



Welcoming Campus Initiative Preliminary Report

Colleges and universities nationally are operating in an era of change, with several forces converging at the same time. The need for an educated society has expanded access to higher education, resulting in learners who bring to campus diverse interests, needs, perspectives, and backgrounds, and who rightly expect to be welcomed and included for who they are and what they bring. Increased competition for talent—students, faculty, and staff—by both traditional institutions and new entrant providers makes the notion of “institutional fit” critically important. Heightened expectations concerning the outcomes, value, and return-on-investment that higher education produces are attracting considerable attention by parents and families, policymakers, employers, and students themselves. The role institutions play in relating to their community, both on- and off-campus, is being reimagined. Technology continues to challenge how, when, and where learning and work is performed, changing how a “campus” is even defined or described. Finally, a focus on degree completion creates additional challenges and opportunities for institutions to maximize efficiencies in moving students toward graduation in a timely manner while still affording them the opportunity to learn and develop as much as possible.

At IUPUI, we have an opportunity and responsibility to be a more welcoming campus, and this is significant for several reasons. First, and perhaps most important, diversity and inclusion are core values for IUPUI, and we want all to experience IUPUI as a welcoming campus.

We are the only four-year public institution of higher education in Indianapolis, and the state’s only urban-serving research university. IUPUI educates 30,000 students, all of whom form a tapestry of diversity and represent varying demographics, levels of preparedness, socioeconomic status, and future aspirations. We are also a major employer in the region, with over 8,000 faculty and staff members, each of whom brings unique talents, insights, needs, and perspectives to work every day. Many of our students, faculty, and staff work in and with the community in a spirit of reciprocity to accomplish mutual objectives. Our graduates are prepared to succeed anywhere in the world, yet we are proud that so many IUPUI alumni choose to remain in Indiana, and we have an opportunity to engage them more intentionally in the life and work of our campus. We host or sponsor several events on-campus annually, regularly attracting visitors and community members to IUPUI. Our physical footprint spans multiple acres, and we are often seen as a large, complex organization in which to navigate.

A welcoming campus is important to IUPUI leaders. During my installation address in fall 2015, I presented three lenses through which to focus IUPUI’s activities: academic excellence, community engagement, and a more unified IUPUI campus. *Academic excellence* is at the heart of IUPUI’s teaching, research, and service missions, and necessarily requires attention to recruiting, retaining, and graduating students and attracting, developing, and encouraging faculty and staff. *Community*

engagement recognizes IUPUI's role as an anchor institution, one that is deeply rooted in the community, has an obligation to be a good steward of place, and has a longstanding history and tradition of working in and with its community. Finally, *a more unified IUPUI campus* reflects the opportunities we have to enhance our culture to better meet the needs of our many and varied internal and external stakeholders, including our ability to provide a more coordinated and consistent campus experience, harmonize policies and procedures that otherwise may result in confusion or differences, and reduce barriers that foster frustration and inefficiencies.

Our emphasis on academic excellence, community engagement, and a more unified IUPUI campus is aligned with and derived from the IUPUI strategic plan, *Our Commitment to Indiana and Beyond*. This plan encapsulates our campus strategy around three important priorities: the success of students, the advancement of life sciences, and the contributions to the well-being of the citizens of Indianapolis, the state of Indiana, and beyond. The strategic plan was developed by twelve task forces involving more than 250 individuals representing all areas of IUPUI, with broad input from more than 50 on- and off-campus groups comprised of students, faculty, staff, alumni, and community partners. It is one of the most comprehensive plans in IUPUI's history, and as we continue its implementation, we are positioning the campus to make considerable progress toward achieving the plan's goals and objectives in the coming years.

Objectives of IUPUI's Welcoming Campus Initiative

The five principal objectives of IUPUI's Welcoming Campus Initiative are to:

1. Seek input on what it means for IUPUI to be a truly welcoming campus for students, faculty and staff, alumni and community members, and in our physical environment.
2. Identify how peer and aspirant institutions foster welcoming campus environments and investigate how to adapt or replicate such practices at IUPUI.
3. Determine what is presently driving us toward and what is holding us back from being a more welcoming campus.
4. Develop preliminary recommendations for how IUPUI can become a more welcoming campus, including indicators we can use to gauge our progress and effectiveness.
5. Use the recommendations to improve our culture, both centrally and throughout IUPUI, in order to be a welcoming campus.

Process

IUPUI's Welcoming Campus Initiative is governed by a Steering Committee and five initial task forces. The Steering Committee is broadly inclusive, provides connections between and among groups, and offers overall direction, leadership, and coordination of the Welcoming Campus Initiative. Steering Committee members will include co-chairs of each taskforce, members of the Executive Committee, as well as select taskforce members. The executive committee meets regularly to ensure that there is coordination and clear communication among the various task forces and the steering committee, to review progress and to help ensure that deadlines are met. The executive committee also prepares updates to various stakeholders through formal and informal communications.

Task force co-chairs serve as conveners to facilitate discussion, synthesize information, liaise with the Steering Committee, and develop a preliminary report with recommendations for IUPUI.

Each task force has one co-chair who is a member of the Chancellor's Cabinet, and the composition of task force members is suggested to provide a broad range of input by individuals with knowledge and experience working in each respective area. There is also one dean on each task force, and, where appropriate, faculty, staff, students, alumni, and community members have been included. Each task force will examine similar questions and produce a preliminary report by late-May using a common report structure, yet the descriptions and recommendations will be contextualized to its area of focus.

Student Task Force

Charge

Incorporating a variety of information-gathering tactics, the purpose of this task force was to focus on the overarching ways in which IUPUI can create a more welcoming campus for students. The committee was tasked with identifying common themes and issues, opportunities for greater collaboration across campus, areas of strengths that should be expanded, and gaps not presently addressed to aid in strengthening our welcoming campus culture.

Meetings Summary

The Welcoming Campus Student Task Force convened four meetings since receiving the charge in February 2016. The first meeting (March 28, 2016) focused on an activity designed to unearth components of a welcoming campus by telling stories about students. Themes that emerged from this discussion included:

- Mentoring and connecting with faculty, staff, and peers is critical to feeling welcome
- Students have opportunities for individualized attention through mentoring, small class size, and connections with people on campus who can answer their questions
- Student engagement with meaningful curricular and co-curricular opportunities is a campus priority
- Location of the campus in Indianapolis provides unique opportunities for students to enact their passions
- Faculty understand and support the complicated lives of our students
- Large campus events, particularly at the beginning of the academic year, promote a sense of community and Jaguar Pride
- Faculty and staff are committed to student success
- The campus is communicating and enacting its commitment to diversity
- Students need to find their place at IUPUI; once this happens they feel welcome and are successful

The second meeting (April 22, 2016) was an open discussion of what is meant by "welcoming" for student as well as considerations of welcoming for students at large versus specific student populations. From the discussion, the following key points emerged:

- Welcoming students is a process
 - Prior to becoming a student
 - As a new student
 - As an continuing, engaged student
- Students need to feel supported and included on the campus
 - Classroom experiences must be welcoming
 - We must be intrusive about making sure students are connected
 - People must be friendly, well-informed, and service oriented
- IUPUI is at a point to where we can start building and promoting campus traditions to provide a strong sense of Jaguar identity and community for students
- Physical campus communicates a sense of welcoming
 - Spaces need to be open to students
 - Clear signage makes it easier to navigate a large campus
- IUPUI must be a welcoming place for the community so that prospective students and families consider us as a destination
 - Programming on the weekend; invite the community to lectures, films, and other events
 - Need food, parking and better lighting after 5 p.m.
 - Public should have ease of access and free parking at key times

The third meeting (May 5, 2016) focused on how to receive input from students. The committee recognized the importance of considering all students' unique perspectives and experiences. From the discussion, the following key points emerged:

- Multiple ways are needed to get the student voice
 - Use current student data
 - Focus groups followed by survey
 - Open forums; perhaps facilitated by students
- Use "appreciative inquiry" to understand why some students have succeeded at IUPUI
 - Utilize student organization leaders, on campus housing residents, Top 100 and Elite 50
- Review information from the VOICE
 - Tralicia provided a copy of the VOICE, Vision of the Ideal Campus Environment, completed by the Division of Student Affairs in 2008. The report included recommendations and actions to achieve an ideal environment at IUPUI.
 - Five theme areas outlined in that report included: Intellectual Environment, Off-campus environment, on-campus living environment, social environment, and student support services environment
 - Creating a survey to gather student voices (see Figure 5)

During the final meeting (May 23, 2016), the group revisited information and comments from the campus-wide task force meeting. Members discussed common themes and intersections shared with other task force groups, including:

- Mentoring
- Wayfinding/navigating the campus
- Sense of belonging
- Campus history

Members also discussed the gaps we are currently not addressing and areas for potential collaborations, including:

- In what ways do students contribute to a welcoming environment?
- Parents and family members
- Dispelling the old IUPUI image among guidance counselors
- Use of technology as a resource

Emerging Recommendations

1. Build an inventory of signature campus events and traditions as a place to start campus-wide coordination so that we can, where appropriate, scale opportunities beyond specific schools and programs.
2. Promote campus events that showcase who we are and our traditions to the community and prospective students to build an image of a welcoming campus prior to enrollment.
3. Build a campus structure to provide every student with the opportunity to make a connection with a faculty member, staff member, peer mentor and/or student organization in their first year at IUPUI
4. Conduct a systematic data collection effort to ensure we are capturing students' voices and perceptions about what a welcoming campus is, is not, and how the recommendations can guide our actions for the future.

