framework can help institutions ground and present an integrated approach, although institutional performance related to diversity can vary across units and depends on many actors working together to achieve progress.

To address the challenge of developing an overview of campus activities that advance diversity goals across units, Rona Halualani and her research team at Halualani and Associates developed “diversity mapping” as a form of inquiry and a research methodology with new metrics for benchmarking institutional change related to diversity. Diversity mapping is a reflexive practice focused on identifying where a college or university is—in terms of values, principles, objectives, goals, outcomes, and resource allocations—with regard to establishing a deeply embedded campus structure grounded in diversity (Halualani, Haiker, and Lancaster 2010). This process, which was created in 2007 when Halualani served as the diversity leader at San Jose State University, involves a team of researchers from Halualani and Associates evaluating an institution’s extant diversity efforts and curricula over a period of ten months to gauge that institution’s commitment to and investment in diversity and inclusive excellence.

More specifically, diversity mapping entails “taking stock of current diversity efforts and then analyzing such mappings to identify the current status of inclusive excellence at that institution” (Halualani, Haiker, and Lancaster 2010, 127). The process helps higher education institutions locate their actual (not projected) engagement with and implementation of diversity efforts by producing a visual map that reflects all diversity initiatives, programs, events, and even curricula across the institution, at all levels and within all units. Such diversity mapping represents a valuable process of inquiry for any campus beginning to form an institution-wide diversity strategy or master plan. This practice can provide a sense of where the institution has been, where it currently is, and how it has operationalized diversity and inclusive excellence, in both intentional and unintentional ways. This mapping involves more than just taking an inventory or engaging in a diagrammatic exercise; instead, it is a meaningful practice of inquiry through which singular pieces of information that are typically isolated within campus silos are organized and framed in relation to one another. The resulting holistic portrait provides a comprehensive overview of diversity on campus at both structural and thematic levels (see figure 1 for an example map). The diversity map allows practitioners to locate duplication in efforts, empty zones or areas of neglect, and practices that are more nominal than functional.

To enhance the mapping process and categorize stages of development, Halualani and Associates have developed a set of diversity analytics. After gleaning information from campus websites, documents, and discussions with staff and faculty, several areas are coded by Halualani and Associates researchers to produce additional layers of organizational analysis. These analytical layers include (but are not limited to)

- year of effort;
- level of focus (primary or partial);
- division/departmental location;
- level of integration (connections and links among divisions);
- type/theme of diversity effort;
- change order (first-, second-, third-, and fourth-order change);
- number of times a diversity effort is highlighted in campus news and media;
- innovation score (the extent to which an institution pursues new practices);
- target population (all campus constituents, leadership, faculty, staff, students, or community members);
- initiation point (university-wide or program-driven);
- target focus (mainstream or focused on a specific group);
- Diversity Engagement/Learning Taxonomy Assessment (DELTA)

Campus diversity maps provide a comprehensive overview of diversity initiatives across an institution’s functional areas, such as student and academic affairs. The image above suggests the depth and breadth of detail about an institution’s diversity work that the map allows to surface.