



IUPUI's Welcoming Campus Initiative Progress Report February 2017

The Context:

Colleges and universities nationally are operating in an era of change, with powerful forces converging at the same time. These include the following:

- **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 feeling welcomed and valued by the institution 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 we describe and define a “campus.”
- **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.

Why the IUPUI Welcoming Campus Initiative:

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.

This initiative is both aligned with and derived from [IUPUI's Strategic Plan: *Our Commitment to Indiana and Beyond*](#). In fact, the broad themes that emerged from Welcoming Campus conversations tie directly to IUPUI strategic goals, including student success, developing faculty and staff, and creating a more inclusive campus, among others.

For IUPUI Students:

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 diverse tapestry reflecting varying demographics, levels of preparedness, socioeconomic status, and future aspirations.

For IUPUI Alumni:

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. That engagement plays a key role on campus not only enriching students' experience but also encouraging our alumni to stay connected to IUPUI, bringing their ideas, energy, and passion back to campus to build traditions and strengthen community.

For Our Faculty and Staff:

The scope of IUPUI both organizationally and physically creates opportunities for a more welcoming approach. We are 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. We want to be an employer of choice and a magnet for talent for faculty and staff who are innovators and leaders in their fields.

For the Community:

Many of our students, faculty, and staff work in and with the community in a spirit of reciprocity to accomplish mutual objectives. In the heart of Indianapolis, IUPUI's physical footprint spans 534 acres, with multiple schools, departments, units, programs as well as physical facilities ranging from classrooms to hospitals, from laboratories to gymnasiums, and from libraries to parking garages. Making this complex organization easier to navigate for thousands of visitors who come here every year is an important goal. Sharing information and simplifying processes can help us build stronger relationships with community partners that promise to create opportunities for students and faculty alike.

Initiative Objectives:

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, both in terms of our climate as well as through 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 in order to be a welcoming campus.

People:

IUPUI's Welcoming Campus Initiative is governed by an Executive Committee, a Steering Committee, and five initial task forces:

- Welcoming Campus for Students
- Welcoming Campus for Faculty and Staff
- Welcoming Campus for Alumni and the Community
- Culture Climate and Multicultural Competence
- Physically Welcoming Campus

Task forces were broadly inclusive with representatives who have expertise working in each respective area from IUPUI faculty and staff, and—where appropriate—students, alumni and the community. Each task force included a dean among other members. Task force co-chairs—including one member from the Chancellor's Cabinet—have served as conveners to facilitate discussion, synthesize information, liaise with the Steering Committee, and develop a preliminary report with recommendations for IUPUI.

The Steering Committee provides connections between and among groups, and offers overall direction, leadership, and coordination of the Welcoming Campus Initiative. Steering Committee members include co-chairs of each task force, members of the Executive Committee, as well as select task force 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 rosters and committee membership are included as Appendix A.

Timeline and Process:

- Spring 2016: Task forces met to define a “welcoming campus” for their particular stakeholder group. They drew on a number of different pre-existing information sources, such as the IUPUI Climate Survey, staff surveys from Staff Council Town Hall

meetings and Affinity Group Dialogues, among others. They also opened new dialogues for discussion with focus groups, formal and informal interviews, and other strategies.

- Mid-May 2016: Each task force assembled a list of recommendations in time for a meeting of all available task force members on May 11, 2016. Attendees reviewed task force findings and discussed overarching themes that emerged from all task forces.
- Late-May 2016: Each task force produced a preliminary report that included recommendations ranging from highly granular to more broadly-defined in nature.
- Summer 2016: The Steering Committee, Executive Committee, and Chancellor's Cabinet reviewed the recommendations, identified alignment with the IUPUI Strategic Plan, and did preliminary prioritizing of recommendations in preparation for a broader, more inclusive review of recommendations beginning in Fall 2016. Five key thematic categories emerged from these reviews that provide a unifying and inclusive framework to discuss and organize recommendations.
- Fall 2016: The Welcoming Campus Initiative was a focus of the IUPUI Council of Deans Retreat held on August 18, 2016. A campus-wide Welcoming Campus Town Hall meeting was held on September 7, 2016, and additional input was sought at various in-tact meetings, offices, committees, and councils, as well as via the welcoming.iupui.edu website. During the November 1, 2016, State of the Campus address, Chancellor Paydar unveiled the \$1M [Welcoming Campus Innovation Fund](#) (see Appendix B for more information). Finally, on December 16, 2016, the Chancellor's Cabinet met to review Welcoming Campus Initiative recommendations and determine: (1) The Cabinet member's portfolio(s) to which each individual recommendation belongs; (2) Whether or not some variation of the recommendation is already underway at IUPUI; and (3) Recommendations that are likely candidates to serve as examples of projects to be funded by the Welcoming Campus Innovation Fund.
- Spring 2017: Phased Implementation of Welcoming Campus Initiative recommendations will begin. Because the Welcoming Campus Initiative functions as a mechanism for continuing to prioritize and achieve several of our campus's strategic plan goals, many of the recommended actions from task forces are closely tied to projects that are already underway. As such, the implementation of Welcoming Campus recommendations has, in many instances, already begun. Proposals will be solicited for the Welcoming Campus Innovation fund, which will also contribute to the activities supporting IUPUI's forthcoming 50th Anniversary, with several projects designed to be showcased during the 50th Anniversary Celebration Year (Academic Year 2018-19). Finally, Chancellor's Cabinet members will continue to discuss feasibility of recommendations, including ongoing priorities, with meetings, offices, committees, and councils within their respective portfolios throughout spring semester 2017.

