

Table 1: MPP/PhD Program Cultural Audit

Culture Category	What to Look For	Gaps
<p>1. Physical characteristics and general environment</p> <ul style="list-style-type: none"> • What do the physical components of the department say about the culture? • Are diverse faculty and students included? 	<ul style="list-style-type: none"> • Wall hangings • Symbols and logos • Program website • Brochures • Annual reports 	
<p>Specific climate actions to be taken (specify timeframe, ex., next month, 6 months, year)</p>		
<p>2. Policies and procedures</p> <ul style="list-style-type: none"> • What do the program’s policies and procedures say about the importance of diversity? 	<ul style="list-style-type: none"> • Mission statement • MPP/PhD program guide • Faculty search policies • Faculty promotion and tenure policies • Student application review policies 	
<p>Specific climate actions to be taken</p>		
<p>3. Customs and norms</p> <ul style="list-style-type: none"> • What regular behaviors and expectations are in place that affect the culture relative to diversity? • What impact do these have on diversity and inclusion? • Is consideration of diverse faculty and student interests a norm or priority? 	<ul style="list-style-type: none"> • MPP/PhD program director to faculty interaction • Faculty to faculty interactions • MPP PhD program chair to student interaction • Faculty to student interactions • Unspoken rules and norms • Distribution of important student opportunities (e.g., co-authorships; sponsored research opportunities) 	
<p>Specific climate actions to be taken (specify timeframe)</p>		

<p>4. Curriculum</p> <ul style="list-style-type: none"> • How is diversity included within the curriculum? 	<ul style="list-style-type: none"> • Diversity inclusion in core, required courses • Diversity inclusion in elective, stand-alone courses 	
<p>Actions to be taken (specify timeframe)</p>		
<p>5. Research</p> <ul style="list-style-type: none"> • How is diversity valued in faculty research and scholarship? 	<ul style="list-style-type: none"> • Acceptance of diversity related scholarship as a respected area of research • Support/advisement for diversity related thesis or dissertations 	
<p>Actions to be taken (specify timeframe)</p>		
<p>6. MPP/PhD Program Director Leadership</p> <ul style="list-style-type: none"> • What priority does the department chair give diversity? • How does this impact culture? • Are senior administrators who value diversity respected? 	<ul style="list-style-type: none"> • How the MPP/PhD program director communicates value of diversity to faculty, staff, and students • Perception of program chair's commitment to diversity by faculty, staff, and students • Routine dissemination and analysis of MPP/PhD program diversity data • Articulation of diversity goals to entire unit 	
<p>Actions to be taken (specify timeframe)</p>		

<p>7. Rewards and Recognition</p> <ul style="list-style-type: none"> • How are departmental diversity accomplishments rewarded? • How does this impact culture? • Are diversity champions recognized and respected? 	<ul style="list-style-type: none"> • Faculty and staff performance reviews • Types and quantity of diversity rewards offered • Faculty, staff, and student perception of reward value • Types of formal and informal recognition 	
<p>Actions to be taken (specify timeframe)</p>		
<p>8. Communication</p> <ul style="list-style-type: none"> • How are messages regarding diversity, both formally and informally communicated? • How is the program's diversity history communicated? • Do faculty members speak up on the importance of diversity? 	<ul style="list-style-type: none"> • How faculty, staff, and students learn about the MPP/PhD program's diversity priorities • Reporting of program's diversity history on website and in printed materials • Statements related to diversity during faculty search process • Statements related to diversity during student recruitment and application review 	
<p>Actions to be taken (specify timeframe)</p>		

<p>9. Measurement and accountability</p> <ul style="list-style-type: none"> • What is the program's reputation in terms of diversity? • How is the MPP/PhD program chair's diversity performance reported and evaluated? • How are MPP/PhD faculty members' diversity performance reported and evaluated? • What are the faculty demographics of faculty? • What are the student demographics? 	<ul style="list-style-type: none"> • MPP/PhD program chair performance review • Faculty and staff performance reviews • Routine climate survey of faculty, staff and students • Collection, dissemination, and analysis of MPP/PhD program demographic data • Budgetary support for diversity related investments 	
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Source: Gooden (2014) (forthcoming)

Modified from Testa and Sipe (2011)