

Creating a Welcoming Campus:

Resources, Strategies, and Outcomes

Stephen P. Hundley, Ph.D.

Senior Advisor to the Chancellor for Planning and Institutional Improvement
Professor of Organizational Leadership
IUPUI



IUPUI

FULFILLING *the* PROMISE

Learning Outcomes

Upon conclusion of our time together, you should be able to:

1. Explain the importance of creating welcoming and inclusive campuses for a variety of stakeholders.
2. Identify strategies that make institutional structures, processes, and environments more welcoming and user-friendly.
3. Describe one institution's approach to creating a welcoming campus, including lessons learned and pitfalls to avoid.
4. Replicate, adapt, and implement various approaches to make your campus more welcoming and inclusive.



Outline

- Significance of creating a Welcoming Campus
- Our campus context and stakeholders we serve
- Description of IUPUI's Welcoming Campus Initiative
- Welcoming Campus Innovation Fund
- Linking this work to other important initiatives
- Lessons learned and considerations for adaptation
- Concluding discussion, Q&A, wrap-up, and adjournment



Significance of creating a Welcoming Campus

- Brief audience discussion / report-out:
 - What does a welcoming campus mean to you?
 - Why is it important for colleges and universities to be welcoming?
 - What is one example of how your campus is welcoming to its stakeholders?



Our campus context and interest in this topic

- IUPUI is a large urban-serving research university managed as a core campus of Indiana University that grants both IU and Purdue degrees
- 30,000 students, 8,000 employees, and \$1.4B annual operating budget
- Recent national dialogue has brought issues of access, equity, and inclusion to the forefront on many campuses
- Strategic plan, trajectory for growth, and current and forthcoming milestones (for the campus, university, and city)
- IUPUI embraces its role as anchor institution serving a diverse array of stakeholders



Stakeholders we serve

- Current and prospective students, including parents and influencers
- Faculty and staff
- Alumni and retirees
- Community members, neighborhoods, and organizations
- Vendors/suppliers and institutional partners and collaborators
- Visitors, including those to clinics and other campus venues
- University administration, IU Board of Trustees, and other policymakers



Description of IUPUI's Welcoming Campus Initiative

- New Chancellor made Welcoming Campus a key theme of installation address, leadership philosophy, and strategic priority
- Charged five task forces to examine what is meant by a Welcoming Campus as to offer specific recommendations in these areas:
 - Students
 - Faculty and Staff
 - Alumni and Community Members
 - Cultural Climate and Multicultural Competence
 - Physically Welcoming Campus



Description of IUPUI's Welcoming Campus Initiative

- Each task force had 'diagonal slice' of institutional stakeholders and co-led by a member of the Chancellor's Cabinet
- Task forces collected data, analyzed existing practices, and identified opportunities from peer and aspirant benchmark institutions and elsewhere for consideration
- Timeline/process, progress check-in opportunities, and emerging recommendations organized around a new thematic framework:
 - 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



Description of IUPUI's Welcoming Campus Initiative

- Responsibility for implementation of Welcoming Campus Initiative recommendations
- Monitoring and reporting progress, including building in ways for academic and administrative units to identify their contributions
- Communicating to stakeholders (welcoming.iupui.edu as principal site)
- Scaling and sustaining recommendations
- Engaging campus stakeholders in developing innovative, grassroots-oriented, and collaborative solutions to recommendations



Example recommendations from task forces

- Implementation of service amenities (all gender restrooms; landscaping; wayfinding)
- Alignment of campus activities with community events, including working with local community organizations for cross-promotion
- Integration and communication of academic opportunities for students (e.g., high impact practices; Institute for Engaged Learning)
- Appointments of staff and development of programming to enhance multicultural competence, diversity, and inclusion on campus
- Identification of ways to enhance stakeholder input into decision making (e.g., innovative ways to capture of student voices more consistently)



Welcoming Campus Innovation Fund

- Chancellor announced a \$1M Welcoming Campus Innovation Fund to support recommendations from Welcoming Campus Initiative
- Grants of up to \$25K provided from central administration cash source
- Purpose and eligibility to submit a proposal
- Matching funds and collaboration requirements
- Evaluation criteria, including connection to IUPUI's 50th Anniversary
- Proposal review process, prioritization, and funding award determination



Welcoming Campus Innovation Fund

- Orienting the grant awardees
- Awarding the funds and managing the fiscal stewardship
- Preparing awardees to manage the project, including communication elements
- Stressing the importance of project evaluation considerations
- Pursuing and leveraging philanthropic opportunities
- Linking Welcoming Campus and our 50th Anniversary
- Managing the relationships with non-funded proposers / colleagues



Examples/outcomes-to-date: Year 1 funded projects

- Reducing social class barriers to career development success
- ASSIST IUPUI (Auxiliary Services Student Internship Support Team)
- 1st Refugee Youth Summit with 30-40 teens, family, social events, camp week, and year-long connections
- Artist in residency to develop public art installations for the campus
- Sustainability and the IUPUI experience—launching energy challenges
- IUPUI Human Library
- Windows on our past / imagery in the Campus Center / recognizing those who were here before us



Linking this work to other important initiatives

- Campus strategic plan
- Capital Campaign and other fundraising goals and efforts
- IUPUI's 50th Anniversary (2018-2019)
- Indiana University's forthcoming Bicentennial Anniversary (2019-2020)
- City of Indianapolis' forthcoming Bicentennial Plan (2020)
- Creating and sustaining a more welcoming culture—beyond the initiative, the fund, and the various anniversaries
 - Fostering collaboration on a more intentional, ongoing, and meaningful manner
 - Developing and implementing competencies for a more unified, welcoming campus



Lessons learned and considerations for adaptation

- The importance of leadership commitment and the ‘tone at the top’
- Engaging stakeholders in analyzing the situation and developing recommendations for creating a welcoming campus context
- Walking the talk through allocating sufficient resources
- Not being overly restrictive in funding approaches
- Encouraging collaborations and how to foster cross-campus innovations
- Accelerated timeline can be both beneficial and challenging
- Some innovative approaches may stretch the limits, policies, and capabilities of the institution (use ‘fund contingent’ category more judiciously to vet proposal feasibility)
- Encouraging ongoing communication and awareness of Welcoming Campus initiative



Concluding Discussion

- Brief audience discussion / report-out:
 - What are some ways that an approach like the Welcoming Campus Initiative and Innovation Fund might work in your campus context?
 - What are the sources of strength and/or existing initiatives upon which to build?
 - What challenges would you anticipate?
 - Who would need to be involved and why?



Q&A / Wrap-up

- Questions / comments from audience
- Contact Information for Stephen Hundley:
 - shundley@iupui.edu; 317-274-2876 (office); 317-847-8383 (mobile)
- More information about IUPUI's Welcoming Campus Initiative, including the Innovation Fund, is available here:
 - welcoming.iupui.edu



Creating a Welcoming Campus:

Resources, Strategies, and Outcomes

Stephen P. Hundley, Ph.D.

Senior Advisor to the Chancellor for Planning and Institutional Improvement
Professor of Organizational Leadership
IUPUI



IUPUI

FULFILLING *the* PROMISE