

ATLAS DIVERSITY BENCHMARKING: UNIVERSITY OF NEBRASKA - LINCOLN

Conducted by



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Atlas Diversity Benchmarking: Introduction & Methodology

This chapter describes the Atlas diversity benchmarking and its employed methodology.

**Please note that graphic representations of the data may be affected by common rounding error. All raw data calculations have been verified in our analysis.*

Atlas Diversity Benchmarking: Introduction

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Atlas is a national database that showcases all diversity-related initiatives, efforts, and strategic plans for all accredited colleges and universities in the U.S. (approximately 7,500 institutions; this data source does not include online universities). Through Atlas, Halualani & Associates has nationally benchmarked University of Nebraska-Lincoln in comparison with its peer, regional, and national institutions in terms of diversity and inclusion work via our scoring mechanism and in terms of different variables and various indices.

Indeed, diversity and inclusion work in higher education does NOT exist or operate in a vacuum; some practices are deemed more effective and impactful than others for specific type of institutions. Such knowledge should be gathered and provided to institutions in relation to their peers. Through Atlas diversity benchmarking, we gauge a university's level of incorporation of key proven factors and high impact practices associated with diversity excellence at comparable institutions in higher education. These key proven factors and high impact practices derive from the most recent higher educational literature and evidence as well as corporate best practices on diversity on the national front. Through this benchmarking, a university will discover the extent to which it has fulfilled its commitment to diversity excellence and how this status stands in relation to national benchmarks.

Halualani & Associates conducted an Atlas diversity benchmarking for University of Nebraska-Lincoln in order to

highlight the current comparative status/performance on inclusive excellence in terms of their peers on the following index:

●Diversity Infrastructure Index Series:

- Diversity/Inclusion Leadership Infrastructure and Organization on Campus and Key Aspects;
- Characteristics of Diversity Leaders (Highest Degree Held, Reporting Structures, Roles and Responsibilities);
- Organizational Structure and Capacity of Diversity/Inclusion Division or Infrastructure

Atlas Diversity Benchmarking: Methodology

Methodology

Halualani & Associates conducted Atlas diversity benchmarking on the aforementioned index through the following research steps.

- We first collect, trace, and track all data related to the aforementioned diversity index in terms of the most recent (within the last six months) efforts, programs, and initiatives for all designated peers. Such information is gathered from a combination of web scraping, electronic documents, and mandated accreditation reports, and often includes both quantitative and qualitative data.
- Then, once all of the data has been collected, our team scores each institution based on a coding scheme and set of algorithms that are informed by high-impact and “gold standard” practices (from the research literature of proven practices). Higher scores and codings are assigned to those institutions that possess high-impact practices and in relation to proven, high success-potential factors.
- Ultimately, on all indices, a scale of 1 to 100, with 100 representing the highest and most positive/successful/impact score, is used to compare University of Nebraska-Lincoln with its peer institutions.

The following benchmarking chapter features the ranking of University of Nebraska-Lincoln in relation to its designated peers on this diversity infrastructure index

series. All information about why the scoring was assigned and the kinds of efforts or initiatives that each designated peer engages in, is provided in detail. The quantitative information via the ranking charts are displayed along with thick descriptions of the kinds of efforts and initiatives being put on by all of the peer institutions.

Diversity Infrastructure Index Series

This chapter features the Atlas benchmarking findings for University of Nebraska-Lincoln on this index series.

**Please note that graphic representations of the data may be affected by common rounding error. All raw data calculations have been verified in our analysis.*

Diversity Infrastructure Index Series

Diversity Infrastructure Index Series

This index series highlights how your institution compares to your designated peers in terms of the presence and quality of a major diversity infrastructure (division, office, accompanying organizational structure) at those universities.

The **Diversity Infrastructure Index Series** includes the following indices:

- Diversity Administrator Index
- Diversity Office Index

University of Nebraska-Lincoln selected the following peers for comparison in this index series:

- University of Iowa
- Indiana University Bloomington
- Michigan State University
- University of Michigan
- University of Kansas

