

*A Framework to Foster Diversity
at Penn State: 2004-2009*

The Smeal College of Business

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Introduction

Diversity covers a range of attributes, such as race, ethnicity, geography, age, gender, disability, religion, sexual orientation, veterans, and socio-economic status. Most of our diversity efforts have been, and will continue to be, targeted at underrepresented minorities, including African Americans, Hispanics, and Native Americans. The College has the largest number of underrepresented undergraduate minorities at University Park. Nevertheless, we strive to enhance both our diversity profile and climate. The College is committed to:

- Recruiting and retaining underrepresented students, faculty, and staff, especially faculty and MBA/PhD candidates.
- Enhancing curricula that reflect the many dimensions of working and living in a pluralistic world.
- Providing a welcoming climate and supportive resources for all of our constituencies to realize their highest potential.

CAMPUS CLIMATE AND INTERGROUP RELATIONS

Challenge 1: Developing a Shared and Inclusive Understanding of Diversity

- The College will continue to distribute information and discuss diversity with students by augmenting diversity information in the Freshman Seminar, and by requiring attendance at presentations on diversity in industry.
- The College will continue to assume a leadership role in The START conference held each spring, which educates students, faculty, and staff in the areas of diversity in the workforce and the changing demographics in the U.S.
- The Assistant to the Dean for Diversity Enhancement will continue to augment the representation of underrepresented minorities in the MBA and PhD programs through targeted recruitment and retention efforts.
- The Director of Undergraduate Diversity Enhancement Programs will continue to promote diversity by engaging in various activities related to the recruitment and retention of underrepresented undergraduate students.
- The Dean will continue to communicate both the University's and the College's diversity initiatives within the Strategic Plan, and discuss them at faculty, executive committee, and management committee meetings. The minutes of these meetings are shared with the entire faculty and staff of the college.
- The Diversity Advisory Committee, chaired by the Dean, and consisting of senior faculty, both the graduate and undergraduate multicultural coordinators, staff, and students will implement and monitor accountability on the Smeal Diversity Plan. In addition, they will:
 - Collect and update data on minority representation, among students, faculty, staff and administrators as well as retention and matriculation rates for students.
 - Collect benchmarking data from peer institutions.
 - Organize diversity workshops and other activities for staff and faculty.
 - Recommend development of new courses to reflect diverse market segments and opportunities.
 - Monitor the impact of raising the mean GMAT score on minority enrollments in the MBA program.
 - Monitor the impact of enrollment controls on minority students' admission to majors.

- This report, as well as the The Final Assessment of A Framework to Foster Diversity at Penn State: 1998-2003, will be distributed to all faculty and staff
- The Dean and the Senior Associate Dean will meet monthly with the graduate and undergraduate multicultural coordinators to discuss diversity, learn of any problems, and determine solutions to such problems. They will also meet regularly with other unit heads to review accomplishments and future plans.
- A climate for diversity assessment survey will be conducted with all Smeal students in October 2004. The action items that will be undertaken will be determined based on the survey findings.
- The College will participate in the Alliance for Earth Sciences, Engineering and Development in Africa (AESEDA)

Challenge 2: Creating a Welcoming Campus Climate

- The College will conduct a climate assessment to gather information about constituents' personal experiences within the unit, perceptions of the climate for underrepresented members, and/or perceptions of unit actions regarding climate issues and concerns. We will seek the assistance of the Office for Educational Equity in developing and/or administering a climate survey. The first step will be a student assessment, followed by a faculty and staff assessment.
- A "Diversity Team" within undergraduate programs will continue to monitor climate. This will be done using focus groups of underrepresented students. This data will be used to educate the Undergraduate Programs staff regarding issues and concerns of underrepresented students in the Smeal College.
- The Dean will continue to meet regularly with student groups to solicit information and address their concerns. The College will initiate added effort to enhance overall climate and individual's satisfaction within the environment. The efforts that will be pursued depend on student feedback.

REPRESENTATION (ACCESS AND SUCCESS)

Challenge 3: Recruiting and Retaining a Diverse Student Body

- The College will continue to participate in all of the University's recruitment programs for undergraduates such as:
 - Achiever's Weekend (Spring semester).
 - Presentations at Hispanic Academic Progress and Upward Bound summer programs.
 - Minority Admissions and Community Affairs. This is a component of Penn State's undergraduate admissions office, which focuses on the recruitment of underrepresented populations.
 - Philadelphia Honors Convocation. This program is sponsored by the Minority Admissions and Community Affairs office and various Penn State College's to identify and honors the top students of color from the entire Philadelphia school district.
 - High school recruitment fairs.
 - **The Freshmen Leadership Program**
The purpose of the Freshman Leadership Program is to provide first year students of color with the skills necessary to succeed in their freshman year at Penn State as well the tools to achieve in the subsequent years. Through the Freshman Leadership

Program, students will have a chance to attend a variety of workshops that will aid them in their academic success and in their personal growth.