Next Steps

1. Identify existing councils, committees, and other resources to assist in building a campus-wide inventory of signature events and/or traditions. Reach out to groups in the fall to develop a comprehensive list by December 1, 2016.
2. Develop a communications task force coordinated by the Office of Marketing and Communication to create a plan for marketing and branding key IUPUI events to the community and prospective students (spring 2017).
3. Create a sub-committee of the Council on Retention and Graduation to examine and develop a plan for connecting all students with a faculty member, staff member, peer mentor and/or student organization in their first year at IUPUI (academic year 2016-17)
4. Create small subcommittee of persons from the Welcoming Student Task Force to work with IRDM to create and administer student survey as well as focus groups and open forums (fall 2016).

Faculty and Staff Task Force

Our committee met three times to discuss ways IUPUI can become a more welcoming campus for faculty and staff; by enhancing recruitment, being seen as an employer of choice, and providing opportunities for engagement to increase our retention.

We gathered information from the most recent Climate and Staff surveys and from Staff Council Town Hall meetings and Affinity Group Dialogues held over the last two years. Based on this background information, we present the following initial recommendations for implementation. We also note that the university's HR-2020 initiative will impact recommendations related to staff and recommendations will need to be coordinated across the two initiatives.

1. Staff Salary Equity Study/Review

Solution: Conduct an equity study

- PAE-3AD's biggest problem area
- Job description alignment is required
- PAE-4AD – 6AD's are in pretty good shape
- PAO, SA, TE, RS, CL, NU, SM's in relatively good shape
- On the faculty side, the academic specialist rank needs review
- Fix process for internal re-classification and transfer
- Avoid uncompensated creep in "other duties as assigned"

2. Mandatory Performance Evaluations

Solution: Develop a tool box of templates to be used (360°, peer review, narrative, scales, etc.)

- Communicate requirements annually to leadership (administrators, deans, etc.)
- Align with, but not simultaneous to, annual merit increase discussions
- When employees do not receive an increase, they know why
- Supervisors are held accountable for doing this in their own evaluations

3. Supervisory Training for faculty and staff (Chairs, Asst. /Assoc. Deans, Directors, Managers, etc.)

Solution: Require new hires to attend within 90 days of hire

- How to deal with conflict
- How to give on-going feedback
- How to support and protect faculty and staff
- How to mentor/coach
- Compliance piece/accountability
- Research and implement ways to evaluate the effectiveness/efficiency of training

4. Mentoring Program

Solution: Develop a formal mentoring program for staff

- Succession planning
- Professional development
- Retention
- Culture of collegiality

5. Rewards and Recognition

Solution: Revisit HR policies and fiscal policies

- Create and implement a bonus plan (\$1,000 - \$1,500 annually)
- Identify non-monetary rewards
- Develop a campus-wide bank for PTO usage (major medical issues)
- Professional development aligned with career goals

Further Recommendations and Ideas to Consider

On May 11, all of the Welcoming Campus Initiative Task Force groups met collectively to share initial recommendations and to discuss points of intersection/common themes across the groups and to identify remaining gaps in recommendations, groups still need to be consulted for their input, and additional information that might be needed. Below is our task force's response to that discussion.

1. What are the points of intersection/common themes across the work?

- Mentoring
- Recruitment
- Placemaking
- Accessibility

2. What gaps remain?

a) Gaps in our own work:

- Recruitment of future employees
 - Impressions delivered on the website
 - Business alliances and community connections
 - Advertisement outside IUPUI
 - How IUPUI projects its image to be the employer of choice and how it is perceived in the community.
 - Intentional staff recruitment and onboarding

b) Gaps in the overall Welcoming initiative:

- What do we want students to know about IUPUI that is important to them and their families?
 - How do we connect with students and their families?
 - Events
 - Recognitions
 - Common goals for achievement and aspiration?
 - How do we help them succeed to meet their goals?
- How do we use technology to help facilitate place making and the historical profile of IUPUI?
 - Open internet/app to connect to historical markers or buildings or resources
 - Creation of maps that illustrate how the campus has evolved over time and to illustrate pride in place
 - Tell our story
- Create an IUPUI cultural trail
- Communicate IUPUI brand to the community – it is an untapped resource
 - IUPUI is a place which engages the community
 - IUPUI is a place where you can make a difference as a student, staff or faculty member
 - Profile people to tell and share the story

- Who do we partner or collaborate with in the community
 - How much do we engage IUPUI alumni in our events and campus culture after they graduate?
 - We need more spaces for people to gather to cultivate community.
 - As buildings are renovated or repurposed, attention to space creation to engender community and belonging should be a priority.
 - The Campus Center is already out of space.
 - An event space or building is needed for community events as a way to partner with the city and create community connections.
 - Customize information packets or e-resources based on interest – create an interest form and provide resources students, staff and faculty want to know/learn about.
3. What groups still need to be consulted (some may already have been engaged by other taskforces)?
- Senior Academy – our taskforce will contact
 - Chamber of Commerce
 - City government
 - Community perspective on recruitment/onboarding – i.e. perspective from our prospective hires
 - Families/parents
 - Visitors
4. What changes to our priorities might need to be made based on what we have heard today?
- Set realistic expectations on parking
 - Capitalize on our expertise on global health and education/life science
 - Resources needed to successfully implement the initiative

This summer, our task force committee has been asked to reach out to their respective networks and contacts to ask what other institutions are doing to make their environment a welcoming place for faculty and staff.

IUPUI is not just a place but a state of mind...

Alumni and Community Task Force

The Alumni and Community Taskforce conducted two facilitated meetings and conducted a survey to gather data on the 7 primary questions posed to the task force. In addition to the summative recommendations in this document, the task force identified action items and specific strategies that could potentially be deployed during implementation.

We recognize that the recommendations will overlap with other task forces involved in the Welcoming Campus Initiative or fall within the scope and direction of a campus or university office. The information gathered is unique to the overall welcoming initiative in that the perspectives are representative of impressions and perceptions from those outside of the institution.

This summary is based on the data revealed in the attached detailed report from activities of the task force. The following recommendations are based on three main themes that emerged from the data and analysis with Collabo Creative LLC.

A. Campus Accessibility Recommendations - Task force members articulated some of the welcoming strengths of IUPUI to include welcoming people and culture, attractive and clean physical appearance of the campus, and reputation for initiating community outreach. The experiences could be improved by focusing on three main areas.

A1. ***Campus Navigation*** includes wayfinding, signage/navigation, and campus physical delineation (Gateway). Campus Navigation on and off campus should be intuitive directing individuals to the campus and wayfinding through the campus to help visitors find their destination with ease. Wayfinding, signage and navigation systems should be developed to assist the visitor to campus.

A2. ***Parking*** includes free event & visitor parking; free short-term parking; more accessible parking through signage and information. Parking is complicated and difficult to navigate; public and visitor parking should be free especially during weekends and non-peak times during the academic year.

A3. ***Visitor-Focused*** includes a centralized visitor center; greeting points and visitor-specific touch points. Visitor-Focused touchpoints should be activated throughout the process. The campus would benefit from a centralized visitor center to drive visitors to a common entry point for information, parking and wayfinding. Guests should be greeted with a smile, introduced to others and directed to their event/activity/transaction.

B. Attraction & Engagement Recommendations – Strengthening and improving our approaches and invitations in welcoming the alumni and community members requires communication in various areas of the campus. The following areas can enhance alumni and community experiences with campus staff and on campus experiences.

B1. ***Provide Attractive Campus Resources*** that includes policies and procedures that allow the community to easily reserve and use space on campus. The creation and marketing of unique food attractions (i.e. restaurants, coffee shops, and special events) will motivate the community and alumni to visit the campus.

B2. ***Alumni Engagement*** entails improving our communication with alumni to extend beyond requests for donations and charitable giving. The ultimate goal of alumni engagement is the creation of a strategy that builds “school spirit” or creates a fond connection to IUPUI.

B3. While ***Community Engagement*** is considered a campus strength, it is also suggested that we secure funding to expand community engagement initiatives in several key areas including soliciting support from culturally diverse communities to work on shared community objectives and advocacy in common areas.

B4. ***Integrated Communications*** includes creating streamlined event invitations that are accessible to the community. Such information should include information about the campus event and resources. Opportunities for follow up and feedback from the community and alumni will improve engagement.

C. Build IUPUI Pride Recommendations - The task force envisions building pride through connectedness, sense of community and belonging. Pride stems from a sense of shared accomplishment, connected by values/history/dispositions, shared ownership in the campus and its success, sports and athletics, fun fond memories during an important lifetime experience. Pride can be established by continuing and expanding successful elements of the campus experience and developing new initiatives.

C.1. ***People & Academic Culture*** IUPUI should continue and expand the focus on academic success, hiring diverse faculty and staff, and offer diversity in programming.

C.2. ***Location of IUPUI*** The campus should continue and expand marketing, promotion, branding

and positioning the IUPUI as an urban campus to set expectations and build pride in the institution

C.3. **Campus Culture** IUPUI should create welcoming spaces through campus beautification initiatives; this improvement will move the institution from an institutional presence to a neighborhood or community environment. IUPUI should find opportunities to activate green spaces for concerts, performances, lectures and public events and festivals. Establishing visitor focused touchpoints in smaller more intimate spaces with great lighting, music and conversation space.