Overview of Recommendations:

In the planning phase of the Welcoming Campus Initiative, task force members worked to develop sets of recommendations that fell into the key thematic categories below.

Key Thematic Categories:

- Creating a Vibrant and Inclusive Student Experience
- Designing an Accessible, Inspiring Urban Campus
- Investing in Faculty and Staff
- Communicating Who We Are
- Engaging and Integrating with the Community

Beginning in Fall 2016, the opportunity for submitting recommendations expanded campus-wide through town hall meetings and a web portal. The full set of recommendations is included as Appendix C, which also indicates the alignment between recommendations and the IUPUI Strategic Plan. Additional details from task force meetings are included as Appendix D.

The recommendations revealed a set of overarching projects that offer great promise for making IUPUI a more welcoming and inclusive campus. Several of those projects are outlined below:

- Parking:
 - Develop a community-centric approach to parking, especially for special events. This might entail free or reduced parking fees, special signage that will allow people more easily to navigate toward the appropriate garage or lot, or technology that will allow people easily to find open parking spots.
- Public Art:
 - Develop a planned approach to public art at IUPUI that include an art fund to be used for visiting exhibitions or installations such as the Horizons installation that was at IUPUI in 2016-17; a set of sculptures such as a jaguar sculpture that serve to identify our campus and build campus pride; and a map or walking tour of existing sculptures and other culture features on campus that will help convey our campus history, build a sense of place, and encourage community engagement. This final element could be developed in conjunction or alignment with the Indianapolis Cultural Trail that runs through the middle of campus.
- Food:
 - Expand available high quality and healthy food options in and around the IUPUI campus, appealing to IUPUI's diverse stakeholders and international student population. This is especially important for students, faculty, and staff who adhere to strict vegetarian or halal diets and have difficulty finding restaurant options to meet their needs on campus. In addition, providing evening and

weekend on-campus dining options would help stimulate campus life and encourage student engagement at times that classes might not get students out of their rooms.

- IUPUI Visitor Program:
 - In addition to the parking option above, develop a comprehensive and strategic approach to campus visitor services. This might range from creating an easily accessible and navigable campus calendar focused on campus events of community interest; targeting communication such as event invitations to a community audience; enhancing our campus ambassador program such that each community event on campus is staffed with student volunteers who can provide information about the event, answer questions, and provide other assistance as requested; developing a visitor center on campus that would serve as a “home base” or starting place for visitors to campus. This project has a great many more possibilities that grow out of the recommendations.

- Campus Calendar:
 - Reconceive both the design and training related to the IUPUI Campus Events Calendar, which needs to be a clearinghouse for all scheduled events on campus. This would entail both a redesign of the site as well as a more systematic approach to training such that IUPUI staff understand who has access, who needs access, and how to use it once they have access.

- Comprehensive Mentoring Program:
 - Recognizing the value of mentoring across the board, develop a multi-tiered mentoring program that will enhance retention and that could include the following:
 - IUPUI faculty and staff paired with IPS K-12 students
 - IUPUI staff mentoring program that pairs staff members with years of experience at IUPUI with incoming staff members to build a sense of campus pride and ensure continuity of service and transfer of knowledge
 - IUPUI faculty paired with incoming undergraduate students to help those students persist to graduation
 - Advanced IUPUI students paired with incoming students, again to assist with retention

- Enhanced Onboarding for IUPUI Faculty and Staff:
 - Review the campus approach to onboarding new employees—both faculty and staff—to ensure that every employee feels welcome. This may include the following: an outline of their specific job responsibilities; their unit’s responsibilities on campus as well as how that unit fits into the campus structure, has a plan in place for the first few weeks, including background meetings has the information and material they need to feel welcome, pairs

them with mentors, and ensures that they have as much information and support as they need to succeed.

