EXECUTIVE SUMMARY

The Office of Institutional Diversity and Equity (OIDE) is designed to provide resources and organizational integration to effectively coordinate and develop a wide spectrum of services, initiatives, policies and constituent involvement to assist in achieving the strategic objective of Vision Twenty12, which states DePaul University will be a model of diversity.

In 2009/2010, OIDE continued to move forward to achieve DePaul’s diversity objectives and goals. Working in collaboration with other units and leaders, OIDE continually strove to improve DePaul’s diversity climate and record. OIDE focuses on key responsibilities which include:

- The Anti-Discriminatory and Sexual Harassment Investigations and Conflict Resolution
- Training (Diversity, Communications, Leadership, Conflict Resolution, Compliance)
- Creating dialogue for exploring Religious Diversity
- Diversity Programming and the President’s Signature Series
- Community Outreach
- Advocacy
- Assisting with Staff and Faculty Recruitment and Retention Strategies
- President’s Diversity Council (PDC)
- Advising the President and Executives on Diversity Issues
- Financial Sponsor of the DePaul Black and Latino Annual Graduation Banquets
- President’s Diversity Brunch
- Martin Luther King Annual Programming and Awards
- Affirmative Action Plan

One of the important functions of OIDE is the investigations and resolution of alleged complaints of discrimination. In 2009/2010, the combined discrimination and harassment policies yielded 98 alleged complaints, which were investigated, resolved, or referred. In all, the Office intake averaged 2 complaints/consultations per week, doubling the caseload from previous years.

A vital component of preventing discrimination is education. OIDE training initiatives attracted 561 participants and its cultural programming events attracted approximately 5000 participants. Additionally, core to an effective diversity compliance initiative is conducting an annual Affirmative Action Plan. DePaul’s Affirmative Action Plan (AAP) is now current, and is completed on an annual basis.
Listed below are the goals that OIDE has identified as a priority in order to complete Vision 2012:

1. The Anti-Discriminatory and Sexual Harassment policies will be combined for efficiency and clarity. Sexual Harassment is a component of Title VII and Title IX and should be part of the Anti-Discriminatory Harassment policy. The two policies are redundant and a duplication of efforts.
2. OIDE needs to develop a data policy and become a process owner of diversity data. With DePaul’s ERP system, stakeholders can have quarterly or monthly access to diversity data.
3. The Employee/Academic Management Performance appraisal will be revised to include diversity competencies as measurement for judging employment performance.
4. An administrative guide for academic positions will be created and implemented and will be modeled after the Faculty Search Guide.
5. Training for all academic leadership will be conducted in 2011 and 2012 emphasizing recruitment and retention of diverse faculty.
6. OIDE will continue to explore Diversity Leadership and how executives can lead the way in transforming organizational culture. This will be explored as part of the executive leadership training being conducted with all Deans, Associate Deans, Chairs and Directors. In addition, OIDE will work with the Deans by providing diversity demographic reports that highlight areas of underrepresentation and utilization as outlined in the Affirmative Action Plan.
7. Staff training venues will also be created and OIDE will work with Human Resources Training department to embed diversity training in the new on-line registration system and in developing a staff professional development training series. In addition, OIDE will continue to work with the Office of Institutional Compliance to offer mandatory diversity and anti-discriminatory/harassment training.
8. An OIDE operations manual will be created to detail every function of OIDE ensuring a smooth transition of function if key staff leave the department.
9. An annual report will be generated showing diversity progress including a snapshot of DePaul’s current condition but trend data and progress made since 2006.
10. OIDE will continue to be a leader both within DePaul and also in the national dialogue on how to harness and frame the conversation of both international and religious diversity.
11. OIDE will work with Human Resources and Academic Development to create formal faculty and staff mentoring and shadow programs.
12. Complete and acquire curriculum approval for the Master’s degree in Organizational Diversity.
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I. INTRODUCTION

The Office of Institutional Diversity and Equity (OIDE) is designed to provide resources and organizational integration to effectively coordinate and develop a wide spectrum of services, initiatives, policies and constituent involvement to assist in achieving the strategic objective of Vision Twenty12 that states DePaul University will Be a Model of Diversity. An essential component of the diversity effort at DePaul is the commitment to diversity as a core value of the institution as emphasized by DePaul’s history, tradition, and mission. OIDE, in order to complete its objectives, works collaboratively with existing systems and operational and academic units in the implementation of strategies that pertain to the development, recruitment, and retention of diverse faculty, staff, and student populations.

OIDE is in its 8th year of operation under its current leadership. In this time, the office has received increased responsibilities. To respond to these increases, OIDE has grown considerably in size, resources, and scope. Some of these changes since the launching of Vision Twenty12 include: OIDE staff has increased by 200%, and budget resources have also increased substantially. The duties and responsibilities of the unit continue to expand, incorporating diversity policies into every facet of the organization. Many of these changes are done through advocacy and policy formation. Several key policies have been implemented such as: the Anti-Discriminatory Harassment Policy, the new Faculty Search Guide and online search process, revised Human Resources Recruitment, Sourcing, and Search Waiver policies, the Human Resources Staff Intra-Job Posting Policy, ADA Benefits and Tuition Policy, the Affirmative Action Plan, and conducting exit interviews for diverse faculty who are leaving DePaul to ascertain if climate issues led to their departure. These changes have been made with very little disruption to the academic enterprise and have become part of the normal business processes of the institution.

Through policy implementation, DePaul is slowly but incrementally changing the diversity landscape for its stakeholders and creating a more inclusive academic enterprise.

In 2009/2010, OIDE continued progress towards achieving DePaul’s diversity objectives and goals. Working in collaboration with other units and administrators, OIDE continually strove to improve DePaul’s diversity climate and record. To this end, OIDE actively focused on several diversity functions, which are listed below. In addition, some of the highlights will be discussed throughout the body of this report.

