

Toward a Mosaic for Educational Equity

A Purdue Vision and Action plan

Office of the Provost
Purdue University
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Preamble

Diversity is intrinsic to the character of a global culture. American culture is becoming increasingly global with people from all walks of life and from all across the world that create, enrich, and live this culture. This is a culture of diversity – as defined by equality and inclusion for all people – men and women of diverse races, ethnicities, religions, national origins, sexual orientation, abilities and skills, knowledge and ideas, socio-economic levels, life experiences, and perspectives that interact with the global community. It is a dynamic culture that evolves with expanding consciousness of the people. It is a culture that transforms people by broadening outlook, shaping attitude, and sensitizing behavior. This culture is embodied in moving toward our *Mosaic*, our vision for educational equity and inclusiveness for Purdue University at West Lafayette that we strive to achieve, promote, and celebrate.

As Purdue prepares students to succeed in an increasingly diverse workforce and global community, it must ensure that its educational climate fosters this culture of inclusion – open, welcoming, and nurturing to everyone and in support of individual and collective success. A diverse yet cohesive academic environment will thus be proclaimed as a cornerstone of Purdue as its members pursue:

Land-Grant values – Purdue is the Land-Grant University of Indiana. It provides world-class educational opportunities to academically qualified people from all walks of life. Purdue’s widely acclaimed vision to achieve *Preeminence* has been resonating throughout the University and its greater community. The quality of *Learning*, *Discovery*, and *Engagement* centered on a pervasively supportive and diverse educational climate that fosters access to success must be at the core of Purdue’s strides toward this vision. These values also are central to the goals of moving toward our *Mosaic*.

Preeminence in a global educational community – The vision of *Preeminence* cannot be achieved without realizing an educational environment that is immersed in a rich culture of diversity. The students Purdue educates and the faculty, staff, and administrators Purdue nurtures live and must learn to live in an evolving global society. Today’s learners, scholars, and practitioners are tomorrow’s teachers, reformers, and leaders. Purdue’s educational imperatives cannot be fulfilled without imbuing its educational environment with the qualities and characteristics of moving toward our *Mosaic*.

Fairness, justice, equality, and removal of barriers – Purdue must promote and uphold these fundamental principles in its quest to realize its exciting vision and play a vital role in the global educational community. Purdue’s own educational community has been evolving, and progress in improving diversity has been marked by recent accomplishments, albeit in a fragmented way. But, a unified vision for diversity has been lacking, and a long road lies ahead. Purdue must recognize the challenges along this road and prepare for those it might face in the quest for moving toward our *Mosaic*.

Hope, consciousness, commitment – The attributes that energize change must flourish to inspire the Purdue community toward achieving our vision for diversity as the University strides to rise to *Preeminence*. Purdue must arrive at a new level of consciousness. A sincere hope will undergird this vision. This hope must be intertwined with genuine commitment. The Purdue community must be earnestly committed to moving toward our *Mosaic*.

Vision for Educational Equity

Toward a Mosaic

Purdue is about educating people—the lifeblood of the University—who act in concert to create an inspiring and nurturing community for all and, with institutional commitment, enhance Purdue’s role in adding humane value to the global society.

Key Characteristics

- This *Mosaic* conveys a strong sense of connectedness among students, faculty, staff, administration, alumni, patrons, partners, and other friends of the University.
- This *Mosaic* represents everyone’s participation in creating an environment that is marked by generosity of spirit, mutual respect, fairness, justice, accountability, collaboration, and partnership.
- This *Mosaic* signifies proactive behavior to remove barriers, and reject stereotypical misconceptions and misperceptions, so as to support a thriving environment of mutually supportive human relations.
- This *Mosaic* promotes a climate of inspiration and inclusivity, equality of opportunity and support toward professional growth and achievement, and comfort for free discourse toward intellectual development for all.
- This *Mosaic* recognizes all members by the visibility of their human and intellectual value, life experience, expertise, capacity, and contributions.
- This *Mosaic* affirms the value of culture and learning derived from multicultural awareness and intersections, to bear lasting impressions and instill a rich and humane global outlook among all members.
- This *Mosaic* celebrates the achievement and contributions of all people and creates a dynamic culture of diversity with ever-expanding consciousness.