- In addition, the College has its own programs and initiatives.
 - **Black Male Leadership Symposium.**
 - **The Black Male Leadership Symposium** aspires to produce unity and stability among black males in the Smeal College of Business while making an effort to retain and recruit as many of these young men we can reach. Our plan is to develop and hone the leadership and academic qualities of the young black male. The Smeal College of Business recognizes the decline of black males successfully matriculating through the business curriculum and has recognized a need for a program that attempts to accommodate students with whatever is needed to complete their academic career whether enhancing study skills, socializing in a majority environment, career direction and professional development.
 - **2004 Symposium Goals**
 - To enhance the retention and recruitment of black men at Penn State.
 - To help black men recognize and realize their leadership qualities.
 - To increase the interest among program individuals in developing their leadership skills and to provide concrete tools for them to do so.
 - To produce responsible and credible young black male mentors.
 - To generate successful businessmen.
 - To create unity, respect, and stability among black males at Penn State University primarily targeting Smeal College of Business students.
 - **The Multicultural Scholars Program**

The Multicultural Scholars include recipients of the Bunton-Waller Fellowship and the Dean’s Merit awards. These students participate in monthly academic, professional and personal development seminars. They are also engaged in research on a topic that focuses on the impact of diversity on a business issue. Previous topics included the University of Michigan’s Admissions Practices and the Abercrombie & Fitch hiring and marketing practices. The research is presented at the end of each academic year in a case competition format.

Multicultural Scholars Enrollment

Bunton-Waller Fellows Only

ETHNICITY	2000-2001	2001-2002	2002-2003	2003-2004***	2004-2005***
Afri. Amer.	3	5	1	6	7
As. Amer.	0	0	0	0	0
Hispanic	0	0	2	2	2
Nat. Amer.	0	0	0	0	0
TOTAL OFFERS	6	7	7	7	7
TOTAL YIELD	3	5	3	8	9
INCREASE*	8	1	2		
DECREASE**	1	2	1		
GRAND TOTAL	10	4	4	8	9

Each academic year has yielded 2 Dean’s Merit Scholars in addition to the Bunton-Waller Fellows!

*Increase due to change of major into Smeal.

**Decrease due to change of major out of Smeal, personal issues, or not maintaining required cumulative grade point average.

***Total number exceed number of offers due to offers made to Philadelphia Honors Convocation.

- **The Parental Involvement Initiative**
Smeal Office of Undergraduate Diversity Enhancement Programs maintains contact with Smeal College Parents throughout each academic year. Parents are sent newsletters twice each semester with information about the College and opportunities available to the students. Parents of freshmen and sophomore students are contacted at the end of each year to engage families in phone conference calls to discuss academic progress, career goals and the next academic year goals.
- The College will add \$15,000 to scholarship monies for targeted underrepresented minority scholarships, bringing the total annual allocation to approximately \$88,000.
- The College will add \$2,000 per year to the operating budget for travel to recruit underrepresented undergraduate minorities.
- The College will target minority scholarships in our fund raising efforts.

Undergraduate Diversity Student Enrollment Data

	2001-2002	2002-2003	2003-2004	2004-2005*
Smeal	15.9%	16.1%	17.3%	16.9%
UP	11.5%	12%	11.6%	

*Tentative enrollment numbers. Counts will be finalized six weeks into the Fall 2004 semester.