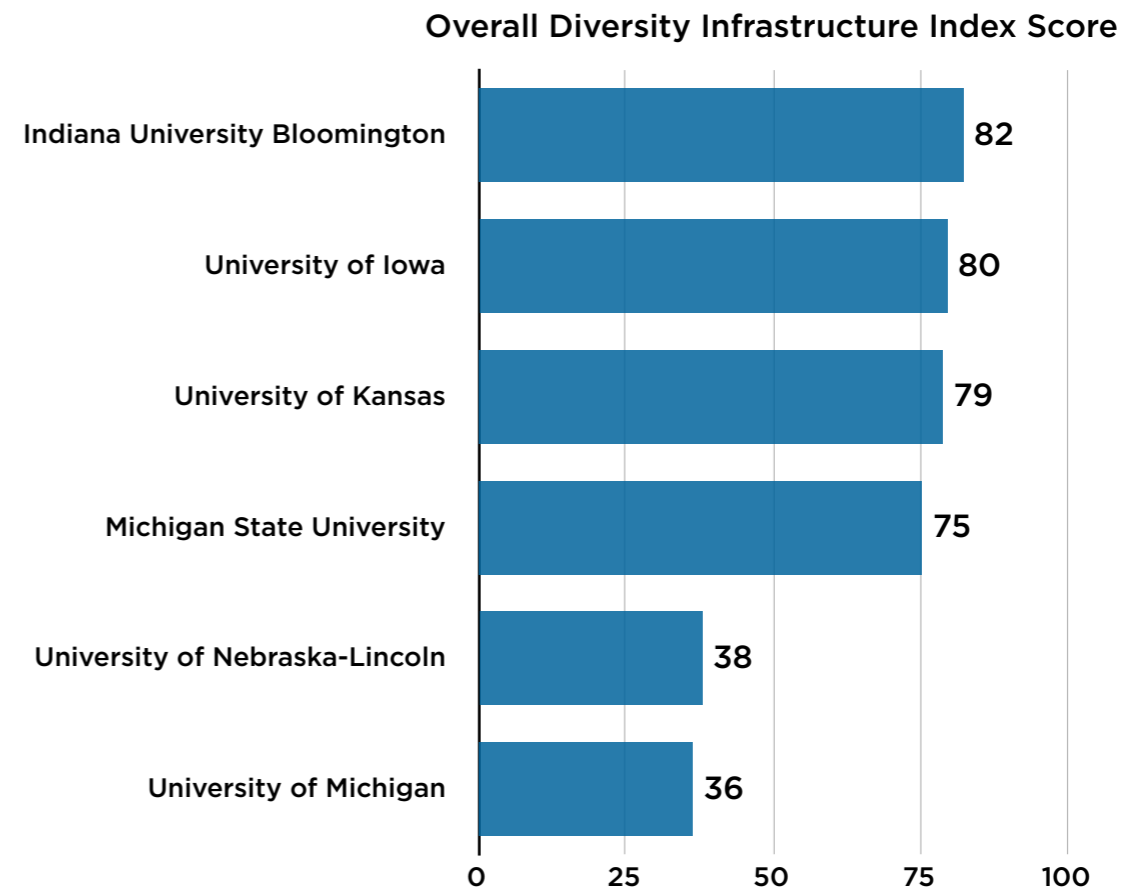
Overall Diversity Infrastructure Index

Overall Diversity Infrastructure Index

Overall Diversity Infrastructure Index: The higher the score, the greater the depth (quality) and potency of the university's diversity infrastructure.

- Overall, **Indiana University Bloomington** ranks 1st overall on this index because it possesses a robust diversity infrastructure (made up of a system diversity division and connected to a diversity leader at its flagship Bloomington campus). Likewise, this diversity infrastructure, Office of the Vice President of Diversity, Equity, & Multicultural Affairs (OVPDEMA), has multiple senior leadership levels, program directors, and staff positions that are principally focused on diversity and inclusion. This diversity infrastructure is also directly connected to the President of the university and the Provost (Bloomington's highest administrator).
- **University of Iowa** and **University of Kansas** rank in the next two places because these institutions have a senior diversity administrator role and accompanying diversity office but the reporting structure for these administrator roles is to the Provost as opposed to the President, with University of Iowa having more staff positions attached to its office.
- **University of Nebraska-Lincoln** ranked 5th overall because even though it has an Institutional Equity administrator, it does not have a diversity office or a

senior-level diversity administrator/role in terms of diversity and inclusion.