Our Approach

Toward a *Mosaic* is Purdue’s guiding light for a vibrant multicultural and inclusive educational community. As the lifeblood of the University—people, Purdue’s human capital, create the pulse of the University. Dedicated individuals at Purdue have been creatively addressing the needs of diverse populations and multicultural communities within various units. Their contributions have laid the foundation upon which our *Mosaic* will be realized.

Our vision requires the engagement of the entire University community in promoting shared responsibilities across the University. It also requires the encouragement of all members of the Purdue community to participate collaboratively and pervasively to connect with and build on the successes of various unit-level activities. The key to success in this endeavor is leadership – leadership of individuals and teams, from executives to grassroots of Purdue that see themselves as champions of diversity. This leadership must be nurtured and it will mature through empowerment.

Our vision must therefore be deeply rooted in Purdue’s faculty, staff, students, and administration, and strive to extend to our greater community of consultants, alumni, patrons, friends, fellow citizens and neighbors. Their presence, convictions, commitment, behavior, and actions must bloom into a cohesive educational environment, and a harmonized human and intellectual culture of cultures. To that end, key strategies are proposed so as to achieve the characteristics of our vision, and provide the backbone for campus-wide actions. With individual and collective expectations and accountability, commitment toward assessing processes and outcomes, and critical attention to creating and reshaping effective policies and procedures, these key strategies are designed to spring to life the vision of creating our *Mosaic* at Purdue.

Key Strategies

Key strategies that follow, when pursued aggressively, will render Purdue with all of the inlaid characteristics of moving toward our *Mosaic*. Since many of the characteristics are intertwined, a comprehensive set of strategies are presented that would address multiple characteristics. Likewise, the proposed action steps are designed to help implement multiple strategies. Thus, these strategies and actions will need to go hand in hand so as to value them holistically as they are utilized in concert toward realizing the vision.

It should be noted that specific action steps corresponding with each strategy will require annual action planning based on priorities, and the metrics will require detailed definitions – as parts of the implementation process.

A. Recruitment

Attract underrepresented populations as an imperative of recruitment initiatives to enhance a diverse learning/working community.

Actions

1. Publicly convey Purdue’s vision for diversity and increase interdepartmentally coordinated visibility at national forums.
2. Annually convey the high priority, the best practices, and the expectations for recruiting underrepresented populations to the deans, department heads and search committees.
3. Expect the inclusion of candidates from appropriate underrepresented populations in all pools of finalists.
4. Strive for senior level and key leadership appointments with underrepresented populations.

5. Develop and implement an “intern” development program to attract and nurture potential faculty, staff, and administrators – with special attention to underrepresented populations.
6. Increase student recruitment from underrepresented populations.

Metrics

Key metrics for strategy:

- Number and percent of employee appointments from underrepresented populations by position type, rank, and classification.
- Number and percent of students enrolled representing underrepresented populations.

Metrics corresponding to actions:

- Publicity types, venues, number of occurrences, participating units, and estimated audience. (1)
- Annual report on how the expectations are being met. (2)
- Number of finalists from underrepresented populations in each pool. (3)
- Number of appointments made by employee category. (4)
- Number of interns, number from underrepresented populations. (5)
- Demography of undergraduate and graduate students. (6)

B. Professional Development and Advancement

Provide every employee with effective opportunities to develop and advance professionally.

Actions

1. Search out and utilize existing competitive, cutting-edge professional development programs focusing on job training and performance, evolving skills and knowledge, and evolving career improvement opportunities.
2. Train the trainers, the program providers, with expert preceptors to increase their competence to serve the members of a diverse community with close attention to multicultural and inclusivity characteristics.
3. Develop and implement formal mentorship programs geared to the needs of underrepresented employees with incentives for mentors for newly recruited employees.
4. Develop and implement an administrative internship program with assured opportunities for underrepresented populations.