Undergraduate Diversity Student Graduation Data Percentage Graduating in Four Years

Entering Cohort	Total Population	Total Minorities	African American	Asian American	Hispanic	Native American
Fall 1998						
Smeal	78.1	68.1	63.8	72.1	61.7	80.0
UP	69.7	61.5	57.2	65.1	60.5	59.2
Fall 1999						
Smeal	78.9	73.4	62.0	80.3	69.8	71.4
UP	70.8	64.3	58.5	69.6	63.0	59.2
Fall 2000						
Smeal	79.0	73.2	65.5	80.7	65.1	75.0
UP	70.1	62.4	58.8	66.6	60.2	63.2

- Smeal MBA Program
 - The College will continue to provide full tuition and stipends for all second year minority MBA students. 1st year students receive support from the graduate school and 2nd year students receive Smeal funds.
 - Current MBA minority students will recruit MBA minority candidates.
 - **Minority MBA Retention Initiatives**
 - Minority MBA Orientation
 - Mentoring by MBA Office Staff
 - Mentoring by Second Year Students
 - Mentoring by Alumni
 - Professional Development Workshops (resume, interview, career fair)
 - Support to attend the NMBAA & NSHMBA Conferences
 - Minority Executive Interaction

- Diversity Appreciation Weekend (alumni panel, informal interaction)
- Minority Group Lunches
- Tutoring Service
- Minority Business Periodicals (MBA Office)
- Minority Graduation Dinner
- Support for the Minority MBA Student Association
- Support for the Minority MBA Case Competition Team
- Open Door Policy (Assistant to the Dean)
- Graduate Assistantship Funding

MBA Diversity Student Enrollment Data

	Class of 2004	Class of 2005	Class of 2006
Smeal	7%	10%	10%

- Smeal Ph.D. Program
 - The College will provide support for faculty to attend minority PhD student recruiting conferences
 - **Minority Ph.D. Retention Initiatives**
 - Advising (Department Faculty, Associate Dean, Assistant to the Dean)
 - Support to Attend Professional Conferences
 - Support for Dissertation Research
 - Group Lunches (Associate Dean, Assistant to the Dean, Minority MBA Students)
 - Social Events (Associate Dean & Assistant to the Dean)

Challenge 4: Recruiting and Retaining a Diverse Workforce

- The College will continue to work with the Affirmative Action office and Diversity Support Center to conduct workshops for the Search Committees and Department Chairs to recruit a more diverse faculty and staff.
- The College will continue to utilize its social and professional networks to identify qualified underrepresented minorities for faculty and staff positions. We have secured a joint faculty appointment in our college with Dr. James Stewart, Professor of Labor Studies and Industrial Relations and African and African American Studies.
- In general, the job market for business school faculty is very thin and the minority market is even thinner. To help us recruit underrepresented faculty in this environment, the College will pursue innovative and alternative strategies, including affiliate appointments for faculty.

EDUCATION AND SCHOLARSHIP

Challenge 5: Developing a Curriculum That Fosters Intercultural and International Competencies

- The College will continue to review both our graduate and undergraduate curricula to ensure that diversity components exist in a number of courses.
- The College will continue to support three cross-listed diversity courses that were first offered in the 2002/03 academic year:
 - Globalization and African Communities
 - African American Economic and Business Development
 - The Political Economy of Jazz and Rhythm & Blues
- The College has introduced a new MBA course entitled “Strategic Diversity Management”, taught by Juan Johnson, a vice president at The Coca-Cola Company and president of the Diversity Leadership Academy, and based on the groundbreaking work of diversity management guru R. Roosevelt Thomas, the inaugural course honed students’ leadership skills to harness diversity of ideas and perspectives as a competitive asset. It was first taught in Spring 2004 and will be offered again this year.
- The College will respect and value management research that addresses diversity issues. All publications are reviewed and rated by the relevant Department Chair and Associate Dean for Research as inputs to the annual review process.
- The College will enhance the diversity components of our freshmen and MBA orientations.

INSTITUTIONAL VIABILITY AND VITALITY

Challenge 6: Diversifying University Leadership and Management

- The College will continue to provide release time and financial support for faculty and staff to attend professional conferences and workshops on leadership and management.
- The Assistant to the Dean for Diversity Enhancement has been, and will continue to be, a member of the college’s Management Committee, which consists of department chairs, program deans, research center directors, and directors of all administrative units in the college.
- See <http://www.smeal.psu.edu/smeal/chart.html?as7> which displays the Smeal organizational structure. Currently we have six females, including the Dean, and one underrepresented minority in senior management positions.

Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals

- The College will ensure that strategic plan updates and future strategic plans will continue to emphasize diversity as one of its strategic goals.
- A key focus of development efforts will be to gain support for underrepresented minority endowments for both students and faculty. Also, during each semester, the College will offer HRDC Diversity Education programs for staff.
- To demonstrate diversity as part of our leadership agenda, in our new building the Assistant to the Dean for Diversity Enhancement’s office will be located in the Dean’s suite, adjacent to both the PhD and MBA deans’ offices.