

# DIVERSITY STRATEGIC PLAN: 2004 - 2009

## Office of the Vice Provost for Educational Equity

### *Introduction*

The mission of the Office of the Vice Provost for Educational Equity (OVPEE) is to serve as the catalyst for the development, implementation, and evaluation of multicultural initiatives, as well as the advocate for diverse populations within the University community. Our vision is to be the locus of activities that will optimize the transformation of Penn State into a multicultural institution. To those ends, a focus on equity practices, strategies, and accountability is woven into our fabric. The Educational Equity office has six strategic goals that must be met to achieve this mission:

- Provide University leadership to demonstrate the benefits of diversity
- Provide University leadership in the implementation of *A Framework to Foster Diversity at Penn State: 1998-2003* and *A Plan to Enhance Diversity at Penn State*
- Ensure University compliance with federal regulations around diversity
- Enhance and implement internal and external administrative, organizational, and curricular diversity-related actions to support University viability and vitality
- Enhance and define new organizational structures and processes in Educational Equity
- Assist in enhancing the access and opportunities for all learners who face economic and educational barriers to postsecondary education

The office is comprised of sixteen units and eighty-eight full time staff members:

- Central Administrative Office
- Academic Advancement Programs, composed of
  - College Assistance Migrant Program
  - Comprehensive Studies Program
  - Educational Opportunity Centers in Philadelphia and Southwestern Pennsylvania
  - Ronald E. McNair Post-Baccalaureate Achievement Program
  - Student Support Services Program
  - Talent Search
  - TRIO Training Institute

Upward Bound  
Upward Bound Math and Science

- Multicultural Resource Center
- Office for Disability Services
- Office of Veterans Programs
- Senior Diversity Planning Analysts
- Women in the Sciences and Engineering Institute

In addition, the office provides both staff and budget support for the Commission on Lesbian, Gay, Bisexual and Transgender Equity; Commission on Racial/Ethnic Diversity; and Commission for Women; administers Equal Opportunity Planning Committee funds; and houses the senior faculty mentor.

The initiatives listed below comprise Educational Equity's implementation plan for the *A Framework to Foster Diversity at Penn State: 2004-09*.

## 1. Developing a Shared and Inclusive Understanding of Diversity

Educational Equity will continue to utilize current channels of communication such as web sites, list serves and unit-based newsletters to insure intra-office familiarity with unit goals and accomplishments. University-wide we will continue to work in conjunction with the Office of Public Information to update the diversity video used in student orientation sessions, send a letter to incoming students to describe our diversity goals and community expectations, and sponsor orientation sessions for all new students of color. In addition the following new initiatives will be implemented:

- Mandatory orientation for all new OVPEE employees to introduce them to the University's diversity goals, *A Framework to Foster Diversity at Penn State: 2004-09*, and Educational Equity's mission and diversity expectations.
- Web-based unit newsletters to reach all Educational Equity staff and a broader University and public readership.

## 2. Creating a Welcoming Campus Climate

Educational Equity will continue current initiatives designed to create a welcoming campus climate. For the University at-large these include providing diversity training for faculty and staff groups as requested, renewing our funding commitment to Penn State Public Broadcasting for the highly acclaimed simulcast (TV and radio) show *Race Matters*, and providing substantial support for the Commission for women book project. Within Educational Equity we will continue to explore new opportunities for cross-unit communication and program initiatives. Community involvement will continue with the Centre County Human Relations Commission, the state College Area Family YMCA and Penn State Public Broadcasting. New initiatives will include:

- Renewing our commitment to OVPEE staff retreats to facilitate a new culture in the organization, blending the original Educational Equity units with the Academic Advancement Programs.
- Implementing a diversity climate assessment for all staff in OVPEE.

### 3. Recruiting and Retaining a Diverse Student Body

Continuing initiatives to recruit and retain a diverse student body include Equal Opportunity Planning Committee (EOPC) sponsorship of bridge programs to introduce first generation students, students of color and women to higher education. EOPC is continuing to request data from program directors related to the success of such programs. The vice provost and associate vice provost take part in recruitment trips for both undergraduate and graduate students. The vice provost is co-director of the Bunton-Waller Fellows Program. Educational Equity also supports numerous student organizations. New actions will include:

- An assessment of Academic Advancement Programs to build on the current excellent record of service to first generation, low-income students.
- The development of new Academic Advancement Program initiatives for at-risk students.
- The suggested transfer of the McNair Scholars Program to the Graduate School to better introduce students to the culture of graduate study.
- Building a collegial working relationship with Student Affairs to better serve students and the University.

### 4. Recruiting and Retaining a Diverse Workforce

Educational Equity has done an excellent job of recruiting and retaining a diverse staff. Currently fourteen percent of our staff at grades nineteen and below, and forty percent of our staff at grades twenty and above, are people of color. All of our staff at grades nineteen and below, and fifty-six percent of our staff at grades twenty and above, are women. We will seek to build on this success while continuing to assist the University-wide effort to meet this challenge. University-wide efforts include:

- Consulting with and helping to fund a major new staff recruitment effort in the Office of Human Resources. The Penn State Alumni Association is also an important partner in this effort.
- Supporting the initiatives of the Senior Faculty Mentor aimed at successful recruitment and retention of faculty of color.
- Continuing to explore ways to provide mentoring to new staff of color in partnership with the Office Human Resources.
- Continuing to provide staff support for climate assessments and diversity training.

