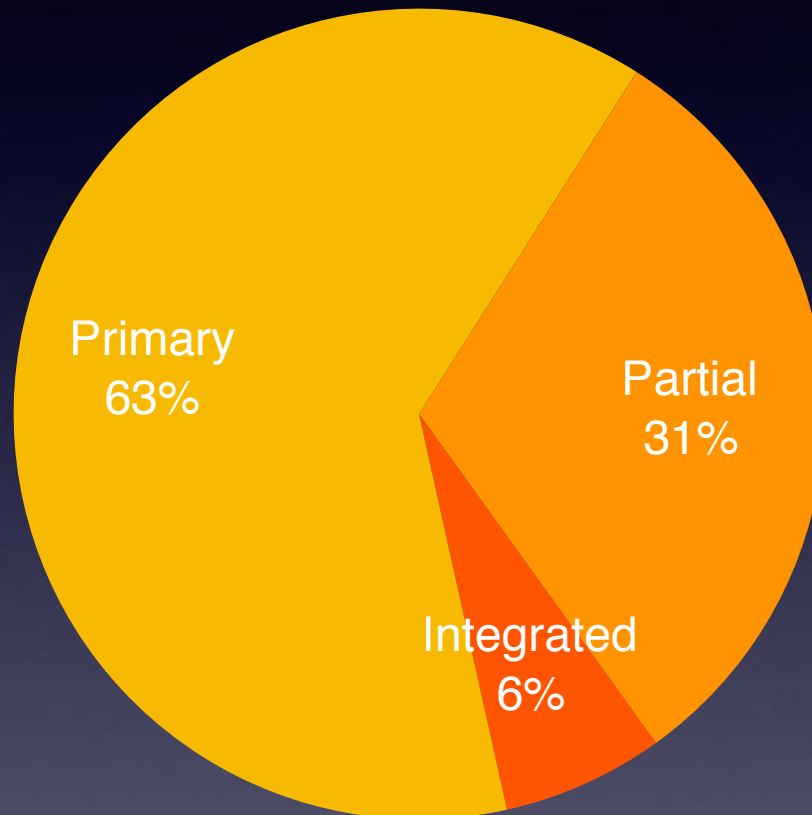
Diversity-Related Courses
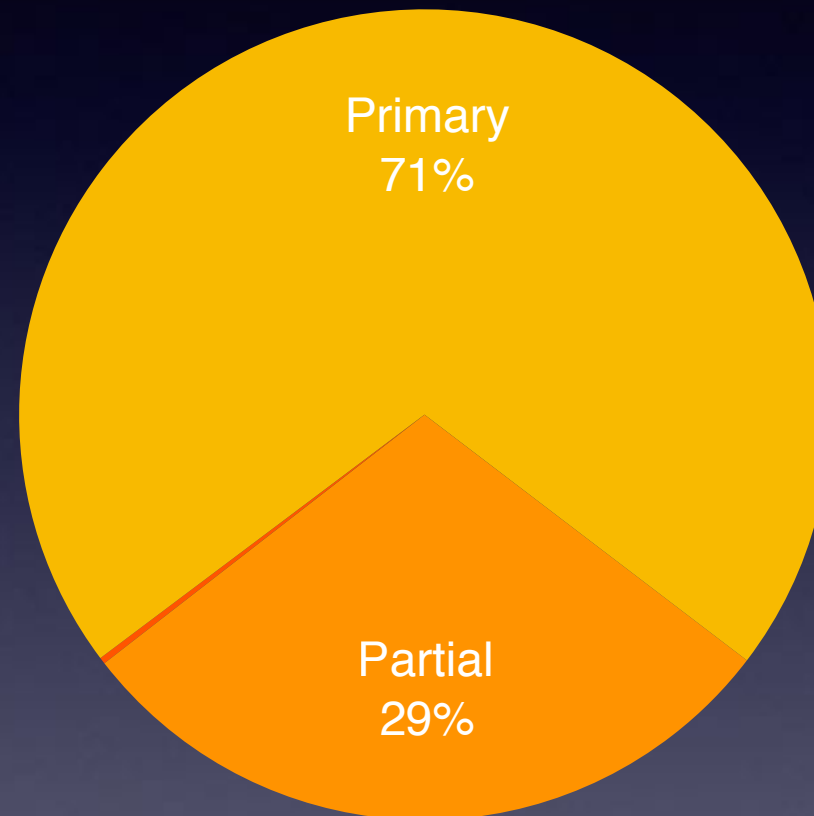