Metrics

Key metrics for strategy:

- Number and percent of employees from underrepresented populations participating in professional development programs.
- Number and percent of employees from underrepresented populations achieving career advancement.

Metrics corresponding to actions:

- Number and type of programs, and participants by employee category. (1)

- Number of trainers trained. (2)
- Number of mentors, and utilization of incentives. (3)
- Number of interns by employment category and underrepresented populations. (4)

C. Retention

Provide every employee the opportunity for professional success, improved productivity and rewards, with a sustained commitment to the University.

Actions

1. Develop and implement a promotion system for non-faculty employees, with equitable opportunities for advancing diversity.
2. Create an ombudsman position with sensitivity to the needs and cultures of diverse populations, and expertise to address individual and collective issues affecting employees.
3. Enhance college/school or division-level advisory councils and their makeup with capacity to inform and influence institutional culture and decisions advancing the multicultural and inclusive environment.
4. Develop and implement mechanisms (such as exit interviews) to assess reasons for voluntary employee attrition, particularly for underrepresented populations, and devise immediate steps to address problems.
5. Enrich the university environment, in which all employees can enjoy their connectedness with the institution, and with each other, as colleagues.

Metrics

Key metrics for strategy:

- For underrepresented populations, retention rate for employees and retention/graduation rates for students.

Metrics corresponding to actions:

- Number of employees promoted; number from underrepresented populations. (1)
- Number and type of issues addressed, number of employees served, and number from underrepresented populations. (2)
- Advisory councils' impact on improving the multicultural environment. (3)
- Analysis of the reasons for voluntary attrition. (4)
- Number, type, and effectiveness of enrichment initiatives. (5)

D. Pedagogy

Establish breadth of approaches, content, and methods in teaching/learning processes, exploring various models and multiple ways of learning and knowing.

Actions

1. Encourage and support with incentives exploration of best practices and invention of new and innovative teaching/learning/knowning models reflective of multiple ways and approaches that are responsive to diverse learners.
2. Assess and increase the breadth of courses that immerse students into diversity and global issues.

3. Expand study-abroad programs with special attention to the world's regions with non-western cultures (e.g., Asia, Africa, South America, and the Middle-East).
4. Develop and implement common first year experiences for students, faculty, and staff that reinforce the vision for a diverse Purdue.

Metrics

Key metrics for strategy:

- Demonstrable evidence of breadth in diversity teaching/learning/knowing.
- Number and percent of classes showing improved sensitivity to diversity through pedagogical development.

Metrics corresponding to actions:

- Number and disciplinary breadth of explorations supported, and types/extent of incentives. (1)
- Number of courses with learning/knowing opportunities involving diversity issues and global issues. (2)
- Number of programs and participants, and geographic distribution of locations. (3)
- Evaluations of experiences. (4)

E. Research and Scholarship

Encompass inquiry and discovery by broad-based participation of diverse populations, and pluralism of intellectual pursuits and outcomes.

Actions

1. Encourage and support with incentives the exploration, adoption, and/or development of best practices reflective of participation of diverse populations across breadth of disciplines.
2. Encourage, support with incentives, and disseminate new and innovative scholarship devoted to in-depth cultural studies, as well as development of academic environments shaped by multiple dimensions of human existence.
3. Encourage collaboration with institutions with dominant presence of underrepresented populations.
4. Seek out and utilize incentives to attract members of underrepresented populations (such as NIH/NIMH supplements for including ethnic minority students on research grants).

Metrics

Key metrics for strategy:

- Number and percent of underrepresented populations participating both individually and collaboratively.
- Breadth of disciplines involved in participation.

Metrics corresponding to actions:

- Number of initiatives and types/extent of incentives. (1)
- Number of new programs/initiatives, assessment of scholarship. (2)
- Number of collaborations and collaborative institutions. (3)
- Number and types/extent of incentives utilized. (4)

F. Intellectual Environment

Provide the impetus for the University community to challenge its members to expand creative thinking, stimulating ideas, and open discourse that value multicultural vibrance.