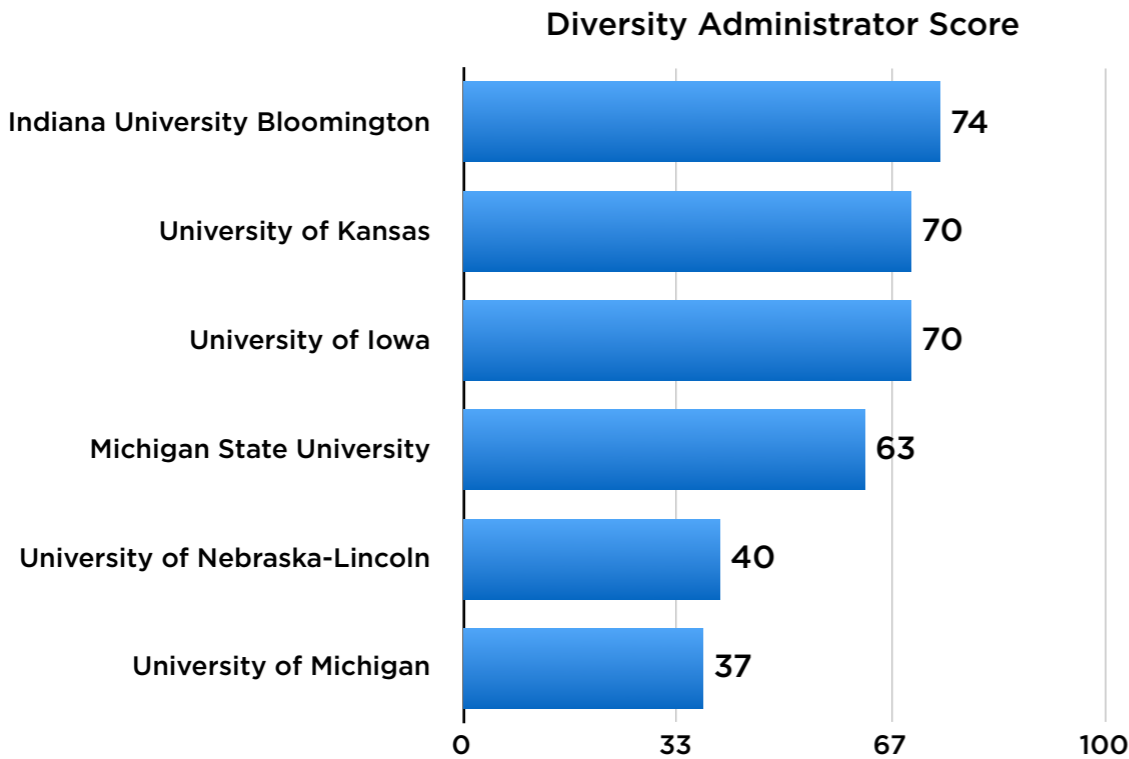


Diversity Administrator Index

Diversity Administrator Index

This index measures the structural presence and potency of a diversity administrator role that each university currently has in place.

On this index, the higher the score, the more the university has established a dedicated diversity administrator role to lead the campus on diversity, inclusion, and equity efforts.



According to our Atlas diversity benchmarkings, **Indiana University Bloomington** ranks 1st in relation to its designated peers in terms of the presence and potency of a diversity administrator for its campus. This administrator role includes the following components:

- **Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA)** - a system-level senior administrator who is housed on the IU Bloomington campus and helps to coordinate with IU Bloomington’s diversity efforts and reports to the President of the entire Indiana University (8-campus system);
- **Vice Provost for Educational Inclusion and Diversity** - a IU Bloomington-campus specific role who is connected to the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA) (system-level) and is also in charge of leading the diversity efforts on the IU Bloomington campus and reports to the Provost (head of the IU Bloomington campus).
- Both of these aforementioned administrator roles involve having a seat on the President’s cabinet for the system level and the IU Bloomington campus level.
- **The Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA) possesses a Ph.D.** and is a former faculty member who earned the highest academic rank at IU Bloomington.

- **The Vice Provost for Educational Inclusion and Diversity possesses a J.D.** and is a former faculty member who earned the highest academic rank at IU Bloomington.
- **This role has a diversity office but only through the (system-level) Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA).**

University of Kansas and **University of Iowa** rank 2nd in this index area because while they have established a diversity administrator role (and accompanying office), those roles only report to the Provost and not to the President (or not to both). However, both of these institutions' diversity administrators do have a seat on the Presidential Cabinet. Below is a description of these diversity administrator roles at the University of Kansas and University of Iowa.

- **University of Kansas has** a Vice Provost for Diversity and Equity role (that reports only to the Provost) that possesses a Ph.D. and is in charge of the Office of Diversity & Equity for the campus.
- **University of Iowa has** a Chief Diversity Officer and Associate Vice President, Title IX Coordinator role (that reports only to the Provost) that possesses a Ph.D. and is in charge of the Chief Diversity Office for the campus. This role involves heading up the diversity and inclusion efforts as well as Title IX which can often be too much of a workload for a diversity leader.