## 5. Developing a Curriculum that Fosters Intercultural and International Competencies

As of summer 2001 the vice provost was added to the Academic Leadership Team and President's Council. This, in addition to his membership on the University Faculty Senate and the Senate Council, has strengthened his position as an advocate for curricular change. The vice provost is currently involved in Senate discussions to enhance curricular offerings that focus on domestic diversity. A number of Educational Equity staff members teach credit courses in African and African American Studies, Kinesiology, Higher Education, and Counseling Education. Educational Equity currently provides support to a number of academic offerings including:

- The Peace Studies Program (College of Engineering)
- GEOG 496H Rethinking Urban Poverty in the United States (Prof. L. Yapa)
- A partnership between the Schreyer Honors College and several other colleges to develop and implement a new course "A Struggle for Freedom: A Journey South Through the Black Civil Rights Movement.
- Financial support for programs and projects in African and African American Studies.
- Financial support for student-generated educational offerings such as *A Touch of Africa*, *Asian American Heritage Month*, the *LGBT Speakers Series*, the *Caribbean Experience*.

## 6. Diversifying University Leadership and Management

Educational Equity continues to advocate for increased diversity on University leadership teams, inclusive searches, and diverse search committees. In Educational Equity fifteen of our eighteen directors and senior diversity planning analysts are women and/or people of color. Educational Equity contributes to University-wide efforts to meet this challenge through search committees and participation on the steering committee of the Administrative Fellows Program. We will:

- Continue to advocate for diverse administrative and executive search committees, searches and teams.
- Provide leadership and professional development opportunities for our staff members.
- Continue to participate in and support the Administrative Fellows Program.
- Facilitate the Senior Faculty Mentor's involvement with the Academic Leadership Council.

## 7. Coordinating Organizational Change to Support Our Diversity Goals

In 2001 the Academic Advancement Programs were combined with Educational Equity in an effort to centralize diversity-related programs. This realignment, which tripled the size of Educational Equity and substantially increased the scope of populations served, has created an organizational challenge. More recently (Fall 2003), the return to the faculty of associate vice provost Cathleen Love creates the need for additional restructuring to enhance effectiveness and efficiency. Educational Equity will continue to explore these opportunities and work to more fully integrate the AAP programs under the Educational Equity rubric. New initiatives will include:

- Create a position in Educational Equity for a development specialist, possibly to be shared with another unit. This would give Educational Equity greater flexibility in meeting the needs of low-income students and supporting projects beyond the scope of our general funds allotment.
- The possible transfer of the McNair Scholars Program to the Graduate School to better introduce students to the culture of graduate study.

**Office of the Vice Provost for Educational Equity**  
**Strategic Planning Grid for**  
*A Framework to Foster Diversity at Penn State: 2004-09*

**CHALLENGE 1**  
**Developing a Shared and Inclusive Understanding of Diversity**

| <b>ACTIONS</b>  | <b>Suggested Administrative Oversight</b>     | <b>Resources/Source for Resources</b> | <b>Outcome</b>   | <b>Progress to Date</b> | <b>Time Frame</b> |
|---|---|---------------------------------------|--|-------------------------|-------------------|
| 1.1 Mandatory orientation for all new OVPEE employees   | Associate Vice Provost for Educational Equity |                                       | Introduce new employees to the University's diversity goals                      |                         |                   |
| 1.2 Web based unit newsletters  | OVPEE web coordinator<br>OVPEE Unit Directors |                                       | Ensure intra-office familiarity with OVPEE diversity goals                       |                         |                   |
| 1.3 Coordinate and support to academic colleges and academic support units in implementing their respective diversity definitions | SDPA's  |                                       | Ensure University paradigm for diversity is consistent throughout the University |                         |                   |

**CHALLENGE 2**  
**Creating a Welcoming Campus Climate**

| <b>ACTIONS</b>   | <b>Suggested Administrative Oversight</b>               | <b>Resources/Source for Resources</b> | <b>Outcome</b>  | <b>Progress to Date</b> | <b>Time Frame</b> |
|--|---|---------------------------------------|---|-------------------------|-------------------|
| 2.1 Staff retreats to facilitate the Continued integration of new cultural paradigm  | Vice Provost for Educational Equity                     |                                       | Blending Educational Equity and AAP   |                         |                   |
| 2.2 Implementation of a diversity climate assessment for OVPEE staff   | Associate Vice Provost for Educational Equity<br>SDPA's |                                       | On-going analysis of unit climate for underrepresented groups                       |                         |                   |
| 2.3 Assist academic colleges and academic support units in developing, administering, and analyzing unit climate assessments | SDPA's  |                                       | Ensure consistency across the University; afford possible benchmarking capabilities |                         |                   |