An important task of the OIDE is to coordinate the President’s Diversity Council (PDC), which is in its fourth year of operation and has been instrumental to achieving many of the objectives outlined in the strategic planning process. During year four of Vision Twenty12, the PDC discussed, researched, and drafted strategies to build a more diverse DePaul community. The PDC worked collaboratively with several areas including Enrollment Management, the Men of Color Initiative, Student Affairs, Academic Affairs, and several other units on campus. The work of the PDC will continue to focus on bringing important constituents together to strategize and assist in the implementation of DePaul diversity objectives; however, the next academic year will include a restructuring of the PDC in order to facilitate greater productivity and impact. A separate PDC annual report will be submitted to highlight the work of the council.
To date, through the work of the OIDE investigators, the office has received and processed 98 alleged complaints within the combined discrimination and harassment policies. Complaints, mediations, and consultations, reached a final disposition by way of being closed, referred to another University office, resolved through informal resolution, or a decision of finding or no-finding of the complaint. Also, in order to be more accessible to Lincoln Park faculty and staff, the OIDE secured a second confidential Lincoln Park location in SAC. These two satellite offices provide a confidential setting and central location for alleged discrimination inquiries and for conducting investigations.

Another objective of the strategic plan that has been completed and is in its fourth year of operation is DePaul’s Affirmative Action Plan (AAP), which continues in coordination with the Office of the General Counsel, Human Resources, and the Office of Institutional Planning and Research (OIPR). DePaul now has a current AA Plan and is in compliance with Executive Order 11246 that states that as a federal contractor receiving grants over $50,000, an organization must have on record an Affirmative Action Plan. These process improvements in data management ensure a robust Affirmative Action Plan, which will provide a clearer picture of diversity efforts at DePaul. With an accurate snapshot of faculty pools and tracking of applicant flow, strategic goals can be set for each college and operational unit.

OIDE training initiatives continue to expand with more than 561 participants attending one or more OIDE-facilitated sessions. OIDE developed a comprehensive training approach that focuses on informing the campus community of the importance of diversity. In this way, Goal 3, EEO compliance, and diversity awareness become ingrained in DePaul’s culture. OIDE participates in New Employee and Faculty orientations, giving the DePaul Community its first introduction to OIDE, the harassment policies, and DePaul’s commitment to diversity and Goal 3 of the University’s Strategic Plan. Management Standard Training modules focus on compliance and diversity awareness and are now part of the DePaul compliance culture. Search training modules assist managers in their recruitment efforts and strategies on how to recruit a diverse pool of candidates. The RDR group was also brought in as training consultants. In addition, 2,388 individuals participated in the President’s Signature Series and 2,594 community members attended OIDE sponsored cultural programming. In total, approximately 5000 members of the DePaul community attended an OIDE sponsored training or cultural program. Lastly, OIDE continues to provide on demand training to adapt to the learning needs of the university community.
2009/2010 Key Accomplishments

The following accomplishments were completed in 2009/2010:

- Coordinated a half-day workshop on career advancement to include resume writing and interviewing skills at DePaul University where more than 100 staff attended;
- Co-Sponsored the inaugural Student Diversity Summit;
- The President’s Signature Series delivered 13 quality programs with 2400 participants;
- In collaboration with Academic Affairs, implemented the faculty online search and hiring system to operationalize the Faculty Best Practices Search Guide;
- Implemented the Faculty Exit Interview process;
- Co-Sponsored the fourth annual Abrahamic Religious Traditions Interreligious Dialogue, where 50 faculty, staff, students and community members attended;
- Worked with Procurement to send EEO statements to over 10,000 DePaul's Vendors as part of Affirmative Action guidelines;
- DePaul University, for the second year in a row, was ranked in a national survey conducted by *Diversity MBA Magazine* as one of the “50 Out Front” workplaces for diversity leadership and best places for diverse managers to work;
- Implemented a revised and improved website;
- Created an annual report to be submitted to the Office of Institutional Compliance which is now a best practice for the university;
- Developed a diverse list serve of all diverse faculty and staff at DePaul that helps OIDE and the university community advertise events and updates via email; and
- Created an online cultural programming format for stakeholders to request funding.
II. Affirmative Action Plan

The Affirmative Action Plan (AAP) is designed to satisfy equal employment opportunity/affirmative action responsibilities under Executive Order 11246, as amended, and the implementing rules and regulations of the Secretary of Labor. A separate Affirmative Action Plan for disabled individuals, disabled veterans, recently separated veterans, other protected veterans and Armed Forces service medal veterans has been adopted. This program has also been developed in reliance upon affirmative action guidelines issued by the Equal Employment Opportunity Commission (EEOC). (Affirmative Action Appropriate Under Title VII of the Civil rights Act of 1964, As Amended, 29 C.F. R Part 1608.)

As a federal contractor, DePaul University is required to produce affirmative action plans for minorities, women, veterans and individuals with disabilities. The AAP for minorities and women have narrative and statistical components. The AAP for veterans and individuals with disabilities has only a narrative section that describes the University’s obligations and good-faith efforts to provide affirmative action and equal opportunity for qualified employees and applicants. Additionally, notification is sent to subcontractors, vendors and suppliers requesting appropriate action on their part.

The Office of Institutional Diversity and Equity at DePaul (OIDE) coordinates the University’s Affirmative Action Plan (AAP). The current AAP reports the workforce as of November 1, 2009. This workforce totals 8201 employees. The plan date covers the twelve month period beginning with November 1 to October 31 of each calendar year. For example, the 2009 AAP is snapshot data effective from November 1, 2009 – October 31, 2010 and analyzes employment representation against estimated availability along with an analysis of all personnel activity that occurred for the entire twelve month period.

Management reviews the workforce analysis at the beginning of each Affirmative Action Plan year to determine whether the University’s staffing patterns indicate potential barriers to equal employment opportunity.