Cultural Climate Task Force

Striving to create a welcoming campus climate acknowledges an appreciation, celebration and recognition of the richness of diversity in its broadest sense. The urban setting in which IUPUI is located adds to the benefit individuals from varying cultures, lived experiences and histories bring to the academic setting. Activities surrounding the creation of such a climate signal an understanding at the highest levels that the status quo will not be sufficient to attract or sustain a climate where all voices and experiences are welcome, acknowledged and celebrated. Further, such a commitment acknowledges that “the work” never ends but is continual. Hence, what follows should not be viewed as an exhaustive list of activities, the completion of which will signal the arrival of IUPUI at its “final destination.” Rather, the committee sees this as a journey with multiple steps and stops along the way toward changing our system for the better. The Welcoming Campus Climate Committee has chosen to “re-imagine what IUPUI can become” when it is more inclusive; we are “speaking to the possibilities of what might be.”

1. Restructure Multicultural Center to Include Coordinators for the following students groups:
 - A. Asian Pacific American
 - B. Black
 - C. Latina/o & Indigenous (American Indian)
 - D. Interfaith
2. Develop a hybrid approach to add diversity to the curriculum with an introductory course for all incoming students, a diversity requirement for all students as part of their major program of study
3. Develop a professional development program or series to help faculty incorporate diversity into existing courses/curriculum and to help them learn strategies for inclusive teaching
4. Make the IUPUI website more welcoming and reflective of the diversity present at IUPUI by including both the history of the land as noted in *The Price of Progress*, images of the various diversities present and stories about faculty, staff, students, classes and research in prominent places on the webpage
5. Acknowledge American Indian heritage of the land with Sitting Circle acknowledging the people of four nations from this area on the east, west, north and south posts of the circle
6. Create a prayer space for Muslim students, staff and faculty prayer on campus
7. Establish practices to identify, recognize and support IUPUI veterans including lapel pins, door markers, name tags, acknowledging all veterans present at major campus events including commencement

8. As the university welcomes a more “traditional” student population, ensure that the urban mission is not lost by providing services for students with families, including affordable childcare and lactation spaces
9. Create a staff mentoring program that addresses, in particular, those stuck at the PA3 level
10. Demystify the employment process at IUPUI for on and off campus applicants
11. Acknowledge the history of IUPUI. This would include its displacement of an entire African American community. Create a digitized history of IUPUI along with a self-guided walking tour of campus via a mobile app with history and key campus markers. Include an inclusive history of IUPUI in all orientations (staff, faculty and students)
12. Address the multiple mid-level gatekeepers that prevent staff participation from various university committees that provide professional development for staff and recognition to the staff member’s department
13. Establish a trained Ombudsperson for faculty and staff
14. Develop cultural humility and anti-bias training modules for staff and faculty. Such modules would be similar to those required for IRB training and online sexual harassment training for faculty and staff.
15. Reinstate Associate Vice Chancellor for Diversity in Academic Affairs position in the EVC’s office to ensure the success of diverse faculty.
16. Create a pathway to IUPUI through IPS middle and high schools. This would include encouraging IPS parents and providing them resources to ensure their children are prepared for college by sharing important information with them early and often in their own communities. It would also require us to seek external funding to provide free summer camps for low-income students to the various programs at IUPUI. A final recommendation for creating a pathway is hiring a person or shifting the responsibilities of a current employee whose primary responsibilities are fostering community-university partnerships for college access for marginalized communities.
17. Ensure the IUPUI Honors Program represents the diversity of Central Indiana.
18. Make sure that the IUPUI Honors Program is representative of the diversity present in central Indiana. Avoid the use of deficit language (e.g., at risk, disadvantaged, etc.) when referring to marginalized populations in university publications, events, and reports.
19. When recruiting diverse students, recruit the entire family using holistic recruitment methods. For example, ensure that all IUPUI staff and faculty are covered by insurance plans (e.g., transgender employees, domestic partners). Or, facilitate relationships with local businesses as potential employers for the spouses and/or family members of newly hired faculty and staff.
20. Establish a visiting lecturer/professor position in urban culture with expectation that s/he will engage the community as well as the campus and introduce the “idea” of education to many young men and women who will never be inclined to step on campus
21. Develop additional sites to deliver degree programs in various communities—create a “Communiversities” as found in many urban settings
22. The Center for Research and Arts on Black Americans should be located close to the Walker Theater
23. Develop strategies to engage online students

Physically Welcoming Campus Task Force

Background and Charge

The Chancellor's Task Force on IUPUI as a Physically Welcoming Campus was charged with describing what a physically welcoming campus would look like, including how all campus users can experience IUPUI. In addition to our charge, we were tasked with engaging with, and soliciting feedback from, those whom experience and interact with IUPUI in common and uncommon ways. Based on the results of several formal and informal discussions, focus groups, and interactive dialogue, our committee was able to garner relevant and useful qualitative data to ascertain how we as a campus can strengthen and/or improve approaches in becoming a more physically welcoming campus.

Initial Findings

As our committee began the task of soliciting feedback from various groups and partners, we were pleasantly surprised by the level of enthusiasm to participate in the fact finding phase of this initiative. Faculty, staff and students alike were more than happy to make time to share their thoughts. The committee was also able to gather data from information and studies that had previously been completed. Immediately after the completion of data collection we began to notice several common and reoccurring themes. The committee formulated the common themes into five key areas: Place Making, Service Amenities, Access and Circulation, Signage and Wayfinding, and Engagement.

Actions/Recommendations

Place Making

- Landscaping - Several groups noted the importance of maintaining excellence in landscaping and flowering across campus. This initiative has already begun and work will continue to expand this project. This will include components during the holiday season as well as the spring/summer.
- Seating - Install new, inviting and comfortable seating in public areas, the Campus Center and near/within green spaces.
- Gateways - Most focus groups mentioned the need to have an identifiable start to campus, suggesting an archway with the wording "IUPUI". Due to the campus configuration, this may need to have components of a gateway at strategic points on campus - i.e. East and West ends of Michigan and New York Streets.
- Public Jaguar Sculpture - Several group commented on the need to erect a Jaguar or IUPUI pride sculpture on campus.

Service Amenities

- All Gender Restrooms – Provide for All Gender restrooms in each campus building.
- Food - Create more opportunities and venues to dine on campus and improve the customer service of food services staff.
- Lighting - Add more lighting and install lights that brighten the campus at night encouraging more evening programming and creating a greater sense of safety.
- Security - Have more visibility by IU Police throughout campus especially on campus at night. Have officers talk to and engage with students, faculty, staff and visitors.

- External Wi-Fi - Install hotspots and a reliable outdoor Wi-Fi infrastructure so individuals can maintain internet access anywhere on campus. Work with cell phone vendors to provide reliable cell phone coverage on campus and in all campus buildings.
- Cleanliness – Ensure that campus is maintained from a cleanliness perspective. Review “traffic routes” for visitors including updating finishes in stairwells and elevator lobbies.
- Recycling - Create a visible campus wide recycling program and incorporate in all facilities and facets of the campus.

Access & Circulation

- Parking – Provide parking for visitors to campus so they feel welcomed and are not in fear of receiving a ticket. There is a need to balance welcoming parking with the expectations of the Board for parking revenue.
- Shuttles - Add and/or create shuttle system to alleviate the need for parking and to create more access to campus.
- ADA - Revisit ADA policies related to buildings and access on and throughout campus. Update infrastructure and outdates facilities that do not promote ADA inclusion.
- Bike Paths - Several constituents would like to bike to work and bike while on campus. Create a dedicated bike path and bike riding lanes throughout campus as well as ensure adequate bike racks for securing bikes at each destination point.

Signage & Wayfinding

- Interactive maps - Create, update and maintaining an ADA friendly interactive map system. We also need more digital signage on campus and in Campus Center. Updating of signage within parking garages is essential to ensuring navigation for visitors.
- App - Create an IUPUI app to assist stakeholders in identifying campus buildings and navigating the campus.
- Branding - Make the IUPUI name, logo and image more visible across campus.
- Event Signage - Create signage that is more visible to faculty/staff, students and visitors indicating when there is an event on campus. This would serve two purposes: It would allow people to plan according in regards to navigating throughout campus. Second, it would encourage participation in these events.
- Campus Points of Interest – Create a cohesive listing of campus points of interest to publicize the history and significant items on campus. This could include plaques of historical significance, public art, and historical areas such as Ball Gardens. This could include tying the items together and creating a wellness walking trail for employees and visitors.

Engagement

- Master Event calendar - Create, update and maintain a campus-wide calendar of events and make it available and accessible to all constituents.
- Alignment of campus activities with community events - As an urban campus with a symbiotic relationship with the city of Indianapolis, it is imperative that we work with the local community in arranging programs and activities. It is also just as important to partner with local groups to streamline programming and avoid duplicating efforts.

- School spirits and sports traditions - Several students and staff professed their Jaguar Pride and desire to see more school spirit represented on campus via signs, jerseys, and sporting promotions. We need to consider the idea of starting sports traditions with each of our campus teams.
- Hoosier Hospitality and Super/Service w/Distinction - Several of the focus groups mentioned a need to improve customer service and professionalism across campus. We need to value our constituents and live up to *Hoosier Hospitality* moniker. Embed expectations for employees all to be welcoming across the campus into the annual performance reviews.
- Ensure that the campus take advantage of events that occur on campus to highlight the campus and/or address strategic areas.
- Develop a web process that will allow visitors as well as campus constituents to provide feedback on areas that need work or to recognize successful welcoming interactions on campus.