**CHALLENGE 3**  
**Recruiting and Retaining a Diverse Student Body**

| <b>ACTIONS</b>  | <b>Suggested Administrative Oversight</b>                                | <b>Resources/Source for Resources</b> | <b>Outcome</b>   | <b>Progress to Date</b> | <b>Time Frame</b> |
|---|--|---------------------------------------|--|-------------------------|-------------------|
| 3.1 Assessment of AAP programs                                  | Administrative Director AAP<br>AAP Unit Directors                        |                                       | Documentation of visible success of AAP programs                                   |                         |                   |
| 3.2 Development of new AAP initiatives for at-risk students     | Vice Provost for Educational Equity<br>AAP Unit Directors                |                                       | Increased opportunities for at-risk students to increase recruitment and retention |                         |                   |
| 3.3 Transfer of McNair Scholars Program to the Graduate School  | Vice Provost for Educational Equity<br>Dean of Graduate School           |                                       | Introduce graduate students in the program to the culture of graduate study        |                         |                   |
| 3.4 Increase collaboration with the Division of Student Affairs | Vice Provost for Educational Equity<br>Vice President of Student Affairs |                                       | Improve ability to serve undergraduate students                                    |                         |                   |

**CHALLENGE 4**  
**Recruiting and Retaining a Diverse Workforce**

| <b>ACTIONS</b>  | <b>Suggested Administrative Oversight</b>   | <b>Resources/Source for Resources</b> | <b>Outcome</b>  | <b>Progress to Date</b> | <b>Time Frame</b> |
|---|---|---------------------------------------|---|-------------------------|-------------------|
| 4.1 Develop with OHR and the Penn State Alumni Association a new staff recruitment effort                                     | Vice Provost for Educational Equity<br>Vice President for Human Resources<br>Executive Director of the Alumni Association |                                       | Increase recruitment and retention of staff from underrepresented groups            |                         |                   |
| 4.2 Continue to support senior faculty mentor   | Vice Provost for Educational Equity   |                                       | Increase recruitment and retention of faculty from underrepresented groups          |                         |                   |
| 4.3 Develop mentoring opportunities for staff   | Vice Provost for Educational Equity<br>Vice President for Human Resources   |                                       | Increase retention of staff from underrepresented groups                            |                         |                   |
| 4.4 Continue to provide support to academic colleges and academic support units in climate assessments and diversity training | SDPA's  |                                       | Ensure consistency across the University; afford possible benchmarking capabilities |                         |                   |

**CHALLENGE 5**  
**Developing a Curriculum that Fosters Intercultural and International Competencies**

| <b>ACTIONS</b>   | <b>Suggested Administrative Oversight</b>                | <b>Resources/Source for Resources</b> | <b>Outcome</b>  | <b>Progress to Date</b> | <b>Time Frame</b> |
|--|--|---------------------------------------|---|-------------------------|-------------------|
| 5.1 Continue to support OVPEE staff who teach credit courses that focus on diversity | Vice Provost for Educational Equity<br>Appropriate staff |                                       | Expand Intercultural and International curricular offerings |                         |                   |
| 5.2 Continue to advocate for curricular inclusion of diversity                       | Vice Provost for Educational Equity                      |                                       | Expand Intercultural and International curricular offerings |                         |                   |

**CHALLENGE 6**  
**Diversifying University Leadership and Management**

| <b>ACTIONS</b>  | <b>Suggested Administrative Oversight</b>   | <b>Resources/Source for Resources</b> | <b>Outcome</b>   | <b>Progress to Date</b> | <b>Time Frame</b> |
|---|---|---------------------------------------|--|-------------------------|-------------------|
| 6.1 Continue to advocate for diverse administrative and executive searches        | Vice Provost for Educational Equity<br>Commission for Women<br>Commission on Racial & Ethnic Diversity<br>Commission for LGBT Equity<br>Affirmative Action Office |                                       | More diverse representation in the University administration |                         |                   |
| 6.2 Provide leadership and professional development opportunities for OVPEE staff | Vice Provost for Educational Equity<br>OVPEE Unit Directors   |                                       | More diverse representation in the University administration |                         |                   |
| 6.3 Continued support of Administrative Fellows Program                           | Vice Provost for Educational Equity<br>Associate Vice Provost for Educational Equity  |                                       | More diverse representation in the University administration |                         |                   |

## CHALLENGE 7

### Coordinating Organizational Change to Support Our Diversity Goals

| <b>ACTIONS</b>   | <b>Suggested Administrative Oversight</b>                      | <b>Resources/Source for Resources</b> | <b>Outcome</b>   | <b>Progress to Date</b> | <b>Time Frame</b> |
|--|--|---------------------------------------|--|-------------------------|-------------------|
| 7.1 Creation of OVPEE development position                     | Vice Provost for Educational Equity                            |                                       | Assist in meeting the needs of at-risk, low-income students; support diversity initiatives beyond the scope of current general funds allotment |                         |                   |
| 7.3 Transfer of McNair Scholars Program to the Graduate School | Vice Provost for Educational Equity<br>Dean of Graduate School |                                       | Introduce graduate students in the program to the culture of graduate study  |                         |                   |