OIDE will continue to monitor the AAP process and to address issues of underrepresentation, underutilization, adverse impact and compensation with the appropriate university officials.
III. ANTI-DISCRIMINATORY HARRASSMENT POLICY MANAGEMENT

A. Introduction

The Anti-Discriminatory Harassment Policy (“Policy”) sets forth the policies and procedures related to investigating internal complaints of discrimination and harassment. The Policy reflects the University’s commitment to an equitable and respectful professional and academic environment and its commitment to a workplace that has a zero tolerance for discriminatory or harassing behavior.

Complaints are defined as any inquiry to OIDE relating to concerns of discrimination and harassment. In 2009/2010, there were 37 complaints of discrimination and harassment, not including those complaints of sexual, gender, or sexual harassment and discrimination, which fall under the separate policy. Of those 37 complaints, 16 were mediations, and 14 were consultations, and 7 were investigations.

- Investigations include complaints that are investigated to determine if there has been a violation of the Policy. Investigations follow the formal process as outlined in the Policy, including a list of allegations.
- Mediations are loosely defined as complaints that the office assists in resolving without the use of a formal investigation.
- Consultations include informal advice and counsel offered to those who have an inquiry or concern about an issue relating to discrimination and harassment.

Of the 7 investigations this year, OIDE found 1 policy violation, 5 no findings of a policy violation, and 1 investigation is currently pending. Additionally, numerous other concerns were resolved though an alternative dispute resolution process, closed and/or referred to another University office.

Last year, OIDE received 51 aggregate complaints, 11 of which were consultations. This represents a 27% decrease this year. In comparison to previous years, OIDE has seen a decrease in the number of discrimination/ harassment complaints filed with the office. This continuing decrease since the Policy was enacted in 2005 may, in part, be a result of OIDE’s continued preemptive approach to issues of discrimination and harassment, which include a strong training component.
B. Types of Complaints

Complaints are identified by the type of protected class invoked. The protected classes covered in the Policy include race, color, ethnicity, religion, sex, gender, sexual orientation, national origin, age, marital status, parental status, family relationship status, physical or mental disability, military status, or other status protected by local, state, or federal law in its employment or its education settings.

Graph 2, located on below, illustrates the percentage of complaints by basis, which includes the protected classes named in the Anti-Discriminatory Harassment Policy. Protected classes include: race/ethnicity, religion, age, retaliation, and disability. Complaints that do not fall under one of the protected classes listed in the Policy are referred to as “Other”. Occasionally, the OIDE office receives complaints where the complainant alleges differential treatment or harassment based on a characteristic that is not covered under the Policy. Examples of complaints found under “Other” might include a person’s weight or attractiveness.

- This year, race and ethnicity comprised 55% of the total complaints received, slightly decreasing from 58% last year.
- Retaliation decreased this year to 3% from 10% last year.
- Age slightly jumped, rising to 3% compared to 1% last year.
- Complaints concerning religion also increased slightly, growing from 5% to 8% this year.
- It is also notable that 13% of the complaints OIDE received this year were on the basis of disability. In comparison to last year, disability only comprised 8% of the total complaints received.
Nationwide, complaints regarding disability discrimination are on the rise. EEOC statistics released for 2009 show a 10% increase in complaints on this basis filed. Consultations and mediations regarding disability at DePaul should be particularly focused upon how to appropriately handle requests for reasonable accommodations and complaints regarding mental illness as a disability. Additionally, as a response to the increased number of complaints regarding disability, OIDE has ensured that trainings include a component on how to appropriately handle requests for reasonable accommodations based on a disability.

In addition, as Graph 2 highlights, race and ethnicity encompasses the majority of the complaints this year, following the continuing trend from previous years. This may point to campus climate issues; however, the slight decrease from 58% to 55% this year may also indicate that OIDE’s racial awareness trainings may be helping to combat these trends. Accordingly, OIDE will continue to explore proactive initiatives and trainings that can be implemented in the near future to curb the number of complaints based on these protected classes.
IV. SEXUAL HARRASSMENT POLICY MANAGEMENT

A. Introduction

OIDE is responsible for the resolution of all reported complaints of sexual, gender, and sexual orientation harassment and discrimination involving faculty and staff as indicated in DePaul’s Sexual Harassment Policy and Procedures.

In assessing the 2009 - 2010 caseload, the number of contacts has increased since 2008, where OIDE saw 51 contacts. In 2009/2010 the office received 61 contacts. The steady increase of contacts was anticipated in the past annual report, and if the number of contacts who have visited the office since June 15 continues, OIDE again anticipates a continuing rise in numbers. Moreover, these numbers do not include requests for training or general information regarding the office. In statistics released by the EEOC for 2009, OIDE finds that sex-related complaints are the third highest complaint category, following race discrimination and retaliation.

B. Complaints by Issue

Graph 4, below, represents the basis under which complainants file with OIDE, illustrating the types of issues covered by the policy that come into the office. Over the past 3 years, sexual harassment remains the highest proportion of reported issues.
C. Cases by Month

Graph 5, depicted above, illustrates the intake of complaints per month for the 2009/2010 fiscal year. As shown, the data from this year and previous years shows the following:

- Most complaints are filed within the first 3 quarters of the school year (Sept-Jun).
- There is an uptake of complaints filed with the office in October, February, and May, which is the month prior to the last month of each quarter.

These trends are consistent with previous years.

D. Data Conclusions

The data from this year reveals trends that are crucial to the implementation and maintenance of DePaul’s Sexual Harassment Policy and Procedures. As discussed previously, an increase of contacts this year was anticipated and following the data, this trend will continue.
V. OIDE PROGRAMMING

OIDE works in partnership with departments and academic units to sponsor a wide range of cultural programming events. This enables DePaul to showcase its commitment to diversity.