Michigan State University ranks 4th in this index area because while it has a diversity leadership role (and one that reports to the President and sits on the President's cabinet), it is a broadly defined role as the Senior Advisor to the President for Diversity and Director with a J.D. which may enable an emphasis on equity compliance and reactive diversity efforts

(as opposed to a proactive construction of inclusion efforts and ones that embed to the academic mission of the university).

University of Nebraska-Lincoln and **University of Michigan** rank on the bottom level of this index area because these institutions do not yet feature a diversity-centered office. University of Nebraska-Lincoln also does not really have a senior-level diversity and inclusion-focused senior administrator role. Instead, it features a Director of Institutional Equity and Compliance role. University of Michigan has a Vice Provost for Equity, Inclusion & Academic Affairs but it has no office and is located on the Academic Affairs side of the house and in the Provost's office. This role does not report to the President nor is it on the Presidential Cabinet. While a diversity administrator should be connected to the academic side of the house, it should also be designed to serve the entire institution at the senior level.

- We recommend to the **University of Nebraska-Lincoln** that it:
 - establish a senior-level diversity administrator role (preferably at the Vice President level) that is dedicated to proactive diversity and inclusion efforts and initiatives and university-wide collaborations across units;
 - have this senior-level diversity administrator role report directly to the President of the university and have a seat on the President's Cabinet (to have the attention of the highest leadership) but with a collaborative working arrangement with all Vice Presidents;
 - require that this role have a Ph.D. in a related area to diversity, culture, intercultural studies, social justice so that there is ample intellectual,

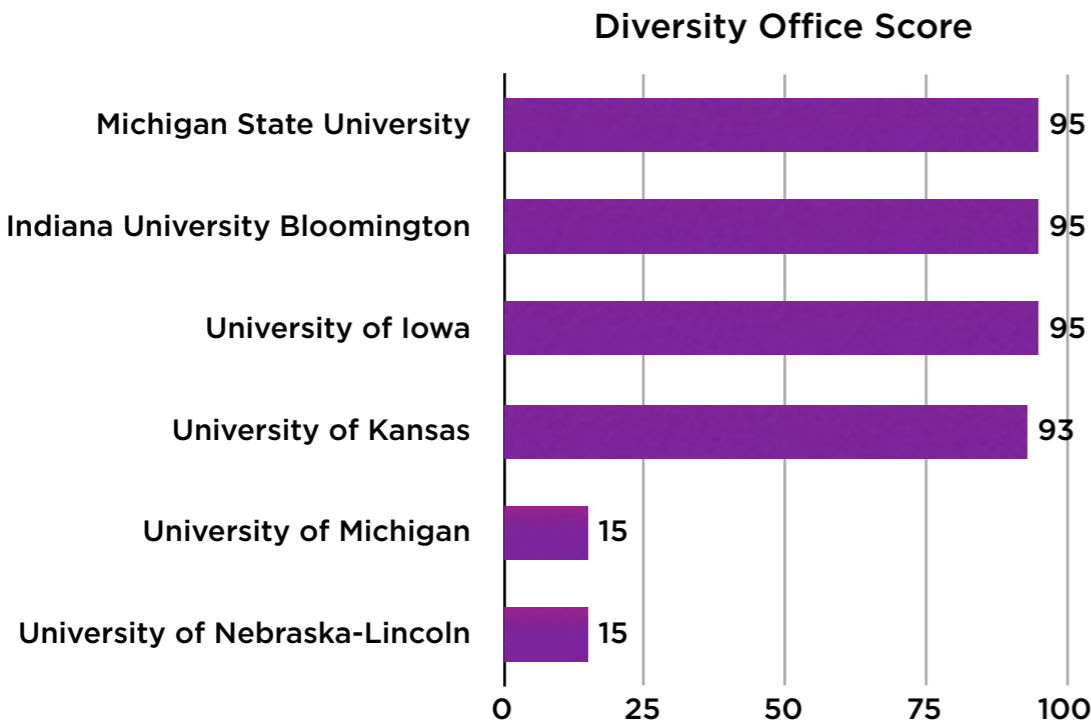
Diversity Office Index

Diversity Office Index

This index measures the structural presence and potency of a diversity office that each university currently has in place.

On this index, the higher the score, the more the university has established a dedicated diversity office role to help lead the campus on diversity, inclusion, and equity efforts.