Outcome Indicators

- Include items relating to the Physically Welcoming Campus on Faculty, Staff and Student surveys that are conducted once every 3 years for each of the groups.
- Develop or update any assessment processes to gather data from areas such as Campus Visits, visitors to the Natatorium, students in campus housing as well as orientation visits.

Next Steps

- Identify priorities – while many of the items can advance in parallel, there are also many of the items that will require funding. These items will need to be prioritized by the campus and timelines developed. Several of the items are large initiatives that may need to be phased. Clear expectations should be developed.
- Identify short-term, medium term and long-term categories.
- Once priorities are established, identify office(s) responsible for moving the initiative forward.

APPENDIX A

**Welcoming Campus Initiative – Student Focus
Major Themes Supported by Data**

Provided by Michele Hansen, Executive Director, Institutional Research and Decision Making

Students' Satisfaction with Experiences and Institutional Emphasis on Supportive Environment

- Students' satisfaction with their social experiences has consistently been lower than satisfaction with their academic experiences and the physical environment. More data is likely needed to better understand this trend. (Figure 1)
- First-Year and Senior students at IUPUI were **more likely** than students at peer institutions to indicate that **IUPUI emphasized providing support to help student succeed academically and using learning support services**. However, IUPUI First-Year Students and Seniors indicated that **IUPUI placed less emphasis on providing support for their overall well-being or attending campus activities and events than students at peer institutions**. (Figures 2 and 3)

Commitment to IUPUI and Sense of Belonging

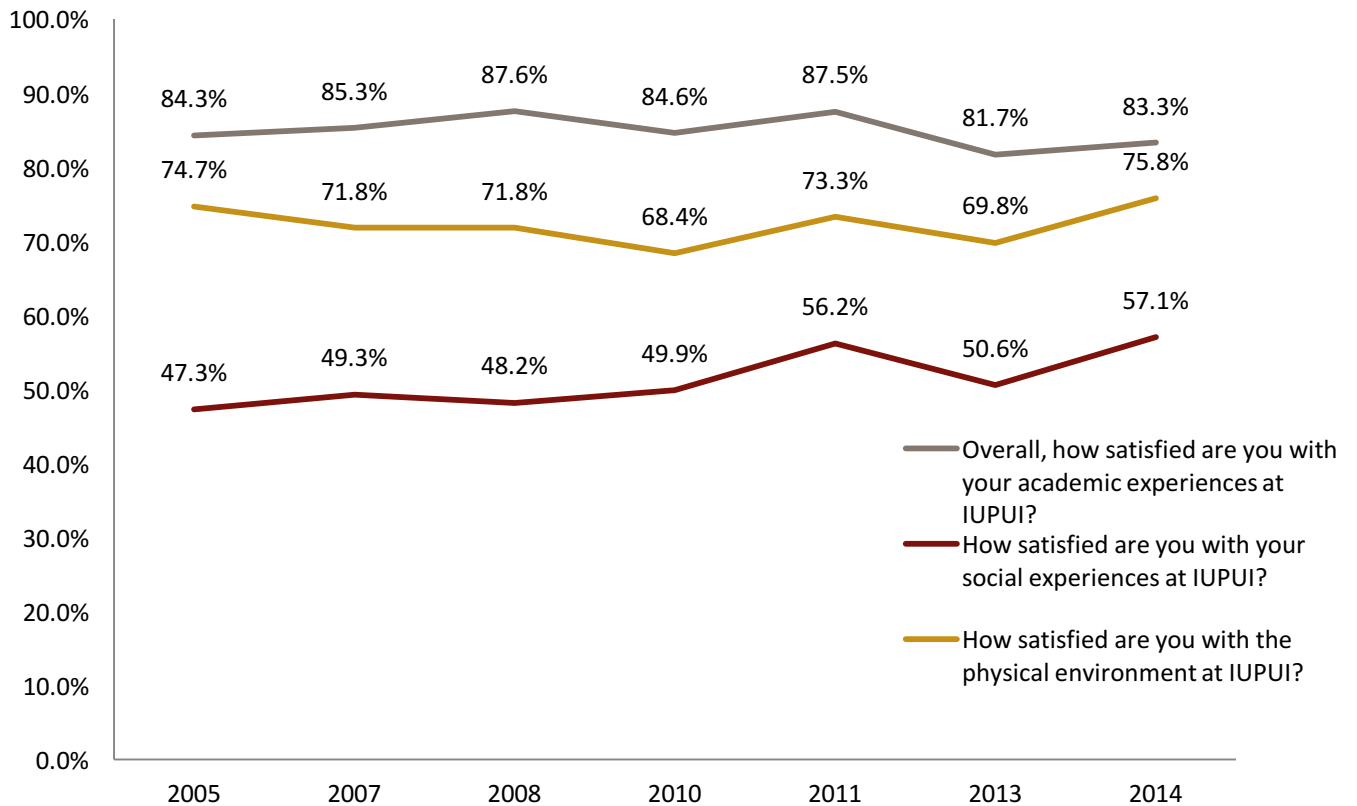
- The majority of new beginning students attending New Student Orientation reported that they **felt extremely glad they chose IUPUI over other colleges (63%), felt proud to tell others that they are attending school here (73%) and that it is important to graduate from IUPUI (rather than another college) (63%)** (% reported moderately to strongly agree). (Figure 4).
- The majority of new beginning students attending New Student Orientation reported that they **felt a sense of belonging to IUPUI (62%)**. There were 90 students who experienced feelings of low sense of belonging. The one-year retention rate of students reporting a low sense of belonging in fall 2014 was 64% which was much lower than students who reported higher levels (76%). Please note that IRDS is working with University College and Student Affairs to collect sense of belonging information on students and intervene early with theory-based interventions to support these students. (Figure 5).

Campus Climate IUPUI Students (see IUPUI Climate Survey 2014 Institutional Research and Decision Support Office of Diversity, Equity, and Inclusion)

- The vast majority of IUPUI students feel free to be themselves, agree IUPUI has a commitment to diversity, and feel safe on campus.
- Students do experience bias/harassment/discrimination on the basis of a number of things (race, sex, LGBTQ+ status, disability, etc.) but not nearly as much as faculty/staff reported it.
 - Most common among non-Christian religious undergraduates, sexual minorities, and transgender students.
- Some areas of consideration:
 - Asian/Middle Eastern students perception that it's difficult to find student opportunities
 - Students with disabilities report faculty members discouraging them from using AES services
 - Black and Latino students talk about access/representation issues (in terms of faculty/staff)

- o LGBTQ+ students experience name-calling and misgendering, women experience hearing folks talk about assumptions/jokes re: women, and students of color talk about people making assumptions regarding their respective groups.

Figure 1
Percentage of Respondents Very Satisfied or Satisfied with Their Overall IUPUI Experiences