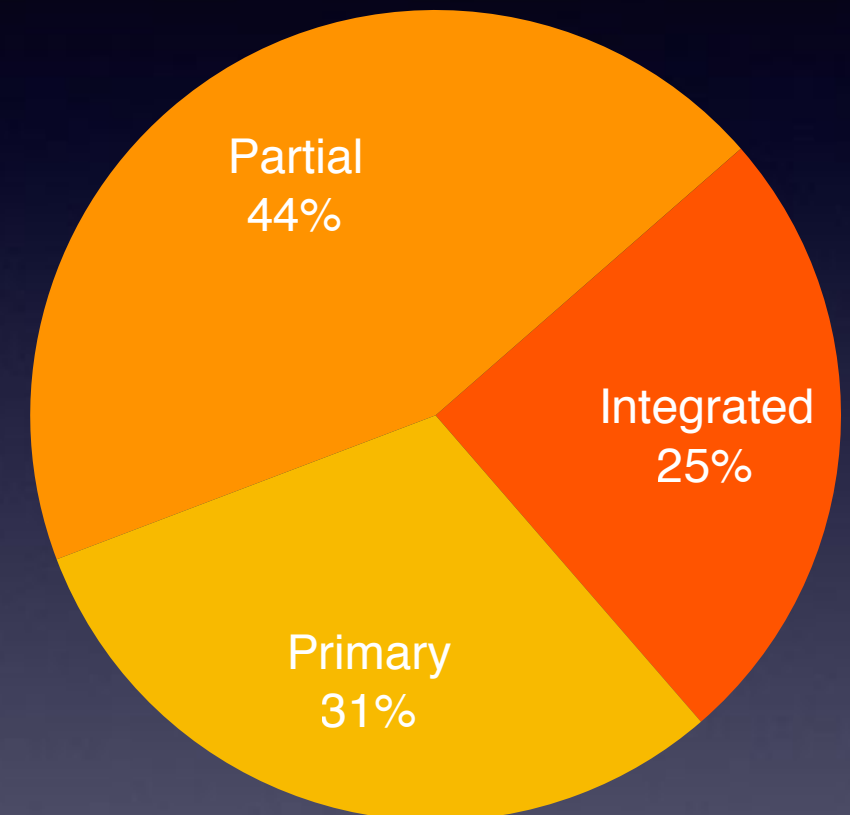
Curricular Characteristics (Leanings)