In order to streamline processes and to effectively communicate with the DePaul community, last year the office successfully implemented an online submission system for accepting cultural programming grant applications from the university community. To do so, OIDE has taken measures to restructure how to classify, file, and respond to requests for cultural programming support.

Updates to the proposal process include:

- Added electronic-based correspondence
- Categorized applications at intake

This new electronic system has increased OIDE’s operational efficiency by streamlining the approval process for proposals. In addition, by transitioning to a paperless process, OIDE has reduced excess waste of financial and natural resources.

ELECTRONIC CORRESPONDENCE
The new process involves a completely electronic system that consists of electronic award notifications, letters, and budget change requests. This electronic document management system improves the work environment, increasing productivity and workflow within OIDE and across University divisions. These developments translate into a quick, easy, and accurate exchange of information when managing requests.

FUNDING CATEGORIES AND OUTCOMES
OIDE developed funding categories to help manage the complexities associated with increases in online correspondence. Consequently, they help to organize and manage OIDE cultural programming submissions. Grant proposals categories are as follows: President’s Signature Series (PSS) Funding, Rev. Dr. Martin Luther King, Jr. (MLK) Funding, General Funding (GF), and Student Funding (SF).
A brief description of each category of funding opportunities and an annual review of 2009/2010 outcomes for each is provided below.

1. **President’s Signature Series (PSS) Funding:**

*Description:* This series highlights, promotes, and sponsors cultural programs and events of the University’s centers, institutes, and academic departments. In collaboration with variety of divisions across the university, OIDE creates an annual diversity calendar of programs reflective of DePaul’s diverse population in support of encouraging the understanding of diverse cultures. The ongoing theme *Common Issues, Diverse Responses* has been successful in capturing the mission to link together an assortment of programs for the collective goal of showcasing the importance of diversity, allowing for a comprehensive programming year that highlights cultures and diverse competencies. OIDE distributes and promotes the calendar events university-wide at the start of the fall quarter and continues throughout the academic year. PSS funding/budget is dedicated to only those programs selected to be included in this annual calendar series.

*Outcomes:* The President’s Signature Series (PSS), showcased 13 diversity programs and grants totaled $39,000 for this year’s series. Featured programs varied to include the Inaugural Latino Breakfast, Barack Obama and the African Diaspora Series, Cultural Conflicts Speaker Series featuring Rebecca Walker, Dinner Program Honoring Black Veterans: Tuskegee Airmen, Buffalo Soldiers and Triple Nickles, Echoes of a Revolution: A Conversation between Elena Poniatowska and Sandra Cisneros, and DePaul’s first Student Diversity Summit. In addition, annual programming includes the 4th Annual Abrahamic Faiths Intersection, 4th Annual President’s Diversity Council Reception, President’s Diversity Brunch, Rev. Dr. Martin Luther King, Jr. Prayer Breakfast, and Cesar Chavez Services Series Kick-off.
Students, faculty, staff, and community members engage in these programs at record numbers as reflected by attendance, which has dramatically increased from 1000 participates in 2008/2009 to almost 2400 attendees this year, (see Figure 2 below). It is concluded and established, via audience feedback that the PSS series continues to be well received by the community.

2. Rev/Dr. Martin Luther King, Jr. (MLK) Funding:

Description: MLK funding budget is exclusively for programs and events that honor Rev/Dr. Martin Luther King, Jr.’s legacy. Commemorating the MLK holiday is a priority for DePaul as it allows us to focus on Rev. Dr. Martin Luther King Jr.’s contributions to social justice, human dignity, and diversity. MLK is also an important symbolic event to the DePaul community and demonstrates the University’s commitment to diversity.

Outcomes: OIDE is charged with MLK initiatives and program support. This year, among the many MLK celebrations throughout the University, OIDE supported 6 major events. These events include well established annual programs such as the Cultural Center’s Rev. Dr. Martin Luther King Jr. Prayer Breakfast, the Celebration of Service community service project hosted by DePaul’s Black Leadership Coalition (DPUBLIC), the School for New Learning’s MLK Annual Symposium, and the 12th Annual MLK Law Luncheon. Other MLK sponsored events included a workshop entitled “Increasing Innovation and Building
Productivity by Building a Diverse Workforce”, and a dinner honoring African American Soldiers, and DPUBLCC’s Black Town Hall Meeting. OIDE sponsored MLK events attracted more than 1100 students, faculty, staff, and community members.

3. General Funding (GF):

Description: The General Funding (GF) budget is intended to provide a general programming category to the university community. Cultural programming proposals that do not fall into the other categories operate under this funding.

Outcomes: OIDE funded 10 of the 14 cultural programming proposals received, totaling $15,000 in grants awarded. Among the events funded are long-standing annual programs including the 5th Nonviolence and Social Justice Teach In sponsored by Liberal Arts and Sciences PAX program, graduation celebrations including the Students of African Descent Graduation, the Latino Graduation Banquet, the Asian American Institute Milestone Dinner, and the Chronic Illness and the Arts Symposium.

4. Student Funding (SF)

Description: The University places a high priority on providing funding for student organizations. Presenting funding opportunities for student groups of underrepresented or disadvantaged populations for culturally based programming activities supports the Student Activities Board in meeting unmet cultural programming needs. This category is dedicated to student organizations only. All applicants must be registered and in good standing with the Office of Student Life to apply.