- Campus Wayfinding:
 - Improve wayfinding on campus to better identify campus boundaries and enhance navigability of the campus as a whole. This would help build a sense of campus pride and identity. This might take the form of the following:
 - Campus gateways that clearly indicate the boundaries of campus and offer a powerful sense of IUPUI identity
 - Exterior signage that more clearly identifies campus landmarks and buildings so that students, faculty, staff, and visitors know where they are on campus and can more easily reach their destination
 - Wayfinding cellphone or other App that those on campus can track the IUPUI calendar, find parking, and find their way to events

Ongoing Implementation of the Welcoming Campus Initiative

- Responsibility for Welcoming Campus Initiative Recommendations: Each Welcoming Campus Initiative recommendation has been assigned to a Chancellor's Cabinet member's portfolio(s). Recommendations are being reviewed by in-tact meetings, offices, committees, and councils to determine feasibility, prioritization, and/or clarification. Moreover, distributed responsibility for implementing the recommendations will also be carried out throughout IUPUI's various academic and administrative units, depending on the nature, scope, and scale of the recommendation.
- Monitoring and Reporting Progress: The Welcoming Campus Initiative will be institutionalized, in part, through a series of ongoing monitoring and reporting activities. The Campus Annual Report, due to campus administration each July, will ask Chancellor's Cabinet members to report on implementation progress of IUPUI's Welcoming Campus Initiative recommendations from a central, campus-level perspective. Additionally, the Campus Annual Report will also ask IUPUI's various academic and administrative units to report on efforts to implement Welcoming Campus Initiative recommendations in their local context. Recipients of funding from the Welcoming Campus Innovation Fund will produce progress reports and a final project report evaluating the objectives, activities, and outcomes of their project, along with how the project intends to be scaled and sustained.
- Communicating to Stakeholders: Periodic progress reports concerning the Welcoming Campus Initiative will be posted the welcoming.iupui.edu website. Additional communication on the implementation of Welcoming Campus Initiative recommendations will occur at various events throughout the year, including the annual Council of Deans Retreat, the Chancellor's State of the Campus Address, and the Chancellor's Report to the Community. Highlights of the Welcoming Campus Initiative will also be featured in the public-facing IUPUI Annual Report.

- Funding, Scaling, and Sustaining Recommendations: In addition to projects receiving support from the Welcoming Campus Innovation Fund, Cabinet members will determine funding priorities for recommendations within their respective portfolio. For cross-cutting recommendations requiring broader support, discussion with the campus-level Resource Planning Committee will occur. Finally, the Welcoming Campus Initiative recommendations will remain one of the key priorities for philanthropic support through the [IU Bicentennial Campaign](#).

Appendix A: Committee and Task Force Rosters

Executive Committee

- Kathy Johnson, Executive Vice Chancellor and Chief Academic Officer – Chair
- Christine Fitzpatrick, Chief of Staff, Office of the Chancellor
- Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement
- Becky Wood, Assistant to the Chancellor for Communications

Steering Committee

- Kathy Johnson – Chair
- Robin Hughes, Interim Executive Associate Dean, School of Education
- Jim Klenner, President of Staff Council
- Robin Newhouse, Dean, School of Nursing
- Marianne Wokeck, past-President of IFC
- Representatives of the Undergraduate and Graduate Student Governments
- **Task Force Co-Chairs:**
 - Welcoming Campus for Students:
Tralicia Lewis and Cathy Buyarski
 - Welcoming Campus for Faculty and Staff:
Simon Atkinson and Juletta Toliver
 - Welcoming Campus through Cultural Climate and Multicultural Competence:
Karen Dace and Lori Patton Davis
 - Welcoming Campus for Alumni and Community Members:
Amy Warner and Monica Medina
 - Welcoming Campus in our Physical Environment:
Camy Broeker and Aaron Hart

Welcoming Campus Student Task Force

- Tralicia Lewis (Co-Chair), Interim Vice Chancellor for Student Affairs (Chancellor's Cabinet representative)
- Cathy Buyarski (Co-Chair), Associate Dean for Student Affairs, University College and Executive Director for Student Success Initiatives, Division of Undergraduate Education
- Jane Alexander, Student and Alumni Services Coordinator, Department of Biology
- Alison Bell, Director, IUPUI Degree Completion Office
- Janice Blum, Associate Vice Chancellor for Graduate Education and Associate Dean of the Graduate School
- Leslie Bozeman, Director of Curriculum Internationalization, Office of International Affairs
- Michele Hansen, Executive Director, Institutional Research and Decision Support
- Kasha Hayden, Black Student Union Representative
- Antione Haywood, Assistant Dean, Medical Student Affairs, School of Medicine
- Wayne Hilson, Director of Multicultural Academic Relations, Office of Diversity, Equity, and Inclusion