Table 1

UG	ACE	GR
Disciplinary Content Courses	Disciplinary Content Courses	Disciplinary Content Courses
Culture-General	Culture-General	Culture-General
Two or More Cultures	Two or More Cultures	Two or More Cultures
International	International	Domestic
Both Contemp. & Historical	Historical	Contemporary

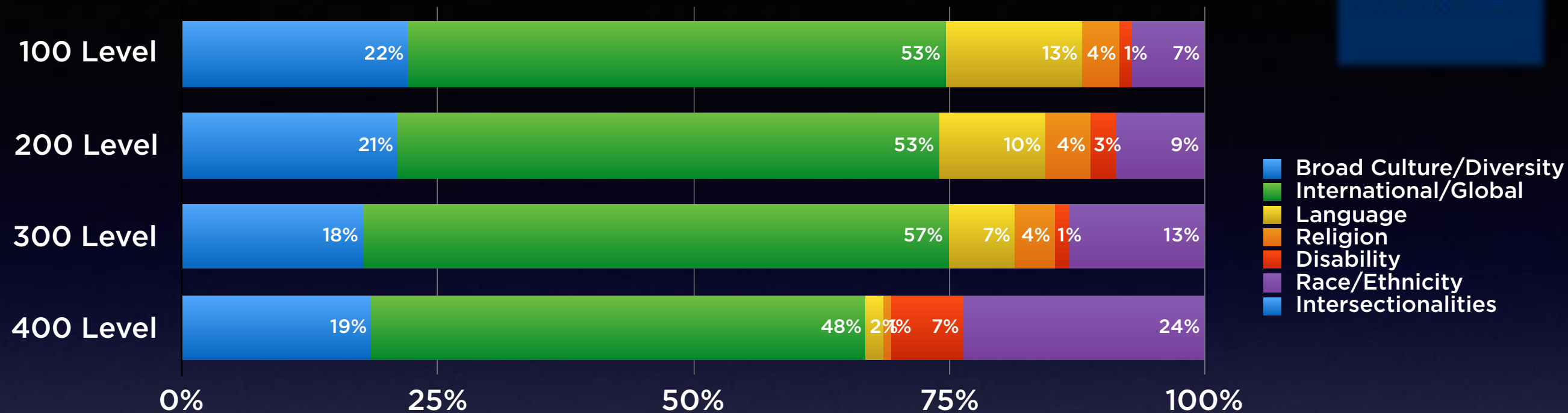# Definitions of Diversity