Outcomes: OIDE allocated an annual budget of $10,000 for the student funding category; however, in 2009/2010 allocated funds were exhausted by mid-year. OIDE funded the following student events: Midwest Association of Hispanic Accountants (MAHA) MAAPS mentorship annual dinner banquet, the Alpha Phi Alpha Fraternity Black and Gold Ball, the Black Student Union’s Old school vs. New School events, and the Gamma Phi Omega International Sorority Inc. event entitled Yo’ Soy Latina. Lastly, OIDE sponsored the production of The Lantern, a publication of the Asian Cultural Exchange (ACE). OIDE received a total of nine requests for student funding this year totaling over $11,000 in requests. As a result of high demand, OIDE plans to take measures to increase funding allocated to this category.
Represented on the chart below is a snapshot of OIDE’s 2009/2010 financial support for cultural programming across the various divisions of the University. Overall, OIDE granted $75,424.50 in cultural programming funding in 2009/2010. The sponsorship helped to support a total of 32 events and series. Fifty-two percent of the funding was assigned to the President’s Signature Series followed by twenty-one percent for MLK events. The General Diversity Funding and Student Diversity Funding received twenty seven percent respectively.
VI. TRAINING

OIDE training modules are designed to provide all members of the community with the knowledge, skills, and competencies necessary to foster a diverse, inclusive environment, and ensures compliance with federal and state laws and University policies and procedures.

OIDE continued to provide various types of training to the University community during the year, and continues to be a strategic partner with Human Resources, the Office of Institutional Compliance, and the Office of the General Counsel regarding these initiatives. The central goal remains to provide a skill based curriculum, which is dynamic enough to be presented throughout the variety of operational and academic units, while also ensuring incorporation of best practices, diversity awareness, and EEO compliance.

Specific training initiatives include:

- Bi-Weekly New Employee Orientation Sessions
- Management Standards Training
- New Faculty Orientation
- Institutional Diversity Training
- New Employee Orientation
- Collaborative Consulting Diversity Training
- School of Education Search Training
- Budget Managers Diversity Training
- Various Divisional Diversity Training

The graph depicted below shows the specific trainings along with its percentage of attendees and participants.
The graph below shows the status breakdown of each category of individuals who have participated in OIDE training events this past year.

![Status Breakdown Graph](image)

**Anti-Discriminatory Harassment Policy Management Training:**

In conjunction with Sexual Harassment Policy Training, OIDE offers Anti-Discriminatory Harassment Policy training. Together these trainings offer a consolidated approach to educating and maintaining compliance and knowledge surrounding issues of harassment and discrimination. In 2009/2010, OIDE conducted trainings for many members of the DePaul population. On a twice-monthly basis, members of the OIDE staff conducted the diversity and anti-discriminatory harassment portion of New Employment Orientation. At this session, new employees are introduced to the three components of OIDE diversity work: Advocacy, Education, and Compliance. A section of this training focuses upon and provides an overview of DePaul’s Anti-Discriminatory Harassment Policy and the complaint investigation process.

OIDE also offered customized trainings. Customized trainings allow the office to respond directly to a department’s needs and ensure that the training topics are relevant and thought-provoking. These trainings have received positive evaluations, and OIDE will continue to reach out to the various departments and programs to offer customized trainings.
This year a new module focusing upon the Anti-Discriminatory Harassment Policy was added to Management Standards Training. In partnership with compliance, this workshop offered an in-depth case study analysis of discrimination and harassment as it relates to managers and supervisors. In that training, many important concepts were covered, including equitable treatment among similarly situated employees, how to respond to a request for reasonable accommodations, and how to appropriately deal with a complaint of discrimination and harassment. These trainings assist managers in cultivating a more respectful and equitable work environment.

**Sexual Harassment Policy Management Training:**

OIDE increased training opportunities in order to better disseminate information regarding community members’ understanding of the policy and their duty to report violations of sexual harassment. In addition to the standard outreach to various departments, units, and offices, OIDE has partnered with the Office of Institutional Compliance to create a new module for Management Standards Training. These trainings have instructed many of the staff, faculty, and faculty members serving in a supervisory position of their responsibilities under the *Sexual Harassment Policy*, as well as offering in-depth case study analysis of harassment and discrimination. One goal of this training was to reach faculty administrators as well as staff supervisors, as there has been an increase in the number of faculty respondents in sexual harassment complaints, as indicated in the preceding sections. OIDE intends to continue to enhance faculty outreach programs in order to respond to these statistics, as well as continue to focus on managers in other areas of the University.

This past year Public Act 96-574, regarding sexual harassment in higher education went into effect. As required by law, the University was to post signs throughout the University; enhancing the community’s awareness that sexual harassment is against the law. OIDE, in partnership with Facility Operations and the Office of the General Counsel ensured compliance with this law, and signs were posted by the legal deadline of Fall 2009. OIDE also presents an Anti-Sexual Harassment module during New Employment Orientation twice a month. Here, new employees are introduced to DePaul’s commitment to providing a safe and equitable environment, while providing an overview of DePaul’s *Sexual Harassment Policy and Procedures* and the complaint investigation process.

**Diversity Training and the RDR Group:**

OIDE coordinated two diversity trainings with the RDR Group. The training entitled, *Connecting with Others*, is infused with dynamic principles, covering key diversity competencies. It is framed in the context of creating a user-friendly workplace for everyone - both employees and customers. In addition, this workshop discusses re-defining diversity and inclusion, building the *business case* for diversity, identifying five diversity disconnects and the corresponding competences that will if applied, counteract these disconnects.
This all day session is offered twice a year on campus, and yields high evaluations by attendees for being innovative, interactive, and providing immediate skills to apply in the workplace.

The RDR workshops trained 48 DePaul employees from 25 different departments across the university. Participants that successfully complete the workshop are awarded certificates of completion from OIDE that is accompanied by a letter from the Vice President for Institutional Diversity and Equity. Due to high demand, OIDE plans to host an additional training session during the Fall 2010.
VII. COMMUNITY & UNIVERSITY ADVOCACY & SERVICE

Community engagement is a vital component of a comprehensive diversity program. Creating trust and building partnerships with communities of color serve several objectives to include: (1) creating a pipeline for students, faculty and staff to become part of DePaul University; (2) creating awareness in these communities that DePaul is a viable urban partner; and (3) exhibiting to personal constituents that diversity in its totality, beyond the borders of DePaul’s buildings, is a vital commitment of the University’s diversity mission. Listed below are some of the community outreach and partnerships that are facilitated through OIDE.