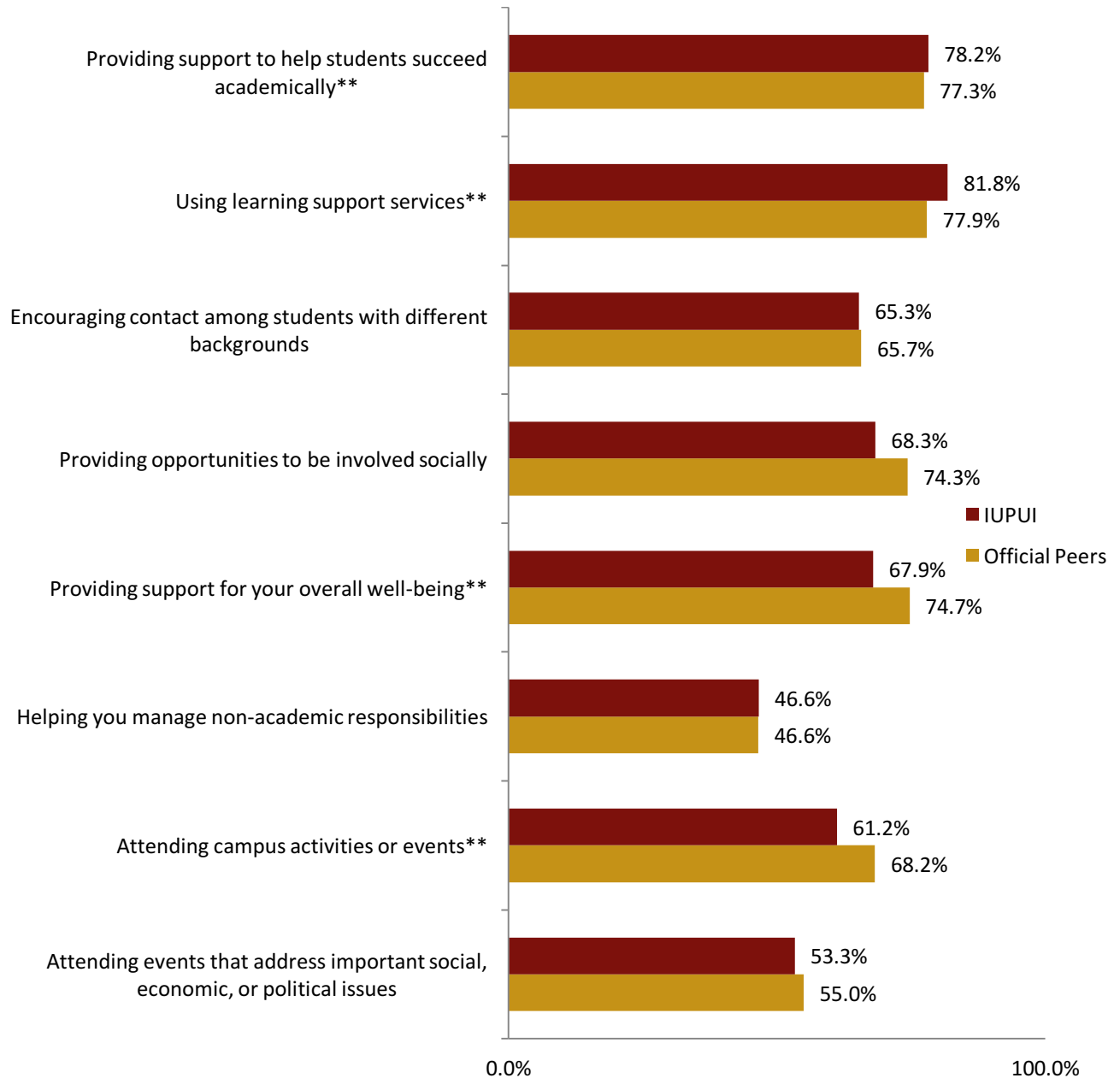


* Data obtained from IUPUI Continuing Student Survey. For complete survey methodology and reports, see <http://irds.iupui.edu/Surveys/Continuing-Students-Survey>

DRAFT

Figure 2
First-Year Students' Ratings of Institutional Emphasis on a Supportive Environment at IUPUI and Peer Institutions

Percentages represent percentage of students indicating "Quite a bit" or "Very much".



* Official peers for this analysis include University at Buffalo, University of Alabama at Birmingham, University of Cincinnati, University of Illinois at Chicago, University of Louisville, University of South Florida, Virginia Commonwealth University, and Wayne State University.

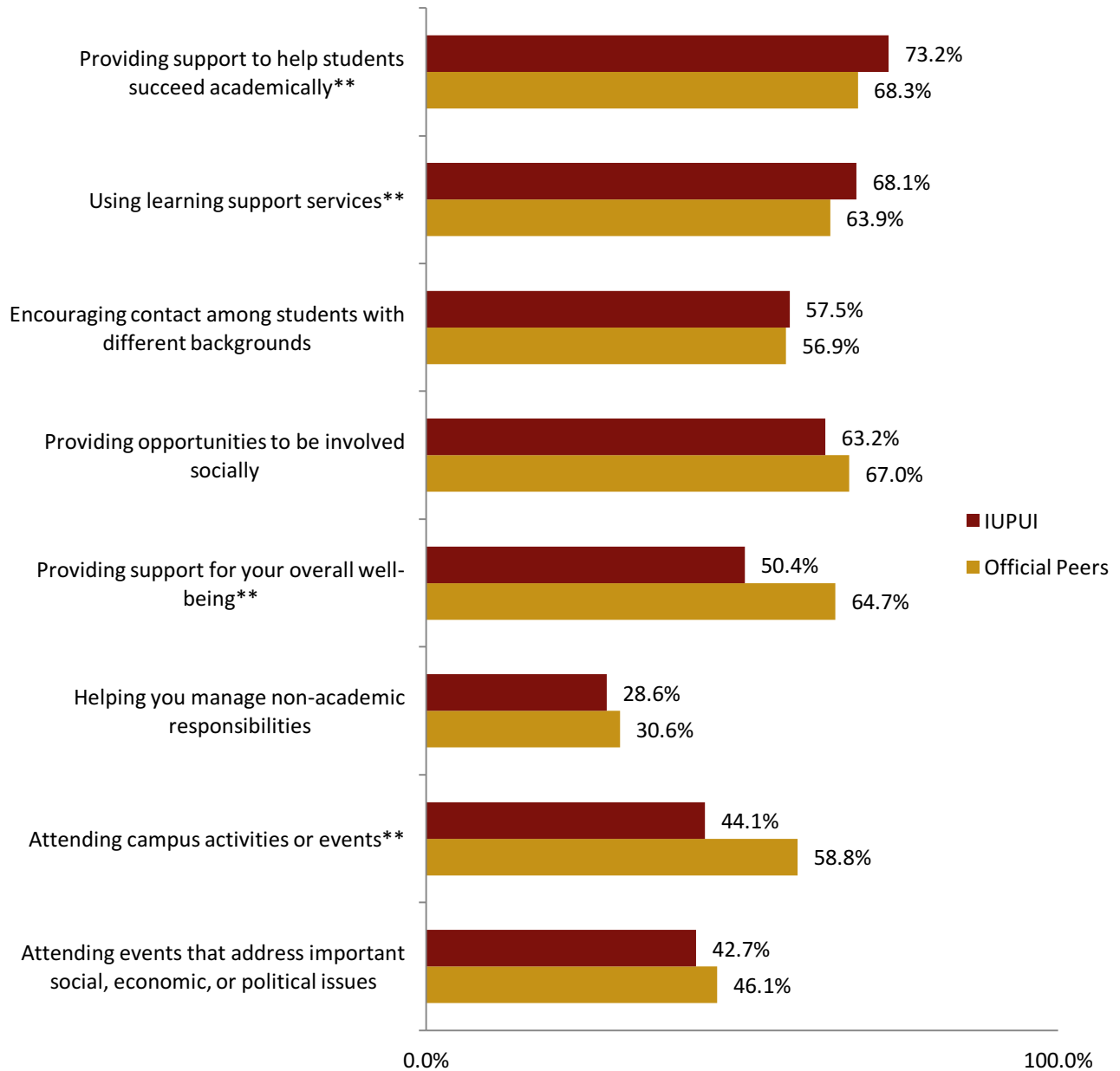
^ Adapted from NSSE Engagement Indicators report and NSSE 2015 Frequencies and Statistical Comparisons. Students were asked to rate "How much does your institution emphasize the following?" on a 4-point scale (4 = Very much, 3 = Quite a bit, 2 = Some, 1 = Very little). For more information please see <http://irds.iupui.edu/Surveys/NSSE/NSSE-2015>.

** Significant difference between IUPUI respondents and respondents from Official Peers on this item at ($\alpha \leq 0.05$).

Figure 3

Senior Students' Ratings of Institutional Emphasis on a Supportive Environment at IUPUI and Peer Institutions*

Percentages represent percentage of students indicating "Quite a bit" or "Very much".



* Official peers for this analysis include University at Buffalo, University of Alabama at Birmingham, University of Cincinnati, University of Illinois at Chicago, University of Louisville, University of South Florida, Virginia Commonwealth University, and Wayne State University.

^ Adapted from NSSE Engagement Indicators report and NSSE 2015 Frequencies and Statistical Comparisons. Students were asked to rate "How much does your institution emphasize the following?"

on a 4-point scale (4 = Very much, 3 = Quite a bit, 2 = Some, 1 = Very little). For more information please see <http://irds.iupui.edu/Surveys/NSSE/NSSE-2015>.

** Significant difference between IUPUI respondents and respondents from Official Peers on this item at ($\alpha \leq 0.05$).