- Julia Lash, Director, Counseling and Psychological Services
- Willie Miller, Informatics and Journalism Librarian, University Library
- Yohlunda Mosley, Director of Undergraduate Admissions
- Lo Ray, LGBTQ Student Alliance Representative
- David Russomanno, Dean, School of Engineering and Technology (Dean representative)
- Jason Spratt, Dean of Students
- Jennifer Thorington-Springer, Director of RISE
- Jeff Watt, The M.L. Bittinger Chair of Mathematics Education, Professor & Associate Dean for Student Affairs and Outreach, School of Science

Welcoming Campus Faculty & Staff Task Force

- Simon Atkinson (Co-Chair), Interim Vice Chancellor for Research (Chancellor's Cabinet representative)
- Juletta Toliver (Co-Chair), Interim Assistant Vice Chancellor for Human Resources Administration
- Mary Austrom, Associate Dean for Diversity Affairs, IU School of Medicine
- Ed Berbari, Vice President of IUPUI Faculty, Indianapolis Faculty Council
- Kerri Dabbs, Director of Organizational Development and Training, Human Resources Administration
- Jose Espada, Director of Student Financial Services, IU School of Medicine
- Margaret Ferguson, Interim Senior Associate Vice Chancellor for Academic Affairs
- Jay Gladden, Dean, School of Physical Education and Tourism Management
- Kathy Grove, Director, IUPUI Office for Women
- Barb Hanes, Senior Accounts Administration, UITS; First Vice President, IUPUI Staff Council
- Kim Kirkland, Director, Office of Equal Opportunity
- Gil Latz, Associate Vice Chancellor for International Affairs, IUPUI, and Associate Vice President of International Affairs, Indiana University
- Anne Mitchell, Director of Survey Research and Evaluation, Institutional Research and Decision Support
- Paul Porter, Director of Programs & Evaluation for Diversity Affairs, IU School of Medicine
- Tim Roach, IUPUI Staff Council School of Medicine Representative and Staff Council Members-at-Large Representative
- Gail Williamson, Director of Faculty Enhancement, Office of Academic Affairs

Welcoming Campus Alumni & Community Task Force

- Amy Warner (Co-Chair), Vice Chancellor for Community Engagement (Chancellor's Cabinet representative)
- Monica Medina (Co-Chair) IU School of Education at IUPUI, Midwest Community Schools Initiative
- Silvia Bigatti, IU Fairbanks School of Public Health at IUPUI
- Teresa Bennett, Assistant Vice Chancellor for Community Engagement and Executive Director for Professional Development and Corporate Education

- Pam Blevins Hinkle, Director, Spirit and Place Festival
- Abbey Chambers, Graduate Coordinator and Career Advisor, Basile Center, Herron School of Art
- Gina Claxton, Program Manager, Indiana Clinical and Translational Sciences Institute (CTSI) Community Health Engagement Program
- Chris Gahl, Vice President of Marketing and Communications, Visit Indy
- David Gard, Assistant Vice President for Economic Development, IU Office of Engagement
- Carolyn Gentle-Genitty, Associate Professor and Director of the Bachelor of Social Work Program, School of Social Work
- John Griffin, IUPUI Board of Advisors, E&T BS, McKinney Law '94
- Michael Howe, Executive Director, IU Natatorium
- Sara Johnson, Director of Executive Education and Clinical Assistant Professor, School of Public and Environmental Affairs
- Jason Kelly, Director, Indiana Arts and Humanities Institute
- Claudette Lands, Assistant Dean of Student Support and Diversity, School of Education
- Jayme Little, Interim Executive Director, IUPUI Office of Alumni Relations
- Jonna Kane MacDougall, Assistant Dean for External Affairs and Alumni Relations, IU McKinney School of Law
- Lindsey Mintz, Executive Director, Indianapolis Jewish Relations Council
- Deb Hirt Neary, Manager of International Information and Communications, Office of International Affairs
- Clayton Nicholas, Visiting Industry Research Specialist, Office of the Vice Chancellor for Research
- Kindra Orr, Assistant Dean for Administration, University Library
- John Rasmussen, Senior Associate Athletic Director, IUPUI Athletics
- Matt Rust, Director, IUPUI Career and Advising Services
- Todd Saxton, Associate Professor, Strategy and Entrepreneurship and Hatfield Venture Faculty Fellow, IU Kelley School of Business-Indianapolis
- Bob Schultz, Vice President of Marketing and Communications, Downtown Indy
- Andrea Simpson, Director, IUPUI Alumni Programs
- Kurt Snyder, Executive Director, IU Continuing Medical Education
- Jennifer Springer, Community Outreach Coordinator, Immigrant Welcome Center
- Bill Stanczykiewicz, Director, The Fund Raising School
- Adam Thies, Assistant Vice President, Capital Planning and Facilities
- Michael Twyman, Black Lives Matter Coordinator
- Charlie Wiles, Executive Director, Center for Interfaith Cooperation
- John Williams, Dean, IU School of Dentistry
- Marshawn Wolley, Director of Partner Relations, Visit Indy, Urban League Board of Directors
- Nancy Wright, Director, IUPUI Event and Conference Services
- Joe Xu, Director, Confucius Institute