University Involvement:

- **American Studies Advisory Board**: This board oversees course offerings and curricular design of the American Studies Program, ensuring that inclusive and diverse principles are incorporated into student learning.

- **Asian Affinity Group**: OIDE worked with Asian faculty and staff to create an Asian affinity group. The AAG sponsored a reception and film screening of the *Vincent Who?* documentary. Affinity groups are a proven retention and employee engagement tool, and OIDE is utilizing this strategy in order to increase Asian faculty and staff retention.

- **Cesar Chavez Service Series Committee**: OIDE serves on this committee and assists in planning a series of DePaul events that focus on social justice, issues of access, immigration, and other important diversity dimensions.

- **Center for Intercultural Programs Advisory Board**: OIDE serves on this board to guide the director about cultural programming, resolving issues that affect students of color, and program review process for the Division of Student Affairs.

- **DePaul University’s Black Leadership Coalition (DPUBLC)**: This group is an affinity group that serves faculty, staff and students of African descent. OIDE staff serve on this group and work with DPUBLC on programming and issues as they pertaining to the African American community at DePaul. OIDE provides funding for DPUBLC events and also manages the organizations budget.

- **Executive Compliance Committee**: This committee manages the risk for the university. OIDE participates as one of the many areas of potential risk as it pertains to the AAP and the discriminatory harassment policies.

- **Hotline Triage Team**: This committee addresses complaints that come into a third party vendor anonymously and are then forwarded to the DePaul hotline triage team. Complaints are reviewed and assigned to the appropriate university official, unit, or process, ensuring response to allegations against individuals or units.

- **Latino Affinity Group**: Scheduled group and individual meetings to facilitate the formation of a Latino Employee Affinity Group. Affinity groups are a proven retention and employee engagement tool and OIDE is utilizing this strategy in order to increase Latino faculty and staff retention.
- **NCAA Certification Steering Committee Member and Chair, Gender, Diversity, and Student Athlete Well-Being Sub-Committee:** This Presidential appointed position oversees and guides the certification process. NCAA Certification occurs every ten years. This section reviewed diversity practices at DePaul to include recruitment practices as well as snapshot data for students, faculty, and staff.

- **Office of Multicultural Student Affairs Study Abroad Scholarship Committee:** The committee reviews applications and awards a scholarship for diverse students as defined by first generation, low income, and/or racial and ethnic diversity.

- **Policy Review Group:** Oversees all new DePaul policies being proposed for approval to the shared governance systems. OIDE represents the diversity perspective on this committee and ensures that DePaul policies are not exclusionary and do not adversely impact diverse individuals.

- **Staff Council (SC):** A member of OIDE staff serves on Staff Council and one of the responsibilities is to serve on the Diversity Committee. As a result, many partnerships between OIDE and SC have been created in areas of training, programming, and advocacy.

- **University Benefits & Compensation Committee:** Oversees all benefit changes, revisions and additions as it pertains to DePaul faculty and staff. This committee reviewed the salary equity analysis, proposed the ADA benefits package, and several other policies that impact the quality of life of DePaul employees.

- **Women’s and Gender Studies Advisory Board:** This board oversees course offerings and curricular design of the Women’s and Gender Studies Program, ensuring that inclusive and diverse principles are included in student learning.

- **Workplace Learning and Performance Group and Workplace Learning and Performance Marketing Group:** This committee contributes to the training and professional development of DePaul faculty and staff. OIDE worked with WLPG to advise them on issues of diversity and to develop inclusive training curriculum being offered through Human resources.

- **DePaul University’s Alumni Association:** An OIDE member serves on this board to provide a diverse perspective and directly works with the University to host periodic events and programs for DePaul alumni.

- **DePaul University’s Black Alumni Association:** OIDE staff serve on the DePaul Black Alumni Association and work closely with the African-American alumni base at DePaul.

**External Service:**

- **African American and Latino Dialogue and Research Forum:** This group coordinates a research forum that showcases scholarly work of African American and Latino students and provides professional development opportunities for scholars of color who seek to pursue a research agenda. Several students and staff from DePaul participate in these events.

- **Public Allies:** This community organization offers leadership training internships for diverse constituents in not-for-profit settings.
- **Gads Hill Center Advisory Board**: The advisory board helps this organization raise funds to provide educational services to families who live in Pilsen and North Lawndale. This board helps to create a student pipeline for Latinos and African American students to attend DePaul.

- **Hispanic Alliance of Colleges and Universities**: OIDE advertises in the HACU website and HR recruiters participate in the HACU annual job fair.

- **Illinois African American and Latino Higher Education Alliance**: DePaul advertises all job vacancies on the IALHEA Bulletin, which is disseminated broadly to educators across the state. Also, this alliance produced the *Storming the Gates: the Struggle for Access to Higher Education* video documentary and participated in panels throughout the state on how to increase access to students of color, and also highlighted best practices for inclusive colleges and universities.

- **Illinois Committee on Black Concerns in Higher Education (ICBCHE)**: OIDE staff are represented in the membership of this organization. ICBCHE pledges to address those issues regarding access for African American students, faculty, and staff at Illinois colleges and universities.

- **Illinois Latinos Council on Higher Education (ILACHE)**: ILACHE contributes to the overall mission of OIDE by promoting issues of diversity as it pertains to Latino equity and access issues in higher education. In 2009/2010 ILACHE sponsored a press conference to restore Map funding, held a Latino and African American Legislative reception where 25 legislators of color attended, and facilitated the passage of SB387, which mandates Latino Faculty and Staff recruitment and mandatory reporting be required for all Illinois state universities. As a result of ILACHE’s work, the VP of OIDE was asked to serve on a statewide advisory board on access and affordability.