Figure 4

Commitment to IUPUI

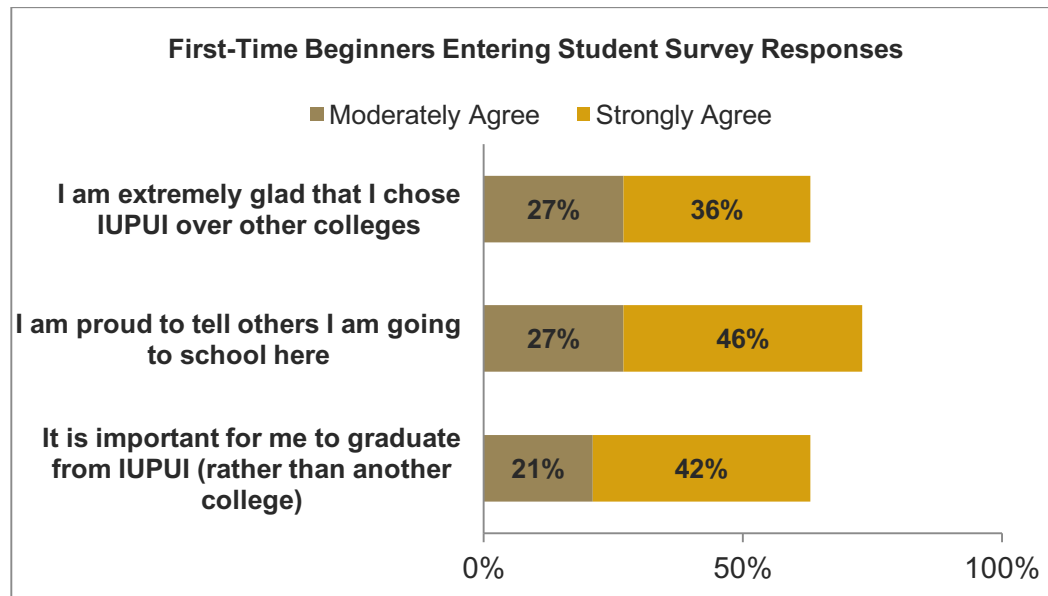
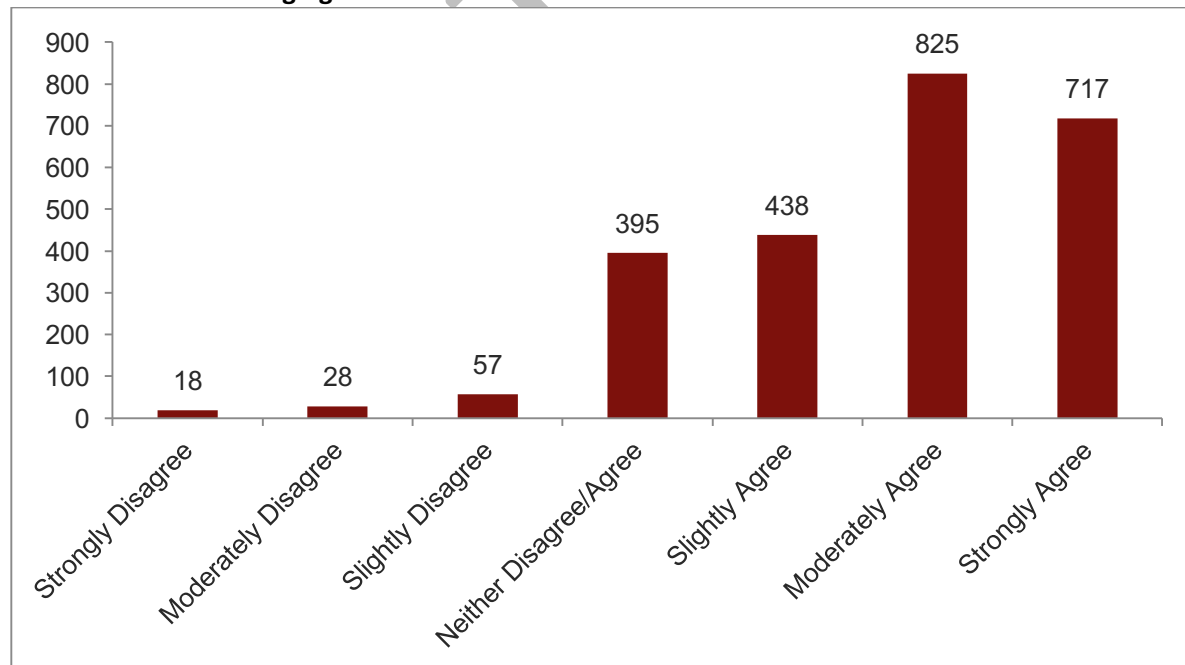


Figure 5

I Feel a Sense of Belonging to IUPUI



2014 One-Year Retention Rate Students with Low Sense of Belonging (N=90)= 64%

APPENDIX B

Survey to Gather Student Voices on a Welcoming Campus (Draft)

(Introductory paragraph inviting student to participate in the survey)

Please rate your experience of IUPUI as Not Welcoming (1) or Welcoming (5) in the following areas:

	Not Welcoming			Welcoming	
Application process	1	2	3	4	5
Physical environment	1	2	3	4	5
Orientation to campus	1	2	3	4	5
Classroom environment	1	2	3	4	5
Academic support	1	2	3	4	5
Class availability/schedule	1	2	3	4	5
Personal support	1	2	3	4	5
Affordability	1	2	3	4	5
Policies	1	2	3	4	5

Please provide examples for each area that applies:

What has made IUPUI a welcoming campus for you?

Application process	
Physical environment	
Orientation to campus	
Classroom environment	
Academic support	
Class availability/schedule	
Personal support	
Affordability	
Policies	

If you have found something unwelcoming at IUPUI, what is that?

Application process	
Physical environment	

Orientation to campus	
Classroom environment	
Academic support	
Class availability/schedule	
Personal support	
Affordability	
Policies	

We know that your experiences at IUPUI may be related to your student status and other responsibilities. Please check the items below that apply to you:

- First semester of college
- Transferred from another undergraduate college/university
- Enrolled in a Graduate or Professional program
- Over the age of 25
- Military Veteran
- Eligible for Pell Grant or other subsidized grant/aid
- International student
- Have not yet decided to attend IUPUI

If there are additional identifiers that you believe have impacted your experience of the IUPUI campus, please list those below:

If you have additional comments, please share those below:

If you would like to discuss your experiences at IUPUI in more detail, please provide your email address: _____

APPENDIX B

Ancillary Materials Developed by Alumni and Community Members Task Force

DRAFT REPORT



IUPUI WELCOMING CAMPUS INITIATIVE

Taskforce on IUPUI as a Welcoming Campus for
Alumni & Community Members

» Initial Recommendations (May 30, 2016)

PREPARED BY



Collabo
CREATIVE

RECOMMENDATIONS FOR THE TASK FORCE

Task Force Objectives

Launched in the spring of 2016, the Welcoming Campus Initiative provides IUPUI the opportunity to re-imagine our campus. This Chancellor's Initiative is seeking broad input on what it means for IUPUI to be truly welcoming for students, faculty and staff, alumni, and community members. This work is being developed through the work of five task forces, each of which will explore a different dimension of IUPUI's culture and environment.

The Community Member & Alumni Task Force was charged with focusing on 7 key question areas (*see right*). This taskforce worked with Collabo Creative—an Indianapolis-based, Service Design consultancy—and engaged community members and alumni in a Participatory Design Research process in order to enable participants to communicate their experiences, in order to frame root—or core—problems, and collaboratively create meaningful solutions.

The recommendations in this document represent an analysis and synthesis of data collected from 2 participatory focus group sessions (34 participants total), a digital probe (12 participants), and a working meeting (10 participants).

COMMUNITY & ALUMNI TASK FORCE QUESTIONS TO FOCUS ON:

- 1 What does a welcoming campus for alumni and community members look like?
 - 2 How do we want alumni and community members to experience IUPUI as a welcoming campus?
 - 3 What are the present ways IUPUI provides a welcoming campus for its alumni and community members?
 - 4 Where are opportunities to strengthen or improve our approaches in welcoming alumni and community members to IUPUI?
-
- 5 How do our peers and other aspirant institutions create welcoming conditions for alumni and community members?
 - 6 How can we foster a greater sense of community, connectedness, belonging, and pride in IUPUI by alumni and community members?
 - 7 Specifically, what are some recommendations concerning things IUPUI should continue doing or consider changing to be more welcoming?

SESSION 1

SESSION 2



Initial Recommendations

The recommendations on the following pages are a synthesis of data gathered from a participatory focus group session on 4/26, (20 participants) a digital probe (which had 12 responses), a working meeting on 5/9 (10 participants), and a second participatory focus group session on 5/24 (14 participants).

These recommendations are organized according to the initial questions and objectives posed for the Community and Alumni Task Force to answer.

1 What does a welcoming campus for alumni and community members look like?

KEY WORDS

Open

Interested in others
Inclusive
Diverse
Sharing

Hospitality

Friendly
Helpful
Caring

Easy

Simple

Sanctuary

Safe

WELCOMING

"I FEEL..."

COMFORTABLE — SAFE — LIKE A PRIORITY

- 1 VISITOR-FOCUSED TOUCHPOINTS
- 2 INTUITIVE NAVIGATION & WAYFINDING
- 3 WELCOMING PHYSICAL SPACES

UNWELCOMING

"I FEEL..."