Actions

1. Develop, support with incentives, and implement cross-cultural programs and events that highlight scholarly discourse on multicultural and inclusivity issues, and their connectivity with the educational mission.
2. Expand visiting speaker programs in various units to assure a broad-based representation of scholars and professionals from underrepresented populations to enrich intellectual discourse and serve as role models.
3. Develop and implement a diversity-focused grants program involving faculty, staff, students, and administrators to promote intellectual activities of multicultural interest and significance.
4. Implement and expand programs that prepare and recognize Purdue community members to acquire skills and knowledge to be supportive and productive members in a multicultural global society (such as the *Diversikey* program, a “dialogues” course).
5. Develop and implement an academic code of conduct reflecting sensitivity to a diverse Purdue community.

Metrics

Key metrics for strategy:

- Evidence of success, and contributions of all populations that highlight improvements in the intellectual manifestations of multiple cultures, and issues involving diversity and inclusivity.

Metrics corresponding to actions:

- Number and types of programs, number/cultural mix of participants. (1)
- Number and breadth of speakers, participants, and participating units. (2)
- Number and breadth of projects, amount of grants, and types and quality of outcomes. (3)
- Number of programs and participants by faculty, staff, students, and administrators. (4)
- Adoption and monitoring of compliance with the code of conduct. (5)

G. Climate

Engage the campus community in promoting generosity of spirit and respect, fairness, multicultural merit, and a humane global outlook.

Actions

1. Vigorously communicate the vision, *Mosaic*, widely across all university constituencies with sustained continuity and elevated visibility across campus and the greater community.

2. Design and implement educational activities to assist all members of the Purdue community in learning how to create, embrace, support, and disseminate multicultural activities and promote diversity on campus, and influence the growth of support and responsiveness to a diverse population in Purdue's greater community.
3. Expand programs on global issues and perspectives involving visiting international leaders and scholars, and Purdue's international community.
4. Define and communicate behavior standards, expect compliance, identify occurrences of unacceptable behavior, and respond with appropriately visible consequences.
5. Involve employees and student leaders to periodically participate in diversity sensitivity training.
6. Create a university-level multicultural advisory council to catalyze and stimulate university-wide initiatives to improve campus climate that encompass the broader community of all University stakeholders, including collaboration with key civic/greater community leaders.
7. Celebrate the successes and reward individuals/collaborators for positive contributions toward improving diversity, global understanding, and corresponding campus climate – in relation to all strategies (A through G above).
8. Periodically assess student, faculty, staff, and administrators' perceptions on the state of the diversity climate and global understanding (e.g., on a 3-year basis).
9. Periodically assess the impact of multicultural and global experience/education of Purdue graduates on their career development.

Metrics

Key metrics for strategy:

- All University constituents' perceptions and observations concerning diversity and multicultural climate.

Metrics corresponding to actions:

- Number and modes of communication, and audiences served. (1)
- Number and types of activities, and participants by constituency. (2)
- Number and types of programs, participants, and visitors. (3)
- Codification, number of occurrences, and record of consequences. (4)
- Number and constituency of participants. (5)
- Demography/composition of council members, number and type of programs offered, and number of participants. (6)
- Number and types of initiatives recognized; number of celebrations; number and demography of those rewarded. (7)
- Climate survey results. (8)
- Senior and alumni survey results. (9)

Needs and Key Priorities

Several key priorities emerge from the identified strategies to create our *Mosaic*. These priorities correspond to how they impact Purdue's faculty, staff, and students, and respond to their needs relative to diversity issues. Articulated below are the needs that are considered as the primary determinants of the key priorities.

For Students

- Connectedness and community.
- Mentoring, advocacy, and support processes.
- Open discourse and treatment without racial, gender, sexual orientation, or religious bias.
- International exposure.

For Staff

- Respect and support from faculty.
- Career development and pathways.
- Recognition for diversity work/involvement with students.

For Faculty

- Skills with regard to diverse students in the classroom, including building community and inclusiveness.
- Skills with regard to mentoring diverse students, especially graduate students.
- A sense of community and inclusiveness in their academic units.
- Just and innovative advancement supports and procedures.
- Recognition for service with regard to diversity in research, teaching, and accomplishments.