According to our Atlas diversity benchmarkings, **Michigan State University, Indiana University Bloomington, and University of Iowa** ranks 1st in relation to its designated peers in terms of the presence and potency of a diversity office for its campus. These institutions featured diversity office that highlighted proactive diversity and inclusion efforts. Below are these highest ranked institutions’ offices and their key attributes:



- **Michigan State University has an Office for Inclusion and Intercultural Initiatives with six (6) staff positions.** Some of these positions are:
 - Community Outreach Coordinator & Student Liaison
 - Community Outreach Senior Coordinator
 - Senior Advisor to the President for Diversity and Director
 - Education and Development Artistic Coordinator
 - Executive Staff Assistant and Fiscal Officer
 - Secretary III
- **Indiana University Bloomington has an Office of the Vice President for Diversity, Equity, and Multicultural Affairs (OVPDEMA) with 13 staff positions.** Some of these positions are:

- Associate Vice President for Academic Support and Diversity
- Vice Provost for Educational Inclusion and Diversity
- Assistant Vice President for Strategy, Planning, and Assessment
- Vice President for Development and External Relations
- Assistant Vice President for Marketing and Communications
- Director of Overseas Studies and Scholarship Program
- Director, Financial and Budgetary Services
- Director, Human Resources Administration
- Specialist, University-Wide & Campus Programs

• **University of Iowa has a Chief Diversity Office has 37 positions (note: most of these seem to be focused on Title IX and compliance issues). Some of these positions are:**

- Director, Equal Opportunity and Diversity, Deputy Title IX Coordinator
- Director, Center for Diversity and Enrichment
- Faculty Fellow
- Administrative Services Coordinator

- Educational Support Services Associate
- Compliance Specialist, ADA Coordinator









As a part of the diversity offices, **University of Michigan** and **University of Nebraska-Lincoln** featured the most rigorous, meaningful, and comprehensive diversity missions.

- **University of Michigan's Diversity Mission Statement:** "The University of Michigan cannot be excellent without being diverse in the broadest sense of that word. We also must ensure that our community allows all individuals an equal opportunity to thrive. At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge."
- **University of Nebraska-Lincoln's Diversity Mission Statement:** "The University of Nebraska-Lincoln promotes respect for and understanding of cultural diversity in all aspects of society. It strives for a culturally diverse student body, faculty, and staff reflecting the multicultural nature of Nebraska and the nation. UNL brings international and multicultural dimensions to its programs through the involvement of its faculty in international activities, a student body that includes students from throughout the world, exchange agreements with other universities abroad involving both students and faculty, and the incorporation of international components in a variety of courses and curricula."

- We recommend to the University of Nebraska-Lincoln that it:
 - create a diversity-centered office that is university-wide for the campus (and stands as a major resource for all divisions and units);
 - ensure that the office is equipped with enough resources (in terms of money, equipment, and tools) and staff positions;
 - makes sure that the diversity administrator is well-supported with enough staff members to help coordinate and run events and programs, conduct administrative and budgeting operations, and provide analytics expertise on diversity outcomes;
 - has a well-defined mission and role of this diversity office for the campus.

Recommendations Summary

Recap of Recommendations Drawn From This Index Drawing from the information gathered through this index, Halualani & Associates recommends University of Nebraska-Lincoln to:

-  establish a senior-level diversity administrator role (preferably at the Vice President level) that is dedicated to proactive diversity and inclusion efforts and initiatives and university-wide collaborations across units;
-  have this senior-level diversity administrator role report directly to the President of the university and have a seat on the President's Cabinet (to have the attention of the highest leadership) but with a collaborative working arrangement with all Vice Presidents and the Provost or academic leader;
-  require that this role have a Ph.D. in a related area to diversity, culture, intercultural studies, social justice so that there is ample intellectual, theoretical, and applied expertise to be successful at leading the campus;
-  ensure that this role not have Title IX or ombudsmanship duties (which is often the case across colleges and universities in the country) as part of her/his portfolio as this will divert needed attention from needed proactive, innovative, and emergent diversity actions;
-  create a diversity-centered office that is university-wide for the campus (and stands as a major resource for all divisions and units);
-  ensure that the office is equipped with enough resources (in terms of money, equipment, and tools) and staff positions;
-  makes sure that the diversity administrator is well-supported with enough staff members to help coordinate and run events and programs, conduct administrative and budgeting operations, and provide analytics expertise on diversity outcomes;
-  has a well-defined mission and role of this diversity office for the campus.