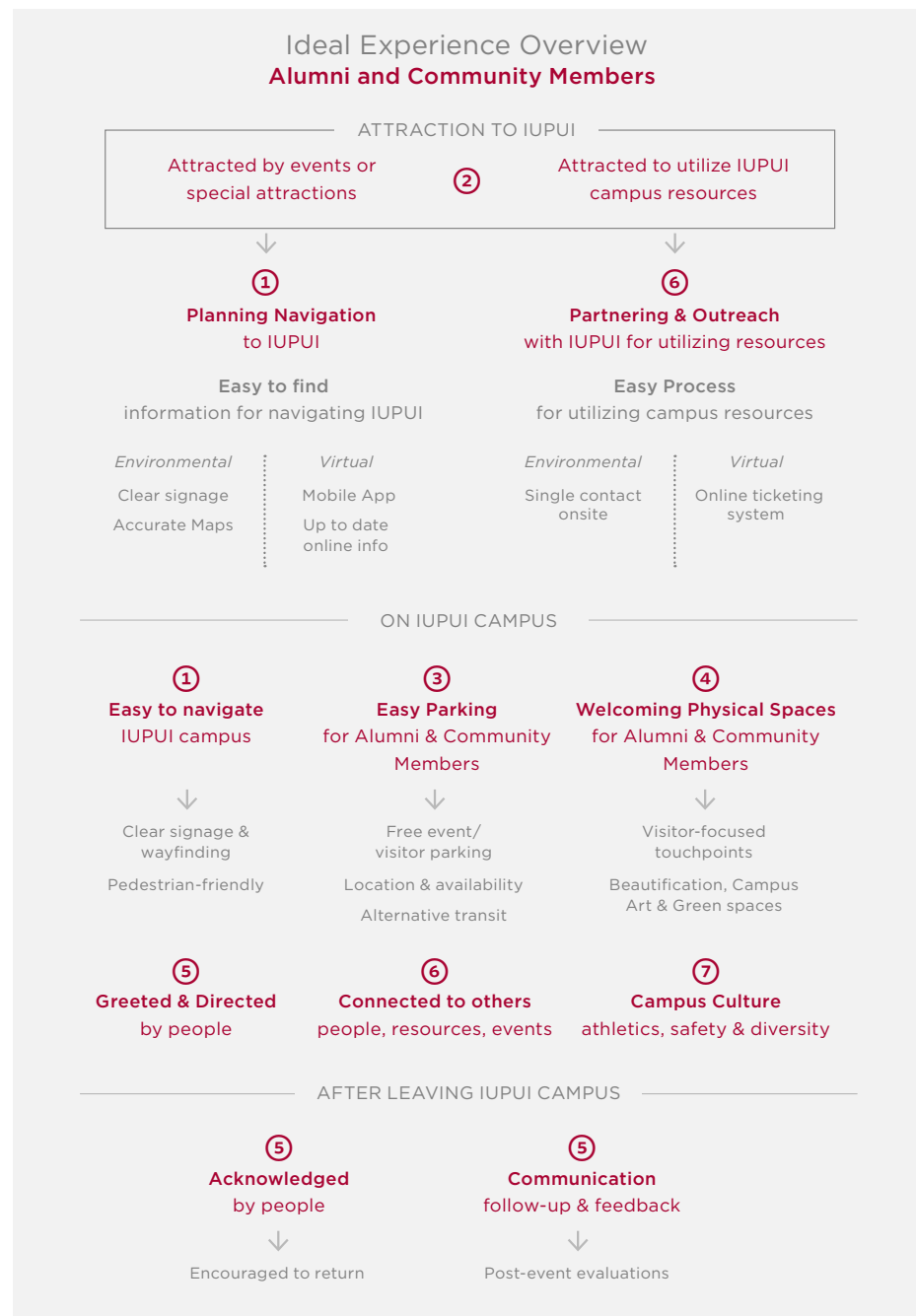
LOST — UNIMPORTANT — OUT OF PLACE

- 1 LACK OF VISITOR-FOCUSED TOUCHPOINTS
- 2 UNCLEAR NAVIGATION & LACK OF WAYFINDING
- 3 LACK OF COMMUNICATION/S

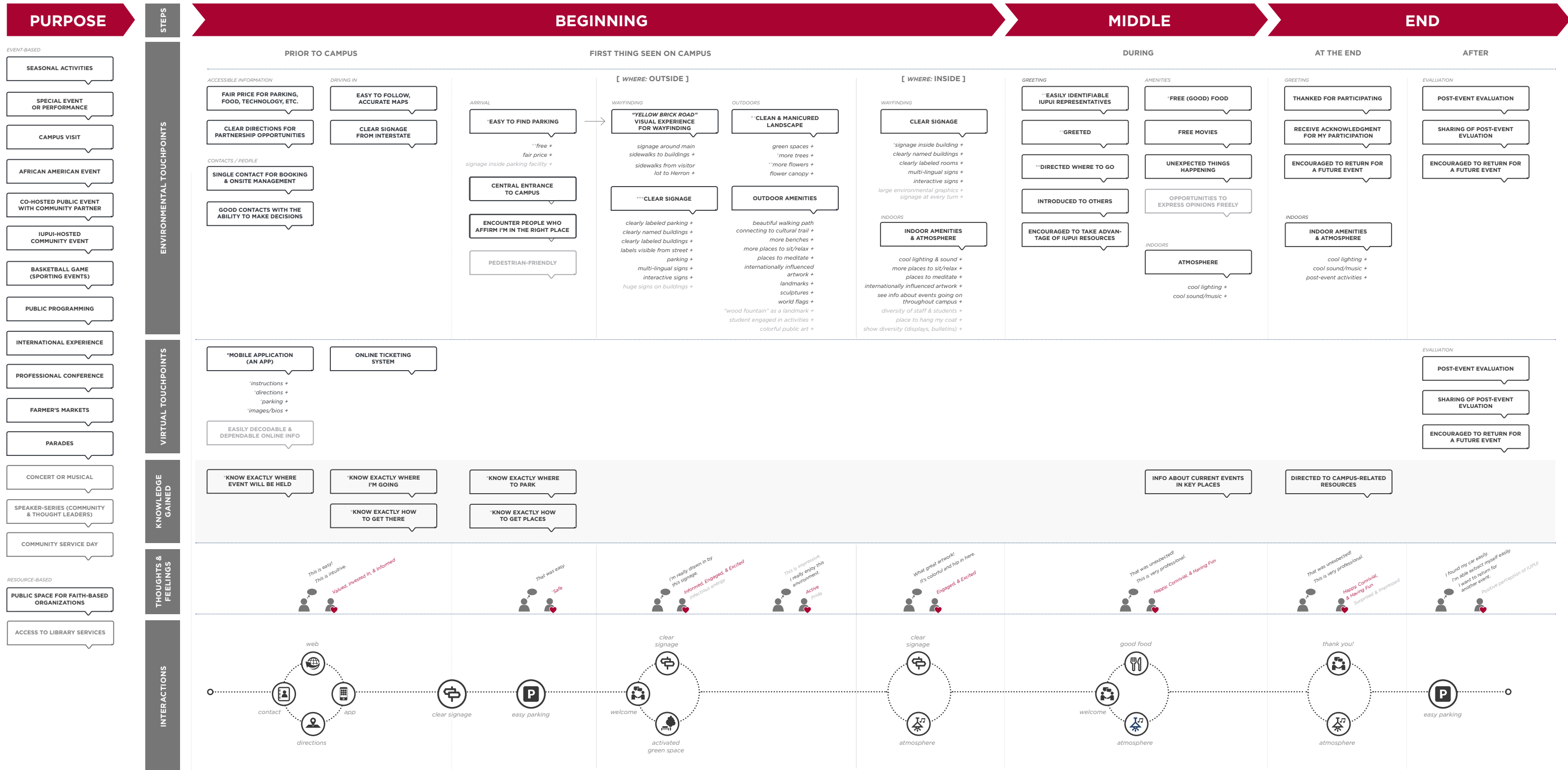
2 How do we want alumni and community members to experience IUPUI as a welcoming campus?

KEY EXPERIENCE TOUCHPOINTS

- 1 Campus Navigation & Wayfinding**
(wayfinding, signage, delineation, pedestrian-friendly)
- 2 Campus Resources**
(facilities, events/programs, technology)
- 3 Parking**
(cost, location & availability, alternative transit)
- 4 Welcoming Physical Spaces**
(visitor-focused touchpoints, green spaces & art)
- 5 Communication**
(greeting, acknowledgment, follow-up & feedback)
- 6 Community Partnering & Outreach**
(easy process, single contact, online systems)
- 7 Campus Culture**
(athletics, safety, diversity)



IDEAL ALUMNI & COMMUNITY MEMBER EXPERIENCE



3 What are the present ways IUPUI provides a welcoming campus for its alumni and community members?

♥ IUPUI is doing well with...

- ① Having welcoming People & Culture
- ② Physical Appearance (cleanliness and location of IUPUI)
- ③ Initiating Community Outreach

"People I have met at IUPUI have made me feel included, valued and a part of something greater than myself."

"I feel strongly that the staff with whom I interact share a pride in making IUPUI better. They want to reach extra to make our campus impactful to the community."

"IUPUI provides a culturally diverse environment. People, faculty, staff are friendly and inviting. Physical spaces are cleaned and welcoming."

Welcoming Scale Average Ranking

3.12/5.0

"IUPUI is somewhat welcoming"
(based on 29 responses)

4 Where are opportunities to strengthen or improve our approaches in welcoming alumni and community members to IUPUI?

⚠ IUPUI could improve...

- ① Parking
(free & accessible)
- ② Campus navigation and wayfinding
(both on- and off-campus)
- ③ Attracting Community Members and Alumni with campus resources
(facilities, services, & environmental green spaces)
- ④ Welcoming Physical Spaces
(green spaces, visitor-specific, atmosphere)

"Across issues are terrible—parking a nightmare, too expensive, mobility handicap accessibility a Library (long walk to get there), community perception about coming to campus is awful, especially for marginalized communication."

"I truly believe that parking in the #1 issues for IUPUI. As someone who plans events, this is what I hear the most from community members."

"Also, the landscaping is minimalistic and utilitarian. Where are the flowers? Beautiful spots to sit down outside?"



5 How do our peers and other aspirant institutions create welcoming conditions for alumni and community members?

ASPIRANT INSTITUTIONS	ENGAGEMENT	PHYSICAL SPACE	CAMPUS PRIDE
San Diego State University, <i>SDSU</i>	<ul style="list-style-type: none"> • Services for community from students (attracted community) • Alumni magazine 		
University of Pennsylvania, <i>PENN</i>	<ul style="list-style-type: none"> • Always events outside 		
Butler University, <i>BU</i>	<ul style="list-style-type: none"> • Programming • People 	<ul style="list-style-type: none"> • Physically attractive with a “Front door” • Walkable 	<ul style="list-style-type: none"> • Campus pride, “Butler way” (Branding community)
University Of Cincinnati, <i>UCIN</i>		<ul style="list-style-type: none"> • Clearly defined “gateway(s)” to campus • Walkability 	
Oberlin College, <i>OC</i>	<ul style="list-style-type: none"> • Student expression everywhere, multiple views, 	<ul style="list-style-type: none"> • Diverse, eclectic, well marked (signage), 	
University Of North Carolina, <i>UNC</i>	<ul style="list-style-type: none"> • Welcome Student Center handled by students (“Student engagement”) 		
Loyola University, <i>LUC</i>	<ul style="list-style-type: none"> • Students invoked in the experience 		<ul style="list-style-type: none"> • Comfort and safety
University Of Nebraska, <i>UN</i>			<ul style="list-style-type: none"> • “Belonging” sense of pride in Lincoln, Nebraska

6 How can we foster a greater sense of *community*, *connectedness*, *belonging*, and *pride* in IUPUI by alumni and community members?