- **National Association of Diversity Officers in Higher Education (NADOHE)**: NADOHE is a recognized diversity organization which is framing the national diversity dialogue for chief diversity officers. This is an elected position and its members have access to national legislative and higher education forums and debates. The VP of OIDE was elected to a 3 year term and serves on several key policy committees to include: Legislative, Chair of the International and U.S. diversity Committee, and several other key functions. This work will facilitate a national prominence for DePaul University and be a way to market the new Organizational Diversity Masters in the School of Commerce.

- **The Diversifying Higher Education Faculty in Illinois Program (DFI)**: Two of OIDE staff members serve as board members and an OIDE staff member serves as the DePaul Institutional Representative. This year OIDE increased the number of DFI Fellows at DePaul. Three graduate students were awarded this graduate fellowship. Together they will receive $27,600 in stipends.
VIII. **Diversity Goals and Plans for the Next Two Years**

As DePaul nears the completion of Vision Twenty12 the sense of urgency to complete the University’s diversity goals and objectives will be at the forefront of the OIDE’s work and activities. To accomplish the remaining tasks, OIDE will work with the PDC and various academic and operational units as the University approaches 2012. OIDE will also be looking ahead to the next strategic planning process and begin charting the course for Vision Twenty18. Paramount to this planning process is the continued focus on recruitment, retention, representation, and climate for faculty, staff, and students.

Recruitment of a diverse student population and workforce at all levels is paramount to achieving diversity. Proactive methods to increase diversity have been initiated, however but much more is still required. Retention is also vital when measuring the diversity landscape and environment. The retention of DePaul’s students, faculty, and staff is key in securing DePaul’s future. It takes time and resources to attract diverse candidates and as an organization, OIDE has an ethical obligation to ensure members of the campus community have a successful tenure at DePaul.

Representation of diverse individuals and voices on committees, task forces, leadership, and throughout DePaul is also needed. It is this active engaged participation that will enrich the dialogue and provide diverse perspectives that will assist us in facing the changing demographics and challenges of the future and to create policies that are open and inclusive. Representation also provides voice to those who have been historically underrepresented and disfranchised. Achieving critical mass is vital to enhancing the discourse of committees, decision making bodies and organizational systems.

Lastly, no discussion of diversity is complete without examining climate. Do women, people of color, LGBTQ, and other diverse constituencies feel safe, welcomed, and valued at DePaul? Do these diverse constituencies experience DePaul in the same way as the dominant culture or are their experiences vastly different ones? DePaul must continually assess through satisfaction surveys, exit interviews, focus groups, and other qualitative methods, the perceptions of stakeholders around issues of diversity and inclusion.

As OIDE and DePaul proceeds with these plans there are several areas that will need to be addressed and explored. The first is diversity data. Data at DePaul is owned by several process owners to including: HRIS, Academic Affairs, OPIR, and EM&M. Data is essential to measuring diversity progress. How do we know if DePaul is accomplishing its diversity objectives without a set of benchmarks and measurements? DePaul must be able to define its measures of success and be able to chart trend data since 2006, the inception of VisionTwenty12.
Currently, the two main issues framing the national diversity dialogue are: Religious diversity and International and U.S. diversity. How DePaul proceeds in these two conversations will impact not only the University, but the national diversity debate as well. DePaul should be at the forefront of these discussions and research as a leader on these topics. The conversation should be that of an and/and versus and either/or approach. OIDE serves on internal, national, and state committees and taskforces to assist in shaping effective practice on the changing nature of diversity and its many contexts.

Listed below are the goals that OIDE has identified as a priority in order to complete Vision 2012:

1. The Anti-Discriminatory and Sexual Harassment policies will be combined for efficiency and clarity.
2. OIDE needs to develop a data policy that supplies quarterly data information to capture the community.
3. A diversity report will be prepared for DePaul’s Board of Trustee’s and submitted annually.
4. The Employee/Academic Management Performance appraisal will be revised to include diversity competencies as measurement for judging employment performance.
5. An administrative guide for academic positions will be created and implemented and will be modeled after the Faculty Search Guide.
6. Training for all academic leadership will be conducted in 2011 and 2012 emphasizing recruitment and retention of diverse faculty.
7. OIDE will continue to explore Diversity Leadership and how executives can lead the way in transforming organizational culture. This will be explored as part of the executive leadership training being conducted with all Deans, Associate Deans, Chairs and Directors. In addition, OIDE will work with deans by providing diversity demographic reports that highlight areas of underrepresentation and utilization as outlined in the Affirmative Action Plan.
8. Staff training venues will also be created and OIDE will work with the Human Resources Training department to embed diversity training in the new on-line registration system and in creating a staff professional development training series. In addition, OIDE will continue to work with the Office of Institutional Compliance to offer mandatory diversity and anti-discriminatory harassment training.
9. An OIDE operations manual will be created to detail every function of OIDE ensuring a smooth transition of function if key staff leave the department.
10. An annual report will be generated showing diversity progress including a snapshot of the current condition and include analysis, trend data, and progress made since 2006.
11. OIDE will continue to be a leader both within DePaul and also in the national dialogue on how to harness and frame the conversation of both International and Religious diversity.
12. OIDE will work with Human Resources and Academic Development to create formal faculty and staff mentoring and shadow programs.
13. Acquire curriculum approval for the Master’s in Organizational Diversity and launch degree program.
IX. CONCLUSION

OIDE has worked diligently to complete the strategic objectives as outlined in Vision Twenty12. Much work has been accomplished but there is still much left to do. One major challenge of OIDE’s diversity work is the decentralization of diversity efforts at DePaul. Since several areas are responsible for working on diversity, such as Academic Affairs, Student Affairs, Enrollment Management and Marketing, and Mission and Values, as well as OIDE, there are often conflicting messages and ideas of how to complete the task. These issues should be resolved as the University proceeds with planning and it should provide clear articulate diversity goals and responsibilities in order to prevent duplication of efforts and programming.