Welcoming Campus Task Force on Cultural Climate

- Karen Dace (Co-Chair), Vice Chancellor for Diversity, Equity, and Inclusion (Chancellor's Cabinet representative)
- Lori Patton Davis (Co-Chair), Associate Professor, Higher Education and Student Affairs
- Sara Allaei, Executive Director for International Affairs, IUPUI, and Assistant Vice President for International Services, Indiana University
- Kim Bloodgood, Director, Office for Veterans and Military Personnel
- Richard Bray, Director, Faith-Based Partnerships and Economic Development, Family, School, and Neighborhood Engagement, Office of Community Engagement
- Mercedes Cannon, Faculty/Student Liaison, Adaptive Educational Services
- Charmayne 'Charli' Champion-Shaw, Director, American Indian Programs and Director, Native American & Indigenous Studies, Native American Faculty and Staff Council Representative
- Yaobin Chen, Professor and Chair, Department of Electrical and Computer Engineering Asian Pacific American Faculty and Staff Council Representative
- Khaula Murtadha, Associate Vice Chancellor for IUPUI Family, School, and Neighborhood Engagement, Office of Community Engagement
- Christian Page, Black Student Union Representative
- Simon Rhodes, Dean, School of Science (Dean Representative)
- Regina Turner, Associate Professor, Communication Studies, Black Faculty and Staff Council Representative
- Khalilah Shabazz, Director, Multicultural Center
- Fabio Tataco, Latino Student Association Representative

Physically Welcoming Campus Task Force

- Camy Broeker (Co-Chair), Interim Vice Chancellor for Finance and Administration (Chancellor's Cabinet representative)
- Aaron Hart (Co-Chair), Director of Housing and Residential Life
- Kristy Beach, Office of Academic Affairs, Student Portfolio Coordinator; Second Vice President, IUPUI Staff Council
- Amanda Cecil, Associate Professor, Tourism, Convention, and Event Management
- Jessica Davis, Director, IUPUI Office of Sustainability
- Joe Hayes, Director, IUPUI Campus Center (also on the Cultural Climate committee)
- Youngbok Hong, Associate Professor and Director of Visual Communication Design Graduate Program
- Jeffrey Dean, Senior Advisor to the Chancellor, Professor of Pediatric Dentistry, and Professor of Orthodontics
- Pam King, Director, Adaptive Education Services
- Valerie Eickmeier, Dean, Herron School of Art and Design (Dean representative)
- Darrel Nickolson, Interior Design Technology
- Mary Beth Myers, Registrar
- Kindra Orr, Assistant Dean for Administration, University Library
- Terri Tarr, Associate Director, Center for Teaching and Learning
- Bob True, Chief of Police, IUPUI

- Mia Williams, Indiana University Landscape Architect
- Emily Wren, Associate Vice Chancellor for Facilities Management

Appendix B

IUPUI Welcoming Campus Innovation Fund Information

Purpose:

- Provide internal grants of up to \$25,000, with a match by the proposing unit, to support implementation of recommendations emerging from the [Welcoming Campus Initiative](#), specifically related to these themes:
 - Creating a Vibrant and Inclusive Student Experience
 - Designing an Accessible, Inspiring Urban Campus
 - Investing in Faculty and Staff
 - Communicating Who We Are
 - Engaging and Integrating with the Community
- Seed investments that can contribute to IUPUI's 50th Anniversary, which occurs during Academic Year (AY) 2018-19
- Foster collaboration across IUPUI's various academic and administrative units
- Identify ways to scale and sustain the project, ideally through ongoing philanthropic support
- Evaluate the effectiveness of the project's goals, activities, and outcomes

Eligibility to Submit a Proposal:

- IUPUI full-time faculty and staff members
- Registered student organizations, including student government (USG and GPSG)

Match Requirements:

- In-kind contributions, departmental funding, and/or philanthropic commitments
- Letter of support from unit head required, identifying source and amount of match

Suggested Evaluation Criteria for Project Proposals:

- The project is aligned to one or more of the Welcoming Campus Initiative themes
- The project is collaborative in nature and the project's activities and impact will transcend more than one academic or administrative unit at IUPUI
- The project can be reasonably developed during AY 2017-18 to be showcased during IUPUI's 50th Anniversary Year, AY 2018-19
- The project articulates clear goals, activities, and outcomes
- The project identifies specific audiences or stakeholders who would participate in, or benefit from, project activities
- The project explains ways in which it might be scaled and sustained after initial implementation, including identifying potential sources of ongoing support (e.g., philanthropic opportunities)
- The project presents a plan to evaluate its effectiveness
- The project budget is appropriate, conforms to IU policy, and includes the required match

Proposal Review Committee:

The proposal review committee will make funding recommendations for awards to the Chancellor.

1. Simon Atkinson, Interim Vice Chancellor for Research; Liaison to IU Bicentennial Committee
2. Rafael Bahamonde, Interim Dean, School of Physical Education and Tourism Management
3. Tina Baich, Associate Librarian, University Library; IUPUI Faculty Council
4. Kristy Beach, Student Portfolio Coordinator, School of Dentistry; IUPUI Staff Council Second Vice President
5. Karen Dace, Vice Chancellor of Diversity, Equity and Inclusion; Co-Chair, Chancellor's Task Force on IUPUI as a Welcoming Campus through Cultural Climate and Multicultural Competence
6. John Hassell, OneAmerica Chair and Professor of Accounting, Kelley School of Business; IUPUI Faculty Council Executive Committee
7. Daniel Henkel, Alumnus (B.A. '84), School of Liberal Arts
8. Patti Holt, Director of Fiscal and HR Affairs, School of Medicine
9. Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement; Welcoming Campus Initiative Executive Committee
10. Monica Medina, Clinical Associate Professor, School of Education; Co-chair, Chancellor's Task Force on IUPUI as a Welcoming Campus for Alumni and Community Members
11. Sherry Queener, Professor Emeritus of Pharmacology; IUPUI Senior Academy
12. Hasan Radwan, Treasurer, Undergraduate Student Government
13. Simon Rhodes, Dean, School of Science; Co-chair, IUPUI 50th Anniversary Steering Committee
14. Taylor Rhodes, President, Graduate and Professional Student Government

Ex Officio members of the review committee:

1. Christine Fitzpatrick, Chief of Staff, Office of the Chancellor (Principal Program Officer and Committee Convener)
2. Camy Broeker, Vice Chancellor for Finance
3. Dee Metaj, Vice President for Development, Indianapolis, Indiana University Foundation

Suggested Timeline:

12/20/16:	Discussion at Chancellor Paydar's Cabinet
1/4/17:	Preview to the Council of Deans
1/10/17:	Campus Announcement about Fund Guidelines and Process
1/10/17:	Faculty Council Presentation
1/23/17:	Combined meeting of Welcoming Campus & 50 th Anniversary Groups
2/1/17:	Graduate and Professional Student Government Presentation
2/1/17:	Orientation/Workshop on Developing Fund Proposals

2/3/17:	Undergraduate Student Government Presentation
2/9/17:	Orientation/Workshop on Developing Fund Proposals
2/15/17:	Staff Council Presentation
2//24/17:	Letter of Intent Due
3/24/17:	Fund Proposals Due
Week of 4/3/17:	Committee Reviews Proposals and Makes Funding Recommendations
Week of 4/24/17:	Campus Announcement about Funded Proposals
5/11/17:	Awardee Workshops to Plan for Implementation
5/12/17:	Awardee Workshops to Plan for Implementation
7/1/17:	Project Implementation Begins
10/16/17:	Project Status Updates Due
November 2017:	Status Updates Mentioned During State of the Campus Address
1/31/18:	Project Status Updates Due
February 2018:	Status Updates Mentioned During Report to the Community
4/30/18:	Project Status Updates Due
6/30/18:	Project Implementation Concludes
8/1/18:	Final Project Reports Due
AY 2018-19:	Project Demonstration Showcases during IUPUI's 50 th Anniversary Year

Examples of Potential Projects (from Welcoming Campus Initiative feedback):

Creating a Vibrant and Inclusive Student Experience

Projects supporting this theme will contribute to IUPUI's goals for student success by focusing on ways in which IUPUI can create a more welcoming campus for students and strengthen students' sense of connectedness and belonging. Example projects might include:

- Build an inventory of signature campus events and traditions as a place to start campus-wide coordination
- Infuse diversity into the curriculum with an introductory course for all incoming students
- Establish a visiting lecturer/professor position in urban culture with expectation that s/he will engage the community
- Focus on developing diversity and tie to the city's initiatives, including providing scholarships for diversity, and programming support on diversity
- Provide wrap-around services for students (mentoring, advising, counseling, etc.)
- Create a welcome packet for incoming students

Designing an Accessible, Inspiring Urban Campus

Projects supporting this theme will promote pride and engagement through activities and enhancements to IUPUI's physical space. Example projects might include:

- Improve campus navigation on and off campus by improving wayfinding, signage and campus physical delineation
- Build IUPUI pride related to its location
- Develop campus art fund, sculptures/public art
- Focus on seeking donors for student gathering spaces
- Identify ways for students to have more interactions with faculty, staff, and administrators

- Use high traffic interior space to tell the IUPUI story
- Create meditation gardens
- Create some kind of monument that shows the inclusiveness of our meaning of diversity here
- Create an IUPUI welcome day

Investing in Faculty and Staff

Projects supporting this theme will demonstrate strategies and approaches that can foster ongoing commitment by employees to IUPUI as well as by IUPUI to its employees. Example projects might include:

- Develop a formal mentoring program for staff
- 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
- Develop cultural humility and anti-bias training modules for staff and faculty
- Create programs to improve customer service and professionalism across campus
- Create “Indiana Sabbaticals” – both ways: sending faculty/staff from IUPUI to the community and inviting community members to IUPUI
- Develop an annual symposium for faculty and staff
- Create opportunities for faculty/staff to mentor IPS K-12 students
- Have a welcoming team to welcome newcomers to IUPUI

Communicating Who We Are

Projects supporting this theme will result in experiences and approaches that foster greater connection with IUPUI through greater understanding of who we are as a campus. Example projects might include:

- Use technology to facilitate place making and the historical profile of IUPUI
- Create a cohesive listing of campus points of interest
- Host high school organization groups, like Model United Nations
- Create Diversity Circles – outside and inside community leaders

Engaging and Integrating with the Community

Projects supporting this theme will foster connections within IUPUI and the broader community through events and activities that promote engagement. Example projects might include:

- Create an IUPUI cultural trail
- 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
- Align campus activities with community events
- Network with companies and professional groups, including business and industry, to create living labs to work on mutual problems
- Create a Distinguished Lecture Series
- Implement Explore IUPUI and/or IUPUI Community Day

Appendix C: Recommended Actions, Task Force, and Strategic Plan Alignment

Each recommendation below has been linked to the task force(s) from which the recommendation emerged and aligned to one or more parts of our campus three-pronged strategy, as outlined in the [IUPUI Strategic Plan](#): (1) success of students; (2) advances in health and life sciences; and (3) contributions to the well-being of the citizens of Indianapolis, the State of Indiana, and beyond.

Recommended Actions (<u>Note</u> : recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
Creating a Vibrant and Inclusive Student Experience				
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.	Student	*		
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	Student	*		*
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	Student	*		*
Improve connections with students and their families	Faculty & Staff	*		
Build IUPUI pride related to people and academic success, diverse faculty and staff/diversity programming.	Alumni & Community	*		*
Restructure Multicultural Center to include specific Coordinators (APA, Black, Latino, Interfaith)	Culture	*		*
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	Culture	*		*

Recommended Actions (<u>Note</u> : recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
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	Culture	*		*
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	Culture	*		*
Ensure the IUPUI Honors Program represents the diversity of 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	Culture	*		*
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	Culture	*		*
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	Culture	*		*
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	Physical	*		*
Develop strategies to engage online students	Culture	*		*
Service amenities: All gender restrooms	Physical	*		*

Recommended Actions (<u>Note:</u> recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
Ensure that the campus take advantage of events that occur on campus to highlight the campus and/or address strategic areas	Physical	*		*
Designing an Accessible, Inspiring Urban Campus				
Expand spaces for people to gather and cultivate community	Faculty & Staff Physical		*	*
Improve campus navigation on and off campus by improving wayfinding, signage and campus physical delineation (gateway)	Alumni & Community Physical	*		*
Improve parking (free event and visitor parking, improve signage so that parking is easier to navigate, etc.)	Alumni & Community Physical			*
Build IUPUI pride related to its location	Alumni & Community	*		*
Build IUPUI pride aligned with campus culture/campus beautification – activate green spaces for concerts, lectures, festivals, etc.	Alumni & Community	*		*
Place-making through improved landscaping	Physical			*
Place-making through improved seating in public spaces	Physical	*		*