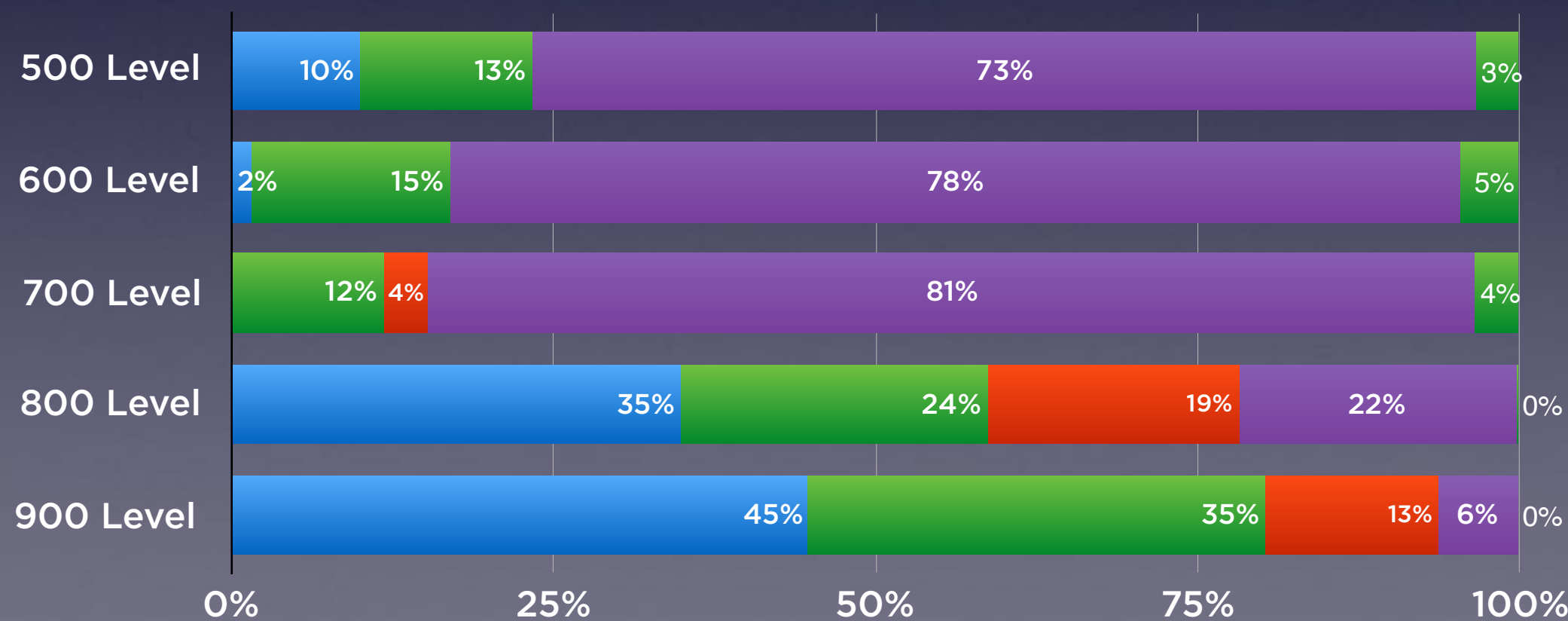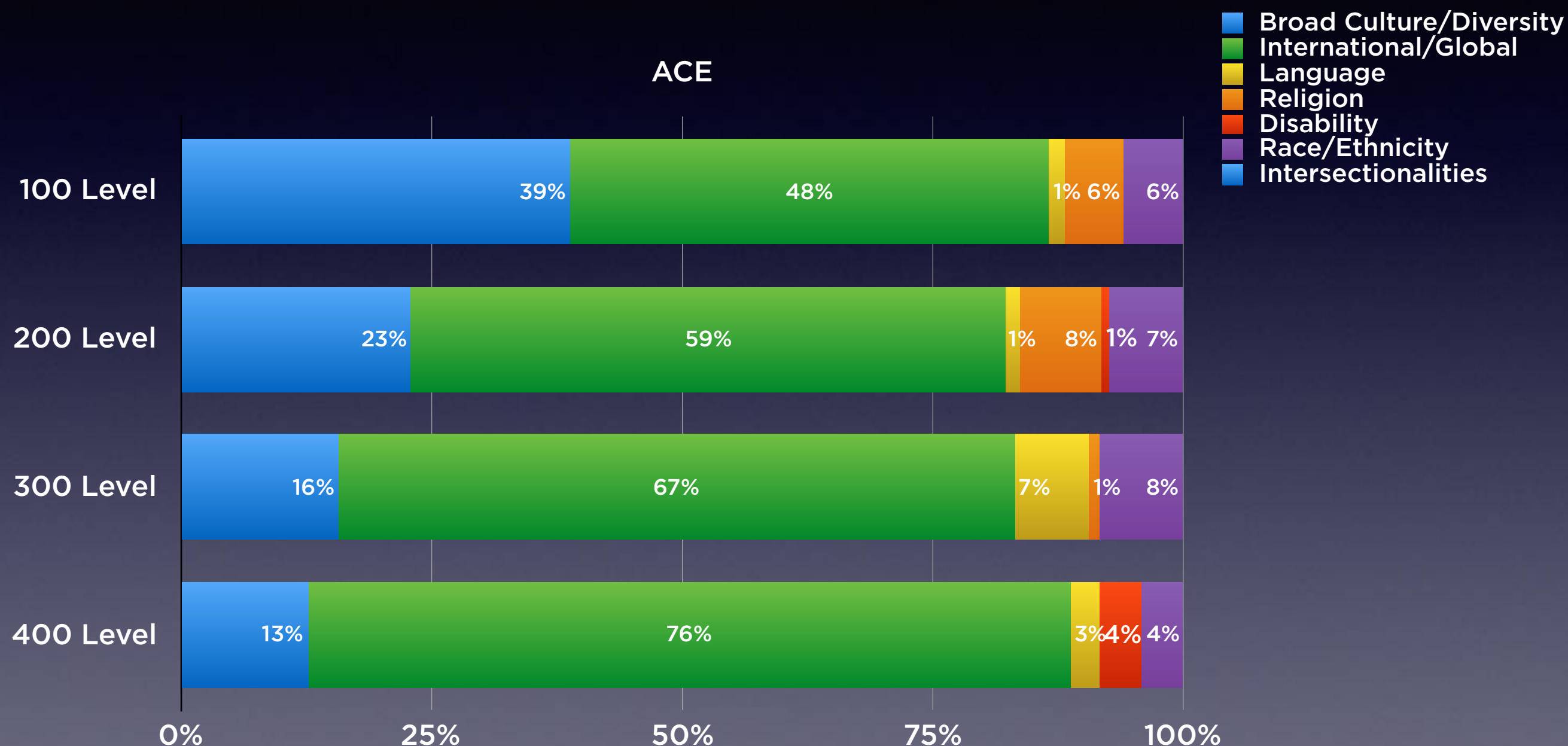| UG	ACE	GR
Gender	International/Global Formations	Intersectionalities
International/Global Formations	Gender	Race/Ethnicity
Nationality	Nationality	Gender
Language	Language	International/Global Formations
Intersectionalities	Intersectionalities	Broad Culture/Diversity
Race/Ethnicity	Race/Ethnicity	Language