CONNECTEDNESS

Having knowledge and understanding of group/goal/etc.

Sharing purpose

Linked in with a place or group of people

Shared beliefs, values, interests, background, history, culture

Accessible at various points

COMMUNITY

Diverse identities working towards common objectives

A diverse circle of caring people & entities who understand they belong to one another

Shared goals + Values

Working together (Feeling on “same team”)

Cultural connections (values, actions, advocacy) communication

Where you belong...are proud to be...feel connected

PRIDE

Deep sense of a shared accomplishment

Connected by values, history, dispositions

Ownership in the campus

Sports/Athletics

Cumulative value of college experience

Fun-growing memories during significant time of life

Feel sense of belonging

Lived values

BELONGING

Feeling accepted, understood, easy to find commonality, new ideas welcome

Valued individuality in a group context

A mutually meaningful and connected relationship where safety/acceptance and encouragement are present

The place I know and am known

Feeling safe to be different, to be one's self



- 7 Specifically, what are some recommendations concerning things IUPUI should continue doing or consider changing to be a more welcoming?

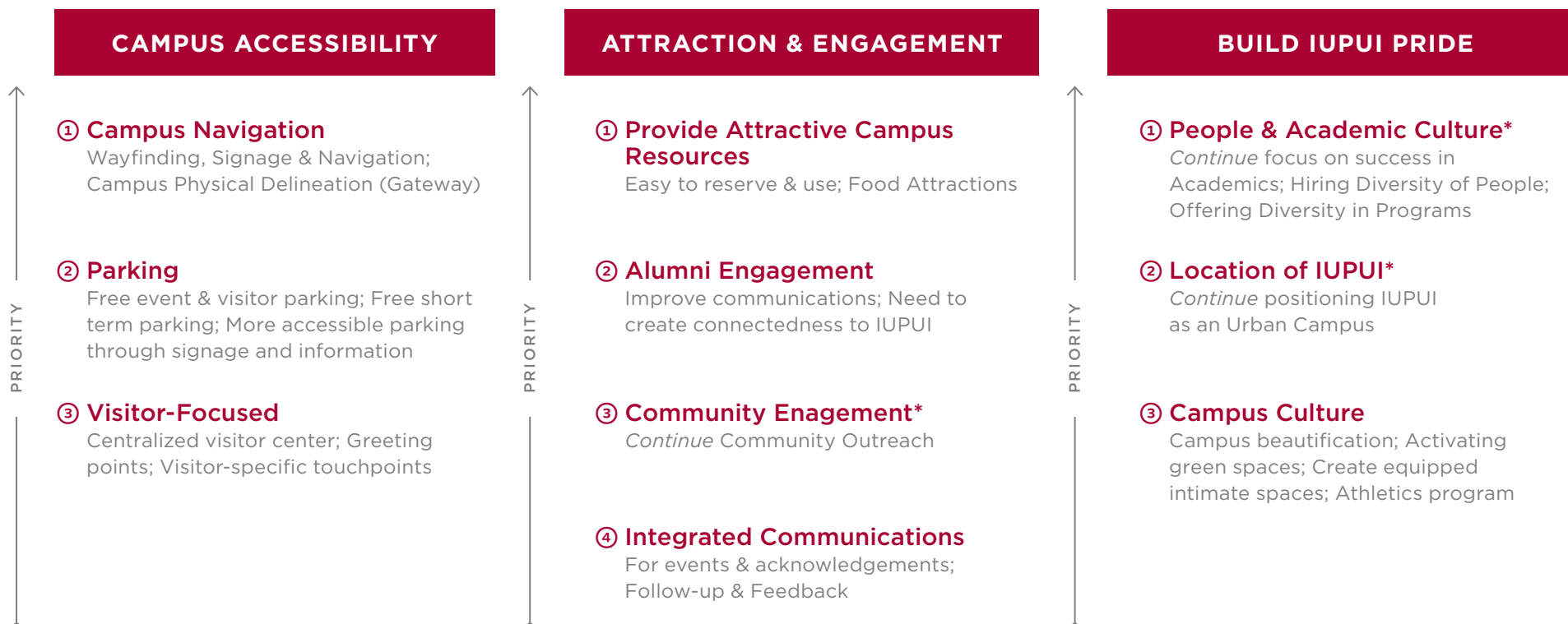
CONTINUE DOING

- ① **Community Engagement**
Continue Community Outreach
- ② **People & Academic Culture**
Focus on success in Academics
Hiring Diversity of People
Offering Diversity in Programs
- ③ **Location of IUPUI**
Positioning IUPUI as an Urban Campus

IDEAS FOR CHANGE

- ① **Welcoming Physical Spaces**
Campus Beautification
Activating Green Spaces
Equipped intimate spaces for
Visitor-Focused Touchpoints
- ② **Campus Navigation**
Wayfinding, Signage & Navigation
Campus Physical Delineation (Gateway)
- ③ **Parking**
Free event & visitor parking
Free short term parking
More accessible parking through
signage and information
- ④ **Provide Attractive Campus Resources**
Easy to reserve & use
Food Attractions
- ⑤ **Alumni Engagement**
Improved communications
Connectedness to IUPUI through
extended learning programs

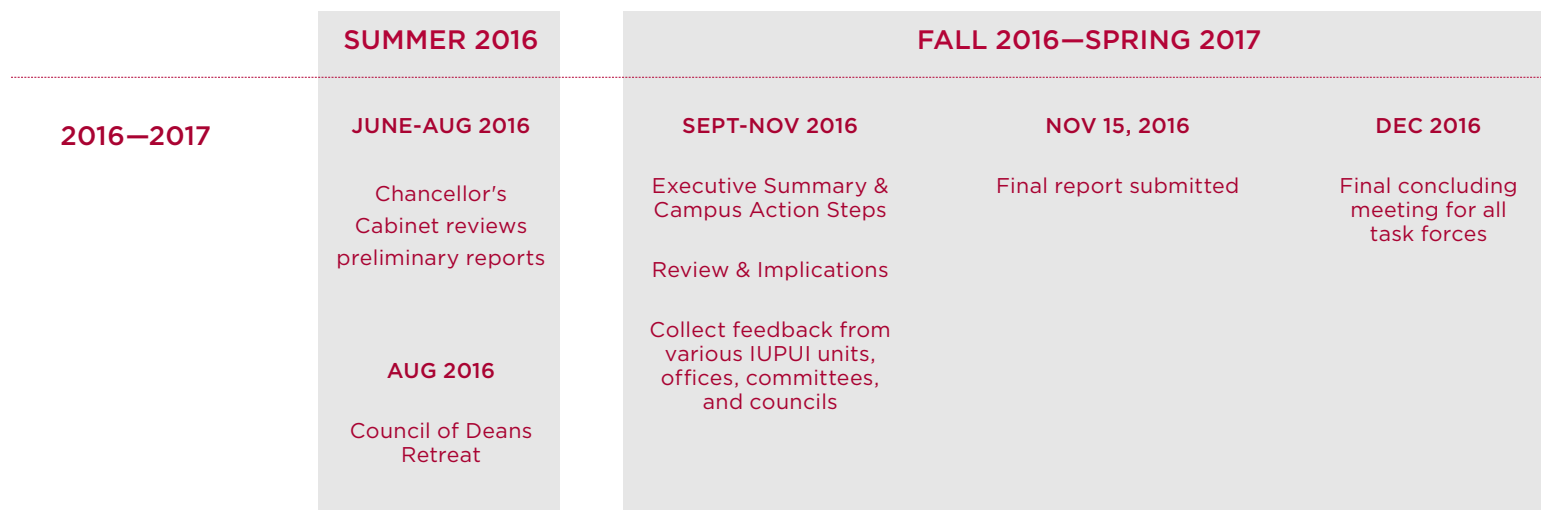
TOP CONCERNS FOR ALUMNI & COMMUNITY MEMBERS



Moving Forward

Once the preliminary report has been submitted from the five task forces, the Chancellor's Cabinet will review the preliminary reports, with the goal of identifying common themes, and beginning to outline some action steps for the campus. At the Council of the Deans Retreat in August 2016, the process-to-date and emerging findings will be reported and feedback will be sought concerning preliminary recommendations. Moving into the 2016-17 Academic Year, an Executive Summary of task force recommendations,

along with action steps for the campus, will be released through various communication channels. Various IUPUI units, offices, committees, and councils will review and determine implications for their work. The task forces will continue their work in the fall semester, as needed, with an update charge given based on feedback from campus stakeholders on their preliminary reports. Final reports will be submitted by November 15, 2016, reflecting updates, edits, and additions based on campus feedback, and a final concluding meeting will take place in early-December.





Connect. Understand. Design.

Let's innovate together!