Recommended Actions (<u>Note</u> : recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
Service amenities: More lighting to brighten campus at night	Physical	*	*	
Service amenities: More visible security/police presence	Physical	*	*	*
Service amenities: External wifi	Physical	*		*
Service amenities: Cleanliness	Physical		*	*
Access: Add/create shuttle system	Physical	*		*
Access: revisit and update infrastructure to align with ADA policies	Physical	*		*
Access: Expand bike paths	Physical	*	*	*
Service amenities: Recycling	Physical			*
Investing in Faculty and Staff				
Conduct an equity study to address salary issues, particularly among PAE-3ADs	Faculty & Staff			*

Recommended Actions (<u>Note</u> : recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
Develop a tool box of templates to be used to support mandatory performance evaluations	Faculty & Staff			*
Require new hires(chairs, deans, directors, managers) to attend supervisory training for faculty and staff	Faculty & Staff			*
Develop a formal mentoring program for staff	Faculty & Staff, Culture			
Revisit HR policies and fiscal policies to enhance rewards and recognition	Faculty & Staff			*
Customize information packets or e-resources based on interest	Faculty & Staff			*
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	Culture	*		*
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	Culture	*		*
Establish a trained Ombudsperson for faculty and staff	Culture	*		*
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	Culture			*
Reinstate Associate Vice Chancellor for Diversity in Academic Affairs position in the EVC's office to ensure the success of diverse faculty	Culture			*

Recommended Actions (<u>Note</u> : recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
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 <i>Hoosier Hospitality</i> moniker. Embed expectations for employees all to be welcoming across the campus into the annual performance reviews	Physical			*
Communicating Who We Are				
Promote campus events that showcase who we are and our traditions to the community and prospective students to being building an image of a welcoming campus prior to enrollment	Student	*		*
Improve how IUPUI projects its image as the employer of choice and its perception by the community	Faculty & Staff, Culture			*
Use technology to facilitate place making and the historical profile of IUPUI; 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)	Faculty & Staff, Culture		*	*
Communicate IUPUI brand more effectively to the community	Faculty & Staff			*
Integrate communications – ex. Create streamlined event invitation s that are accessible to the community.	Alumni & Community Physical			*

Recommended Actions (<u>Note</u> : recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
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 <i>The Price of Progress</i> , images of the various diversities present and stories about faculty, staff, students, classes and research in prominent places on the webpage	Culture			*
Signage: Make IUPUI name/logo/image more visible on campus	Physical			*
Create event signage that is more visible to faculty/staff, students and visitors	Physical	*		*
Create a cohesive listing of campus points of interest; could be tied together in wellness walking trail	Physical		*	*
Create, update and maintain a campus-wide calendar of events	Physical	*		*
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	Physical			*
Engaging and Integrating with the Community				
Create an IUPUI cultural trail	Faculty & Staff			*
Create a centralized visitor center and add visitor-focused touchpoints/greeting points.	Alumni & Community Physical			*
Provide attractive campus resources by improving policies and procedures that allow the community to easily reserve and use space on campus.	Alumni & Community			*
Improve communication with alumni to extend beyond requests for donations.	Alumni & Community			*
Secure funding to expand community engagement activities in key areas including soliciting support from culturally diverse communities to work on shared community objectives.	Alumni & Community			*

Recommended Actions (<u>Note</u> : recommendations are not presented in any priority order)	Task Force(s)	Student Success	Health & Life Sciences	Contributions
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	Culture			*
The Center for Research and Arts on Black Americans should be located close to the Walker Theater	Culture			*
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	Physical			*
Fits Multiple Themes				
Create a prayer space for Muslim students, staff and faculty prayer on campus	Culture	*		*
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	Culture	*		*
Develop additional sites to deliver degree programs in various communities—create a “Communiversities” as found in many urban settings	Culture	*		
Place-making through public Jaguar sculpture	Physical	*		
Service amenities: More food venues	Physical			*

Appendix D: Meeting Overviews

Welcoming Campus Student Task Force:

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.

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.

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:

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.

Welcoming Campus Faculty & Staff Task Force:

The Faculty and Staff Task Force 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. The task force 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.

Welcoming Campus Alumni and Community Task Force:

The Alumni and Community Task Force 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.

Welcoming Campus 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, this task force’s recommendations 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; they are “speaking to the possibilities of what might be.”

Physically Welcoming Campus Task Force:

As this committee began the task of soliciting feedback from various groups and partners, they 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.