Class Level By Defn. of Culture

UG

Level	Broad Culture/Diversity	International/Global	Language	Religion	Disability	Race/Ethnicity
100 Level	22%	53%	13%	4%	1%	7%
200 Level	21%	53%	10%	4%	3%	9%
300 Level	18%	57%	7%	4%	1%	13%
400 Level	19%	48%	2%	1%	7%	24%

Legend:
- Broad Culture/Diversity
- International/Global
- Language
- Religion
- Disability
- Race/Ethnicity
- Intersectionalities

GR

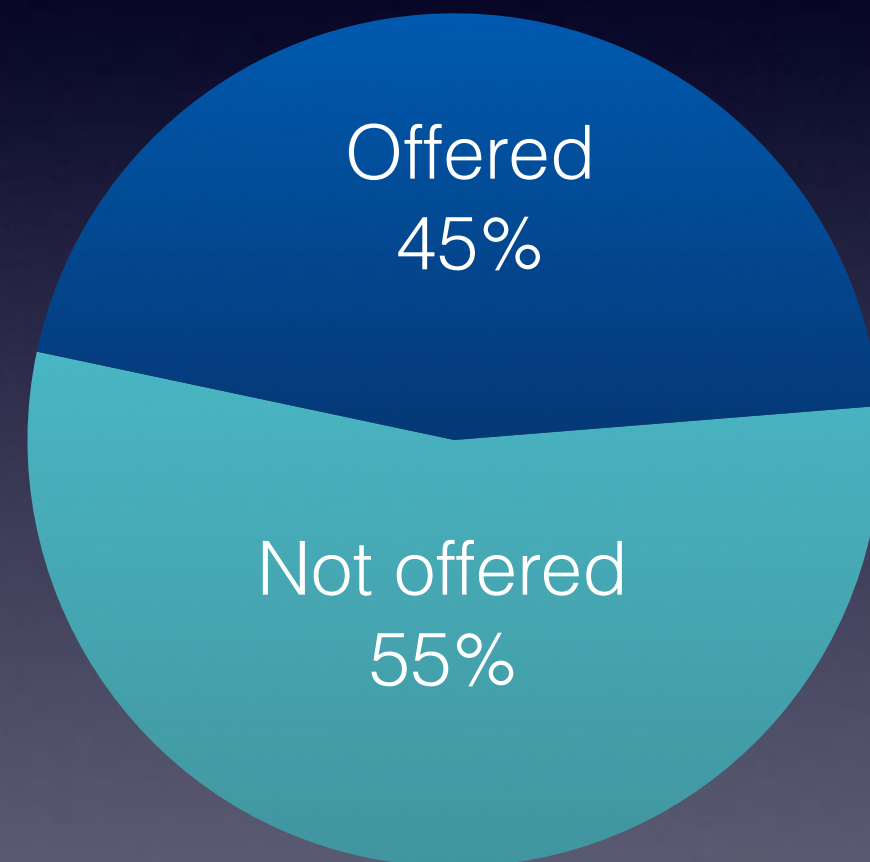| Level	Broad Culture/Diversity	International/Global	Disability	Race/Ethnicity	International/Global
500 Level	10%	13%		73%	3%
600 Level	2%	15%		78%	5%
700 Level		12%	4%	81%	4%
800 Level	35%	24%	19%	22%	0%
900 Level	45%	35%	13%	6%	0%

DIVERSITY CURRICULAR CONVERSATIONS

Diversity Mapping Recommended Action Steps #24–27

- **Exposure to Diversity Content & Contexts, Inclusive Pedagogical Approaches in the Undergraduate and Graduate Curricula**
- **ACE Program's Connection to Diversity (Rework ACE #9)**
- **Inclusive Pedagogical Training Opportunities for Faculty**

CREATION OF A DIVERSITY IMPACT CULTURE

Diversity Mapping Recommended Action Steps #1–8, 10

- **Design a Culture of Identifying the Impact and Change Effects of Diversity Efforts & Strategies**

Questions or Comments?