These needs, along with the need for increased support and responsiveness of the greater civic community to a diverse, multicultural society, serve as the primary determinants of the key priorities for diversity actions. Based on these needs and the actions identified with respect to each strategy, the key priorities of our *Mosaic* are selected as follows.

Key Priorities (index not in any particular order)

1. Vigorously communicate the vision, *Mosaic*, widely across all university constituencies with sustained continuity and elevated visibility across campus and the greater community.
2. Strive for senior level and key leadership appointments with underrepresented populations.
3. Expect the inclusion of candidates from appropriate underrepresented populations in all pools of finalists.
4. Develop and implement a promotion system for non-faculty employees, with equitable opportunities for advancing diversity.
5. Encourage and support with incentives the exploration, adoption, and/or development of best practices reflective of participation of diverse populations across disciplines.

6. Encourage, support with incentives, and disseminate new and innovative scholarship devoted to in-depth cultural studies, as well as development of academic environments shaped by multiple dimensions of human existence.
7. Develop and implement common first year experiences for students, faculty, and staff that reinforce the vision for a diverse Purdue.
8. Design and implement educational activities to assist all members of the Purdue community in learning how to create, embrace, support, and disseminate multicultural activities and promote diversity on campus, and influence the growth of responsiveness to a diverse population in Purdue's greater community.
9. Expand programs on global issues and perspectives involving visiting international leaders and scholars, and Purdue's international community.
10. Create an ombudsman position with sensitivity to the needs and cultures of diverse populations, and expertise to address individual and collective issues affecting employees.
11. Celebrate the successes and reward individuals/collaborators for positive contributions toward improving diversity, global understanding, and corresponding campus climate.
12. Enrich the university environment in which all employees can enjoy their connectedness with the institution, and with each other, as colleagues.

Sources of Funds

The realization of our *Mosaic* will require the investment of substantial resources. In FDY05/FY06, Purdue University invested at the West Lafayette campus (centrally and at the unit levels) \$13.2 million for diversity related initiatives and \$3.3 million in new faculty hires for a total in excess of \$16 million.

It is envisioned that this investment base will be augmented by 50% or \$8 million in the first five years toward realizing the plan. The multiple sources of these funds are proposed as follows.

Additional General Funds	\$2,000,000
General Fund Reallocations	\$2,000,000
Sponsored Funds (Contracts and Grants)	\$2,000,000
Private Giving Funds	\$2,000,000
TOTAL	\$8,000,000

Implementation: Living the *Mosaic*

The strategies and actions associated with the key priorities will realize the *Mosaic* the Purdue community strives to create. Celebration of this *Mosaic* will be so pervasive that it will become intrinsic to the academic, business, social, and cultural core, as well as to the public perception of the University through civic engagement of faculty, staff, administrators, and students. This *Mosaic* will indeed represent a new level of consciousness within the University lived by all its members.

The entire University community—all of its members will be responsible and accountable for promoting this new level of consciousness. This conscious atmosphere will nurture intersections of cultures as it embraces the outlook of a global community with its members committed to inspire each other.

This commitment will undergird Purdue's ability to meet the challenges of an evolving diverse multicultural and global community as it brings together, nurtures, and celebrates the successes of stellar scholars, professionals, students, and partners. This commitment also will influence Purdue's greater community in becoming an increasingly supportive civic environment, responsive to the needs of a multicultural community.

The Office of the Provost will lead and catalyze the implementation of this plan to be coordinated across the University. Annual action plans will be crafted to determine the scope of specific priorities to be undertaken, resources to be allocated, responsibilities to be accepted, and expectations to be met. Annual progress will be assessed to invigorate the continued implementation of the plan, develop and adjust relevant institutional policies and procedures, and to ensure accountability.

Purdue community members are not alike, not alone, and not aloof – we are together as members of one University community.

Together, we will implement this plan.

Together, we will transform “*Toward a Mosaic for Educational Equity*” from a vision to reality.

Together, we will create a diverse Purdue.

“Arise! Awake! and stop not till the goal is reached!”

– Vivekananda, circa 1890.