OIDE has set a very aggressive agenda for the next two years. The office is compelled by a sense of urgency as the task is one that will not only propel DePaul forward to the future but it is also part of the social justice mission of the institution; to ensure the success and human dignity of all who are part of the DePaul community. OIDE will continue to work collaboratively across operational and academic units to achieve the goals as outlined in this report and the office is optimistic about the universities capacity to remain dedicated to the aspirational goal as outlined in the strategic plan that DePaul will “Be a Model of Diversity.”
APPENDICES

APPENDIX I: About the Office

Mission:
The OIDE actualizes DePaul’s Catholic, Vincentian, and Urban character by insuring respect, inclusion, and equity, for all members of our community.

Vision:
Our vision is to achieve a truly diverse environment that reflects our collective values. Our work, programs, and initiatives will reflect this commitment to promoting change, equal opportunity, social justice, celebrating and fostering diversity, the recruitment and retention of diverse constituencies, and building a community that values and respects the differences and commonalities that each and every individual brings to DePaul. We will continue to strive to prepare our community to effectively navigate the opportunities and challenges of Chicago and beyond.

Core Values:
- Assist DePaul in achieving academic excellence
- Embrace our Vincentian Heritage
- Create understanding
- Foster compassion
- Promote equal opportunity
- Foster respect, inclusion, and equity

Scope:
The Office of Institutional Diversity and Equity is designed to provide resources and organizational integration to effectively coordinate and develop a wide spectrum of services, initiatives, and policies. An essential component of the diversity effort at DePaul is the commitment to diversity as a core value of the institution. The Office of Institutional Diversity & Equity is also responsible for coordinating the implementation of Goal 3 “DePaul will be a Model of Diversity for VISION Twenty12.”

Services:
- Diversity and Advocacy Policy
  Training
  Programming
- Anti-Discriminatory Harassment Policy and Procedures
- Sexual Harassment Policy and Procedures
  Affirmative Action Plan
  President’s Diversity Council
APPENDIX II: Faculty Exit Interview

Faculty Exit Interview

The DePaul Faculty Exit Interview process is designed to collect climate and other qualitative data from exiting faculty to identify environment issues that contribute to turnover, to provide exiting faculty an opportunity to voice concerns and make suggestions, and to identify trends and patterns that will assist in the creation of retention strategies. This information is voluntary and strictly confidential.

Employee Information

Name (optional): ________________________________________________

Department: ______________________

Separation Date: ______________________

Do you have a new position? YES NO

If YES

Title ____________________________________________________________

How were you recruited for this Position?

____ Through an advertisement
____ Through a colleague
____ Recruited by the hiring institution
Other ____________________________________________________________

Using the following scale, please rate the following regarding the position you are leaving at DePaul:

1 = poor  2 = fair  3 = average  4 = very good  5 = outstanding

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<thead>
<tr>
<th>Your compensation relative to the current market value of your discipline</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Administration of your department/school</td>
<td>1</td>
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<td>4</td>
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<td>Professional development opportunities</td>
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<tr>
<td>Working conditions</td>
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<td>2</td>
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<tr>
<td>Overall impression of DePaul</td>
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<td>2</td>
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<tr>
<td>Overall satisfaction</td>
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<td><strong>How would you rate your department chair/program director/dean’s guidance and support in…</strong></td>
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<td>o Helping you understand and meet your expectations</td>
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<td>2</td>
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<td>o Providing mentoring and professional development opportunities</td>
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<td>2</td>
<td>3</td>
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<tr>
<td>o Evaluating your performance with constructive feedback</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>o Recognizing your contributions to the department/program</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>o Fostering a collegial environment</td>
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<td>2</td>
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What were the **primary** and **secondary** reasons for your leaving DePaul University?

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<thead>
<tr>
<th>Primary (choose one)</th>
<th>Secondary (check all that apply)</th>
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<tbody>
<tr>
<td></td>
<td>Accepted position in a private university</td>
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<td>Accepted a position in a public university</td>
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<td></td>
<td>Anticipated non-reappointment/tenure denial</td>
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<td>Contract expired/tenure denied</td>
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<td>Compensation</td>
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<td>Change in direction of career</td>
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<td>Inability to balance work &amp; family personal demands</td>
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<td>Lack of opportunity for advancement</td>
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<td>Returned to school</td>
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<td>Health reasons</td>
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<td>Relocation of spouse/partner</td>
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<td>Retirement</td>
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<td>Temporary appointment ended</td>
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<td>Working conditions</td>
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<td>Other (please elaborate):</td>
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<th>Advocacy</th>
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<td>Compliance</td>
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<td>Gender:</td>
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<td>____ Female</td>
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<td>____ Male</td>
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<td>____ I do not wish to disclose</td>
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<td>Rank:</td>
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<td>____ Assistant</td>
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<tr>
<td>____ Associate</td>
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<tr>
<td>____ Full Professor</td>
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</table>

Would you like an in-person exit interview? YES NO

If yes, please provide a preferred contact method, and date/time for someone to contact you.

Contact Information (optional):

Preferred contact method:

Preferred date: Time:

Interviewer Information

Name: Contact Information:

Department: Position Title:
What were your expectations when you came to DePaul?

Please explain if your expectations were or were not met and how?

What incentives would have encouraged you to stay?

What did you like most about your experiences as a faculty member in the department, school, or college?
What did you like least about your experiences as a faculty member in the department, school, or college?

Were there any barriers that impeded your success as a faculty member?

As a faculty member, did demands in your work make it difficult for you to balance work and family or personal responsibilities (please explain)?

Please provide any suggestions about what might be done differently to improve the working and climate of your department, college, or school?
Would you recommend DePaul University to a colleague (please explain)?

What advice would you give a colleague considering a faculty appointment at DePaul University?